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2014 STAFFING INDUSTRY ANALYSTS **EXECUTIVE FORUM** SAN DIEGO

March 18-21, 2014  
Hilton San Diego Bayfront

STAFFING INDUSTRY ANALYSTS

**2014 Executive Forum**  
The Unofficial Conference Recap

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**The Highlights**

*How do you want to define your staffing firm in 2014? Be different.*

Attend the 2014 Executive Forum in San Diego and learn new ways to differentiate yourself from beige firms with power networking, participate in collaborative workshops and hear impactful keynotes from staffing industry and business leaders alike.

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### Executive Forum Highlights

- Keynotes
  - Competing to Win
  - FLIP: Differentiation Strategies
  - The Art of Innovation
  - Fiscal Reality
- Breakout sessions
- A few lessons learned




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### Competing to Win Barry Asin




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### Competing to Win

- **The staffing industry today**
  - Moderate employment growth
  - Temp employment at 2.8M
  - Temp penetration at record levels!
  - 72% of staffing firms seeing growth
  - Direct hire is growing faster than temp




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**Competing to Win**

- **Success in the near term**
  - Professional disciplines
  - Technology adoption
  - Globalization
  - Outsourcing
  - Compliance



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**Competing to Win**

- **More Buyers Expect to Share ACA Costs**
  - In 2012, 62% of employers expected to share none of the cost associated with ACA.
  - Latest survey found only 33% expected to share none of the cost.
  - Median expected rate increase on temp labor was \$.80 / hr.



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**FLIP: Differentiation Strategies**  
Peter Sheahan



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### Differentiated Strategies

- How do you respond to change and chaos without adding to the chaos?
  - Question Assumptions before Strategic Planning
  - Seek Clarity & Alignment
  - Take intelligent risks
  - Actively reposition
  - Increase collaboration



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### Differentiated Strategies

- "The Wedge"
  1. Go niche like Apple
    - Narrow focus, clear expertise, higher margin
  2. Offer "stickier" services like IBM, SAP
    - Greater complexity, deeper partnerships
  3. Greater Volume like Dell
    - Compete on price and speed



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### Differentiated Strategies

- Streamline and eliminate waste
  - In U.S., average hospital charges \$50,000 for heart surgery.
  - In India, Dr. Shetty conducts twice the amount of surgeries for an average cost of just \$2,000.



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**The Art of Innovation**  
Guy Kawasaki




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**The Art of Innovation**

- **The goal of companies is to make meaning**
  - Apple – computers
  - Google – information
  - eBay – commerce
  - YouTube – video




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**The Art of Innovation**

**11 Steps to Innovation**

1. The DNA of innovation is to create meaning.
2. Make a MANTRA – why should your company exist?
3. Jump to the next curve – find new ways to deliver value.
4. Role the DICEE
5. Don't worry, be CRAPPY!




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**The Art of Innovation**

**11 Steps to Innovation**

- 6. Let 100 flowers blossom.
- 7. Polarize people.
- 8. Churn baby churn.
- 9. Differentiate yourself.
- 10. Perfect your pitch.



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**The Art of Innovation**

**11 Steps to Innovation**

- 11. Don't let the bozos get your down!



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**The Art of Innovation**

**Key to SEO, Social Media and Online Marketing:**

**"Write good \$#it (stuff)!"**



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**Fiscal Reality**  
Alan Beaulieu




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**Fiscal Reality**

- **Lots of GOOD news!**
  - Cash is cheap...this is the ideal time to borrow.
  - We are at the tip of the iceberg for US manufacturing.
  - US carbon emissions have dropped back to 1995 levels.
  - Consumers are saving...lowest level of default in 26 years.
  - US dependence of foreign oil is failing...and energy is cheap.

*There is too much bad press and misinformation.  
The US is doing very well right now!*




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**Fiscal Reality**

- **But it's not all good news...**
  - The lack of skilled labor is a real issue.
  - Average wages for production workers are on the way up.
  - Inflation is going to affect your margins.
  - Growth is going to slow in the second half of 2014

*ACA is not the worst thing that has happened to the economy, but other costs were temporary, and ACA is permanent.*




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## Fiscal Reality

- **Strategies for the years ahead.**
  - Develop growth strategies.
  - Find and eliminate bottlenecks.
  - Invest in market research, people, process, metrics and training.
  - Plan for higher wages.
  - Borrow now while rates are low.
  - Invest in efficiencies.

*Unemployment is a meaningless number, employable people are hard to find.*



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## The Sessions



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## Latest tech trends in staffing

- The cost of IT: \$10,500 / FTE
- Questions to ask about your IT investment
- Biggest CIO concerns
- IT trends



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### Selling IT Staffing

- Generalists don't get a second look, pick a niche.
- Don't hire recruiters! Hire practitioners.
- Align your candidate experience and intake process with your client.
- MSP's can be your friend.



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### The Gross Margin Method

- Only two ways to improve margins
- The goal of pricing – maximize spread on each order
- Common pricing methods
- Pro pricing method



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### Creating Your True Differentiators

- What is differentiation?
- Differentiation strategies
- Differentiation process



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## Creating Your True Differentiators

- Be the first to the market (VMS)
- Create a unique attribute to fills a void (online staffing)
- Build a sense of leadership (Kelly Girl)
- Leverage heritage (locally owned since 1975)
- Specialize (not just IT, Business Intelligence experts)
- Proof (referrals, testimonials, NPS, Best of Staffing)




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## How to Partner with MSPs

- Top 5 from Qualcomm and Johnson & Johnson:
  1. Start small and play for the long term
  2. Honesty goes a long way
  3. Do your homework!
    - Know the client better than they know themselves
  4. Provide Risk Education and Insight
  5. Innovate!
    - Hire relationship management staff who know their MSPs
    - Explore lower cost recruiting models
    - Invest in technology
    - Utilize more recruiters than high-end sales people




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## IT Staffing Growth Wave

- IT Employment Growth outpacing National growth
  - IT Employment up over 35% vs. 2% total employment growth last 10 years
- Three Great Case Studies on Differentiation
  1. The deep interest approach: DISYS
    - ERP focus, bundling staffing in a SOW format with PM oversight
  2. The volume play – Mastech
    - Recruiter centric, high volume, low cost centralized MSP model
  3. The niche focus – Project One
    - specialized in digital media and entertainment
    - Requires discipline to walk away from other business!




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### Online Staffing

- Entering the 3<sup>rd</sup> stage of online staffing
- What brought you into online staffing?
- What lessons have you learned?
- What is the future of online staffing?



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### Reporting, Big Data, Analytics

- Bring your ATS and CRM into the same dashboard.
- Look at bottom line impact, not placements.
- Examine recruitment spend closely.
- Tie recruitment costs to placements, not resumes!



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### What's Next for Staffing?

- What will be the biggest changes in staffing?
- How does staffing play in a world of direct connection?
- Will everyone be in an online staffing firm in 5 years?
- How do you feel about VMS and MSP?
- What's next for service delivery models?
- How far will staffing go in the enablement of talent?
- What is your most important strategic imperative?
- How do you get your front line people to be real talent consultants?



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**Lessons Learned**




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Lesson 1:  
**ACA is still confusing as \_\_\_\_\_.**

- The net impact on cost is not going to be nearly as bad as initially feared.
- You need professional guidance from an insurance expert that knows ACA and staffing.
- You need to gather your data, and determine your strategy (insurance and cost sharing).




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Lesson 2:  
**Pick a Niche**

- Focus on what you are the best in your market at!
- Fill a void.
- Be relentless at driving home your core area of specialization.




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Lesson 3:

**Go all the way!**

- It takes great discipline to stay niche!
- Once you choose either a niche focus, a deep-interest approach, or the ability to execute with speed and low cost, fully commit.
- In-between is no-man's land.




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Lesson 4:

**The big guys don't think like you do.**

- They are both a serious threat (to margins) and not really a competitor.
- They are making investments in technology and service delivery that you cannot match.
- But they are focused on massive accounts... and virtually ignoring the smaller ones.




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Lesson 5:

**Streamline & Innovate**

- Don't be afraid of change, embrace it!
- Don't let your ego get in the way.
- Don't brush off new models or new ways of operating (i.e. online staffing).




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Lesson 6:

**MSPs – embrace or run?**

- Supplier rationalizations
- Net promoter scores
- First impressions
- Know thy customer



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Lesson 7:

**Put yourself out of business.**

- How could 2 guys in a garage put your firm out of business?
- How will you jump to the next curve?
- Don't let the bozos get you down.



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Lesson 8:

**Use data!**

- Get staff to enter good data.
- Focus on bottom line, not top level metrics.
- Act on the data.



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Lesson 9:

**Learn from the "human cloud"**

- Online staffing is here to stay.
  - Will you be a "travel agent" or "real estate agent?"
- Will you ignore it or embrace it?
- How will you marry online staffing to your firm?
  - As a service you offer?
  - As a recruiting tool?
  - As a platform for building private talent pools?




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Lesson 10:

**Invest in your business...NOW!**

- Market conditions are idea for growth.
- Money is cheap.
- There are lots of ways to improve sales, marketing, service and operational efficiency.




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**Coming Next:**  
Staffing PPC  
How to generate leads and recruit with Pay-Per-Click advertising

Thursday, May 15th

Reserve your seat:  
[www.lunchwithhaley.com](http://www.lunchwithhaley.com)

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