

YOUR PATIENCE IS APPRECIATED...



... **LUNCH WITH HALEY** will be served shortly.



# EXECUTIVE FORUM RECAP

*What we saw, heard and learned from this year's conference.*

David Searns  
Brad Smith  
Susan Wurst

# Today's Agenda

Keynotes | Sessions | Lessons Learned



# KEYNOTES

# Leadership in a Time of Turbulence

## A very mixed year

- **Economy looks good**
  - Inflation easing (but above 2% fed goal)
  - High interest rates not likely to subside
  - UE low (3.9%) and job growth solid
- **But staffing demand is weak**
  - SIA revised estimate for 2023 down 15%
  - Average 2024 revenue is down 5%,
  - BH indicator is -13% in both commercial and professional staffing
- **Staffing should have 5.4% growth!**



Speaker: Barry Asin

# Leadership in a Time of Turbulence

## What's going on?

- Pandemic aftershocks?
- Economic growth in areas that don't use a lot of staffing?
- Lower employment churn?



Speaker: Barry Asin

# Leadership in a Time of Turbulence

## Change drivers for 2024 and beyond

- **Major trends**
  - Digital transformation (now it's staffing platforms)
  - AI (39% of tasks expected to be replaced by AI within 3 years)
  - Labor demand > supply
  - Demand for flexible work (contract/gig, remote)
  - Turbulence and uncertainty (political, legal, geopolitics)
- **2024/2025 forecast**
  - Industry flat in 2024
  - 2nd half will be better
  - Healthcare down 11% then 2% more in 25



Speaker: Barry Asin

# Leadership in a Time of Turbulence

## The staffing world of the future

- **The future is already here, it's just not evenly distributed yet**
- **Barry's view:**
  - More impact and visibility
  - More valued by employers and workers
  - More strategic
  - More tech-driven and human-centered
- **Staffing firms should become more strategic**
  - HR consulting
  - Outplacement/Career transition
  - Employee engagement and retention
  - Online job advertising
  - Outsourcing/SOW consulting
  - Payrolling/EOR services
  - Upskilling & reskilling



Speaker: Barry Asin



## Panel: Industry Leaders on the Future of Staffing

### Why is staffing weak when GDP is strong?

- Consumer and Government spending is driving the growth
- Businesses aren't spending
- Waiting on interest rates
- Biggest reset ever in travel healthcare

### What areas are growing?

- Energy sector / renewable (AI takes 10x the energy of Google search)
- Government and defense
- SOW and consulting work
- MSP/VMS flowing into medium size businesses now
- Travel healthcare stable, double-digit growth on physician side

### Outlook: Steve Schumacher Allegis Global Solutions

# Generative AI and Staffing: The Good, The Bad, and The ChatGPT

AI (and all disruptive tech) forces us to adapt...or die

## Adaptations:

- Shift left: Invest money to save money (automation)
- Shift right: Create new business models (staffing platforms)

## Three ways to use AI:

- AI baked into off-the-shelf software => no competitive advantage
- API calls to Gen AI service => temporary advantage (your prompting)
- Build your own AI models based on your data => real advantage



Speaker: Paul Zikopoulos

# Generative AI and Staffing: The Good, The Bad, and The ChatGPT

## AI Projects to Focus On:

- Automation – break your business down into its components...where can you use AI?
- Optimization – build models for your business based on your data and results
- Prediction – use behavioral data to predict outcomes (hiring profiles, sales targeting)
- Deep learning – feed data into the system and let it build its own logic
- Autonomous processes – AI bots that run activities

**AI will automate inequality at scale.**



Speaker: Paul Zikopoulos

# SESSIONS

# AI and More: The Hype and the Hope of New Technology

## Impact on Productivity

- 30% increase in software development productivity
- 70% improvement in time to place with chatbot
- Staffing Process Automation (worker/temp side):
  - <10mm: 45%
  - 11-100mm: 55%
  - >100mm: 65%
- Staffing Process Automation (client side):
  - <10mm: 29%
  - 11-100mm: 28%
  - >100mm: 32%

## How to Embrace in Your Organization

- Digital transformation should be led by Business Strategy, NOT IT!
- Start with the basics: automate. Drive to a specific purpose.

# Building a High-Performance Sales Organization

- 2022/2023 salespeople became more transactional
- Ask your client how they want to be communicated with
- Manage your salespeople based on experience
- Evaluate your entire client base
- Be accountable to your sales strategy



**Kersten Buck**  
VP, Global Strategic  
Solutions, CCWP  
SIA



**Michele Beilman**  
COO  
**Matlen Silver**



**Sharon Black**  
President of Enterprise  
Strategic Accounts  
Robert Half



**Tom Gimbel**  
Founder & CEO  
LaSalle Network



**Cassandra Sanford**  
CEO  
Kelly Mitchell Group

## From Startup to Scale-Up: Strategies for Early Growth

### Breakdown of the staffing industry

- 0 - \$1M 56% (10,815)
- \$1M - \$5M 29% (5,534)
- \$5M - \$10M 7% (1,428)
- \$10M - \$25M 5% (974)
- \$25M - \$50M 2% (359)
- \$50M - \$100M 1% (158)
- \$100M+ 1% (140)

# From Startup to Scale-Up: Strategies for Early Growth

## Why do companies fail to grow?

- Ego of the owner (need to learn to work through others)
- Failure to focus (too much chasing the shiny objects)

## Biggest mistakes?

- Growing too fast
- Not being prepared for a slowdown
- Lack of clarity (vision, priorities)
- Bad hiring and not retaining great people

## Critical lessons

- In the early years, it's all about revenue. Later, it's all about EBITDA.
- Learn industry benchmarks (what you should spend for every dollar of gross margin)
- Develop leaders (people who can build trust, coach, and have high emotional intelligence)



# From Startup to Scale-Up: Strategies for Early Growth

## How to get past \$20M today

- Blend technology and people
- Determine where and how work gets done (automate, offshore, must do here)
- Get your hiring right
- Have leaders who know what they are doing and are assigned
- In key positions, overhire people who can take you two levels above what you need to

## Key question

- What is your #1 growth constraint...and how are you dealing with it?

# Extreme Recruiting: Strategies, Tips and Tactics When Talent Is in the Driver's Seat

- Take a skills-first approach
- Candidates want consistent and frequent communication
- Focus and be regimented
- It is still a people business



**Adrienne Nelson**  
VP, Solutions Delivery,  
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**Manish Mohan**  
Chief Global Talent  
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**Tracey Power**  
Chief People Officer  
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**Nimitt Sharma**  
SVP, Growth & Strategy  
Pyramid Consulting, Inc

# Harnessing the Power of AI in Staffing: Transforming Sales, Marketing, and Operations

## Your Team wants AI

- 67% of employees want AI
- 29% of them actually "get it"
- KPI for their team members is to share how they used AI in their role to improve every week

## Simple Truths

- Toughest thing to do is get a new customer
- Second toughest is to keep your current client

## Role Practice is Key

- 1,000 hours spent developing role practice personas
- Only competitive advantage is our people's ability to change
- AI-based role practice against detailed personas dramatically improves sales results

# Industrial Staffing Opportunities and Innovations

- Sell your way through it
- Relationships, relationships, relationships
- The AI lesson we can learn from ATMs
- Only implement technology if it enables better human interaction



**Michael Schultz**  
Research Analyst  
SIA



**Geno Cutolo**  
President  
Adecco North America



**Tim Dupree**  
President  
Kelly Professional &  
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**Tammi Heaton**  
Co-CEO  
PrideStaff



**Bill Stoller**  
Co-Founder & CEO  
Express Employment  
Professionals

# Utilizing AI to Drive Productivity in Your Recruiting Process

## Lauren B. Jones – Leap Consulting

- Develop well-informed interview questions (behavioral and skill-based)
- Improve training and shorten learning curves (avg. tenure only 18 months)

## Jason Leverant – AtWork Group

- Create an internal information Oracle (internal tool to get answers immediately)
- Email automation and candidate workflows

## Ashwarya Poddar – ConverzAI

- Use AI to interact with candidates within the first 2 hours of application
- Use AI for ATS skill matching (e.g., Forklift applicant but 30 miles away)

## Time Sanders – Upwork

- AI is a prediction machine; use those signals to identify change
- Build internal GPTs to serve as your personal intern – writing job descriptions specifically for each job board platform.

# Scaling With Soul: Building and Sustaining a Culture-Driven Business

## Culture

- Create an organization that brings out the best in people
- Servant leadership and caring about others
- Leaders need to communicate with transparency and vulnerability
- Our job is to transfer enthusiasm to people
- When crafting core values, consider what you'd want people to say about your company at a cocktail party (or a eulogy)
- The role of the team leader is to care about the growth and success of their team members
- People want to have a best friend at work...facilitate this!
- Create a cadence for communication (annual, quarterly, monthly, weekly, even daily)

## Together We Rise: Women in Staffing Leadership

- 10 minutes, 10 hours, 10 years
- Don't have a culture that tolerates brilliant jerks
- Advice to women starting out in their careers or something you wish your younger self knew



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# Talent Platforms: What's Next?

- **The Staffing Platform Industry**
  - \$17B segment of the staffing industry (and rapidly growing)
  - Value proposition: speed, quality, and cost savings (typically 10% - 15% versus 60%)
  - Many services are 1099 workers, more adding EOR partner to offer W-2 talent
  - Platforms win when they are niche-focused
- **Can platforms and staffing firms work together?**
  - They can co-exist because they offer a different value proposition (hmmm?)
  - More likely to cross over as platforms add managed services and staffing firms add platforms
- **How can SMBs use talent platforms?**
  - Rely on the platform for end-to-end recruiting
  - Expand access to talent...and reduce the noise from resume overload
  - Source talent for very specific projects/expertise
  - Optimize service delivery for time



# Developing Consulting, Outsourcing and Solutions Businesses

- **Why should you pivot**
  - Market opportunity
  - Client wants a partner with a holistic approach
  - Higher margin business
- **Downsides and risks**
  - Inability to deliver can hurt staffing relationship
  - Scope creep on deliverables
  - Cannibalizing your core business
- **A panel divided**
  - Can Staffing salespeople do solutions selling?



**Peter Reagan**  
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**Steve Kass**  
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**Raja Narayana**  
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COO  
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# Metrics That Matter: Key Performance Indicators for Staffing Success

## 3 Key Metrics from Dan Mori

- Headcount
  - A person put out on assignment
  - You need to know the average value of headcount
- Job Order Fill Percentage and Turnover Rate
  - How many job orders do you have vs. filled each month
  - How much headcount do you lose in a month (or need to replace)
- Sales Performance
  - Meeting to proposal rate (how many meetings result in a proposal)
  - Contract Conversion rate (how many proposals result in a contract)
  - Contract to Billing Client rate (how many contracts result in client billed)

## Free Sales Tip

- Use your resume database access to search for competitor names, call to do a reference check on that person, and send the hiring manager lead to sales.

# LESSONS LEARNED

**DAVID**

## **Takeaways**

- I learned how to spell “AI” you should too!
- Platforms are on the rise...how will you compete?
- There are WAY more SMB staffing firms out there than I thought.  
Find your niche!
- Rethink how you sell.

## BRAD

### Takeaways

- **Opportunity is about to knock.**  
If Steve Schumacher and Allegis are a leading indicator again, we should see growth coming. Are you doing the things needed right now to protect and gain market share? Or are you making decisions based on fear?
- **You're not behind in AI – yet.**  
There are some truly amazing use cases for AI, and we are on the verge of massive changes in the industry. You need to make sure you are integrating AI in your processes, your workflow, and training your teams. One staffing company shared that 1 out of every 3 placements is now coming through AI-based candidate engagement.

## SUSAN

### Takeaways

- The industry is simultaneously embracing AI while also going back to the basics.
- Despite the 2023 numbers and Q1 2024, staffing companies continue to be optimistic about growth this year.
- Staffing companies are re-evaluating their approach to sales and sales training.



**Questions?**

**Need help with your marketing?**

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