

Want to be your clients genuine and valued 'go to' talent expert?

'Innovating away from feast/famine and the ambulance chasing world of no win no fee contingent recruitment'

- The C word is synonymous with the recruitment industry, but do we deserve it?
- This seminar is focussed on the importance of innovation and the process of evolving your recruitment value proposition to; contracted &/or recurring revenue, retained sales, project managed campaigns and RPO, MSP and Embedded 'on-tap' recruitment models.
- This session will be a practical workshop on; How to innovate to increase contracted revenue, Adding customer value and increasing your business enterprise value together, Where to add value and how, Understanding the customer and what they really want and how to make it happen.
- The C word I was referring to is more than four letters and is CONSULTANT, but I only see <5% of recruitment professionals being truly consultative. Time to change and be happy!
- As part of the knowledge sharing we will also be showing you a best in class methodology for you to undertake a Client segmentation exercise after the conference, and helping you identify the low hanging fruit of opportunity that sits in your client base already.

Who am I?



- Financial Services sales and IT BPO Services for 10 years from 1988
- Recruitment, Staffing & Talent since 1998
- RPO Solutions Sales and Product Development since 2003
- Founder of Milestones & Recruitment Business Adviser since 2004
- Non-Exec Director, Leadership Coach & Mentor since 2015
- Sport Business Leadership Coach & Business Mentor since 2020
- Co-Founder of L= in 2021
- Co-Founder of NorthStar People in 2022
- Projects delivered to >70 clients



What do I do?



STRATEGY &
ADVISORY
CONSULTANCY



ORGANISATIONAL
PERFORMANCE &
CAPABILITY



BUSINESS
DEVELOPMENT
& GROWTH



LEADERSHIP
COACHING &
MENTORING

- ✓ **Work with business owners to help them achieve financial success through their organisations performance, leading to a successful exit**
- ✓ **Work with organisations to help them improve and become high performing with sustainable profitability**
- ✓ **Work with business leaders and leadership teams to help them be the very best version of themselves with high impact**

Where I operate?



contrast



PayStream*
Makes Perfect Sense...



**ReThink
Recruitment**
being different



magpie recruitment



BAE SYSTEMS



Rising above the competition

Focussed on the importance of innovation and the process of evolving your proposition to; contracted &/or recurring revenue, retained sales, project managed campaigns and RPO, MSP and Embedded recruitment models.

- How to innovate to increase contracted revenue
- Adding customer value and increasing your business value together
- Where to add value and how
- Understanding the customer and what they really want
- Making it happen



How to innovate to increase contracted revenue

**RACE TO THE
BOTTOM**



How to innovate to increase contracted revenue

Change is in your control...

- Get away from the business cliff edge
- Remove 'feast or famine'
- Add value
- Do a 'professional' job
- Happier stakeholders
- No longer 'just another recruiter'
- Become a talent partner
- Have a trusted adviser relationship
- Build business resilience
- Grow a stronger culture



How to innovate to increase contracted revenue

Including innovation in your VMOST model

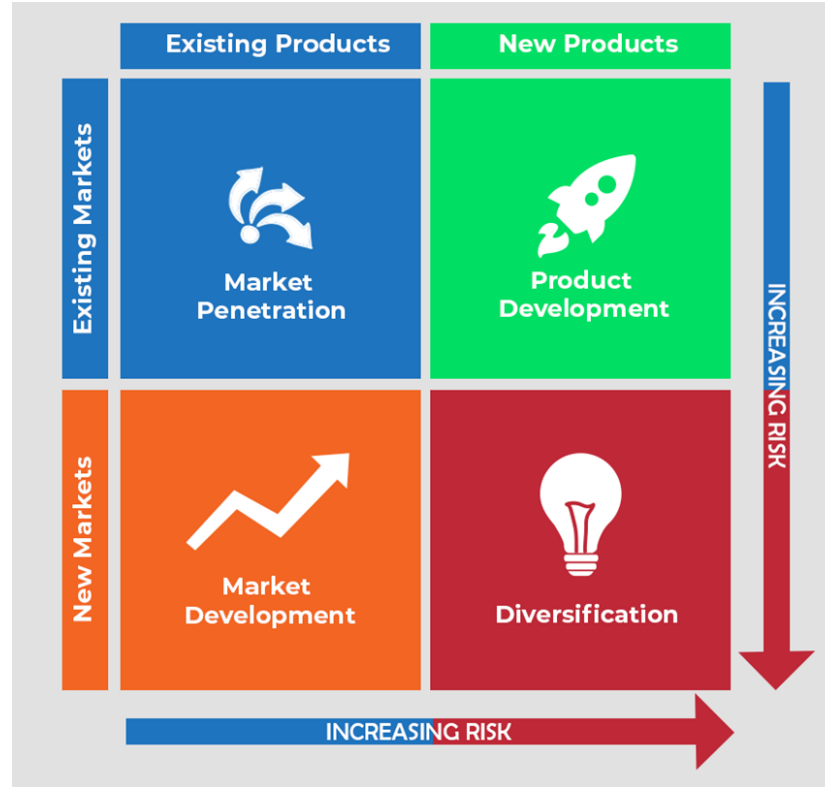


How to innovate to increase contracted revenue

Your ANSOFF business model

Penetration

Expansion



Innovation

Aggression

Adding customer value and increasing your business value

M&S
SIMPLY
FOOD

TESCO

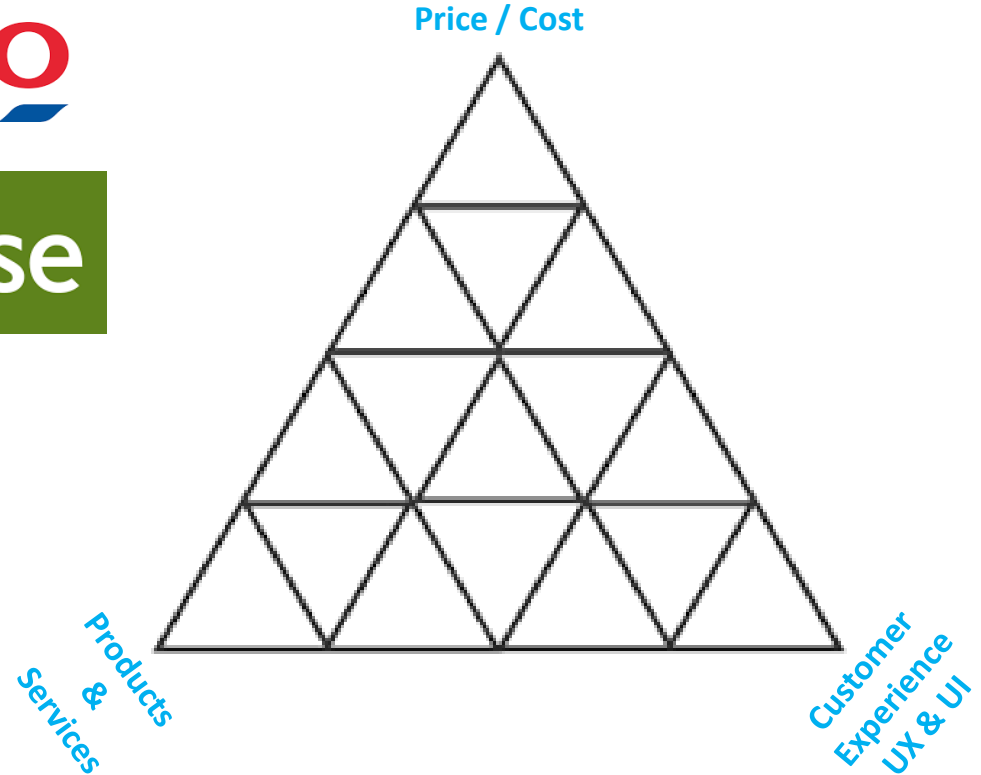
Waitrose

ICELAND

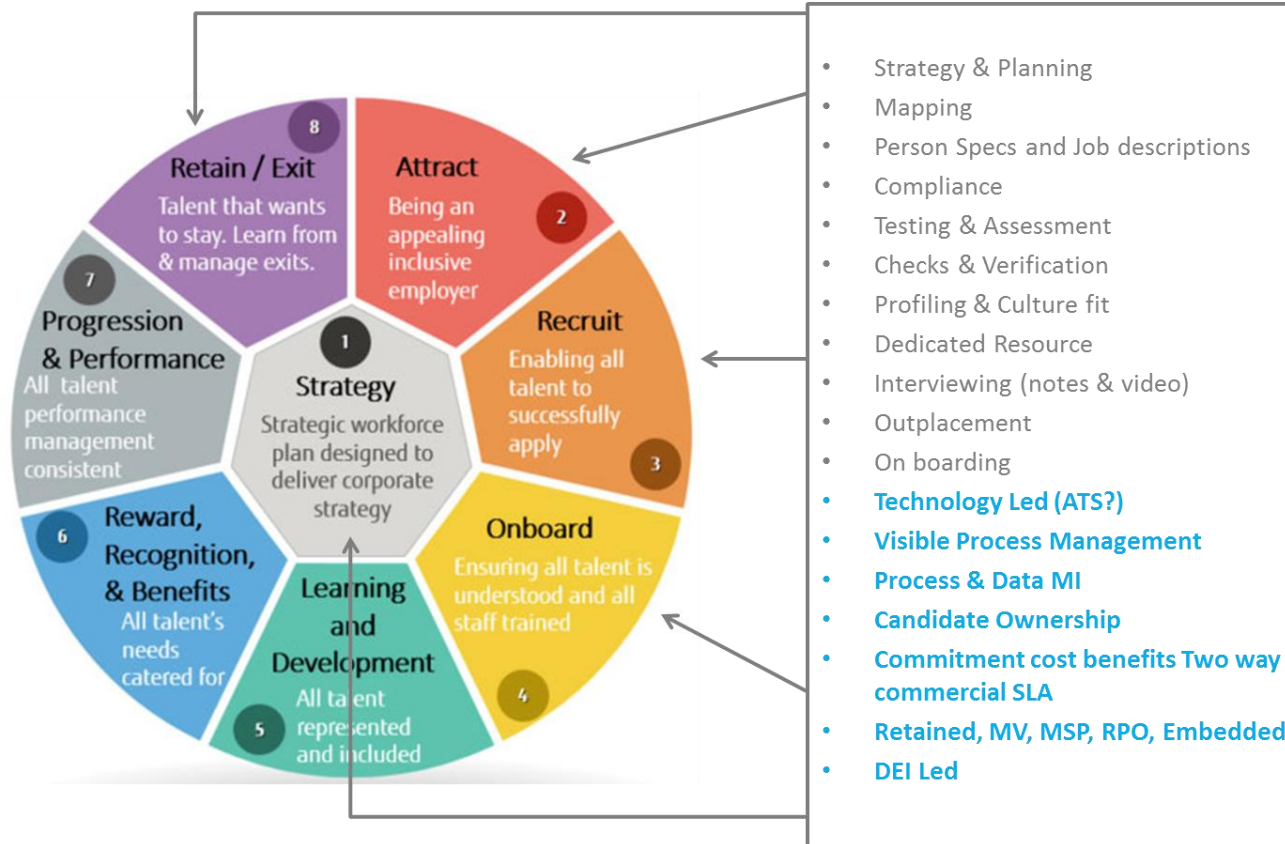
BOOTH'S
FOOD, WINE AND GROCERY



Sainsbury's



Where to add value and how



Understanding the customer and what they really want

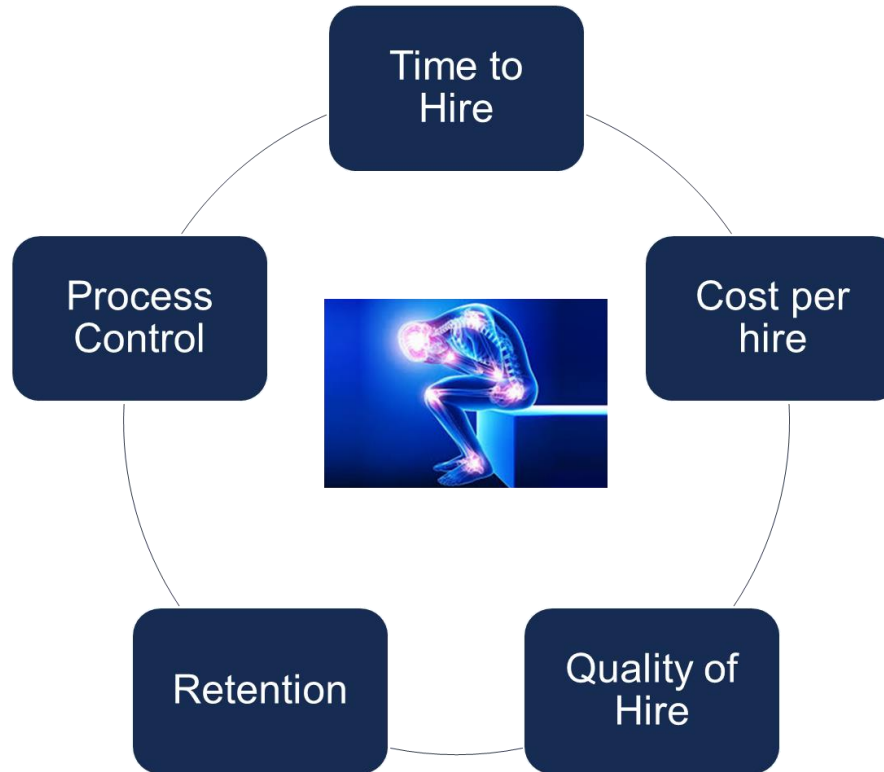
Understand your client pain points...

- Are you in pain?
- Tell me where you feel the most pain?
- A scale of 0-10 how much pain are you in?
- What do you think is causing your pain?



... and be the antidote to that pain through targeted relief

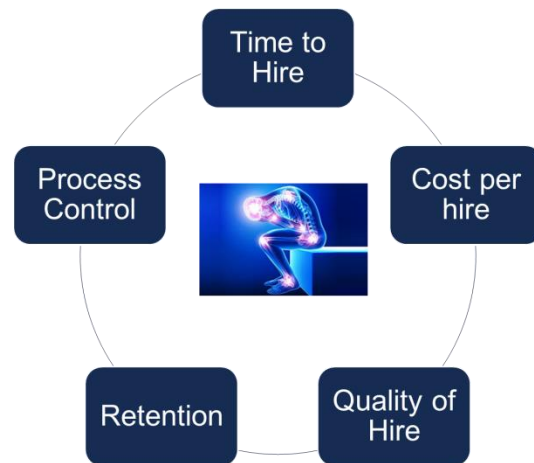
5 main pain points to target



Understanding the customer and what they really want

Taking the pain away...

- Difficulty recruiting
- In-house team stretched
- Fed up of traditional agencies
- Access to leading edge tech
- Scaling their business
- Need expertise and skill
- Difficulty attracting talent
- Building talent pools
- Manage the supply chain
- Advertise and market their brand
- Access to labour market data
- Improve diversity
- Reduce the cost per hire
- Reduce the time per hire



... from **different personas**
with differing pain points

What do we mean by RPO



What do we mean by RPO: The scope

Strategy



Attraction



Sourcing



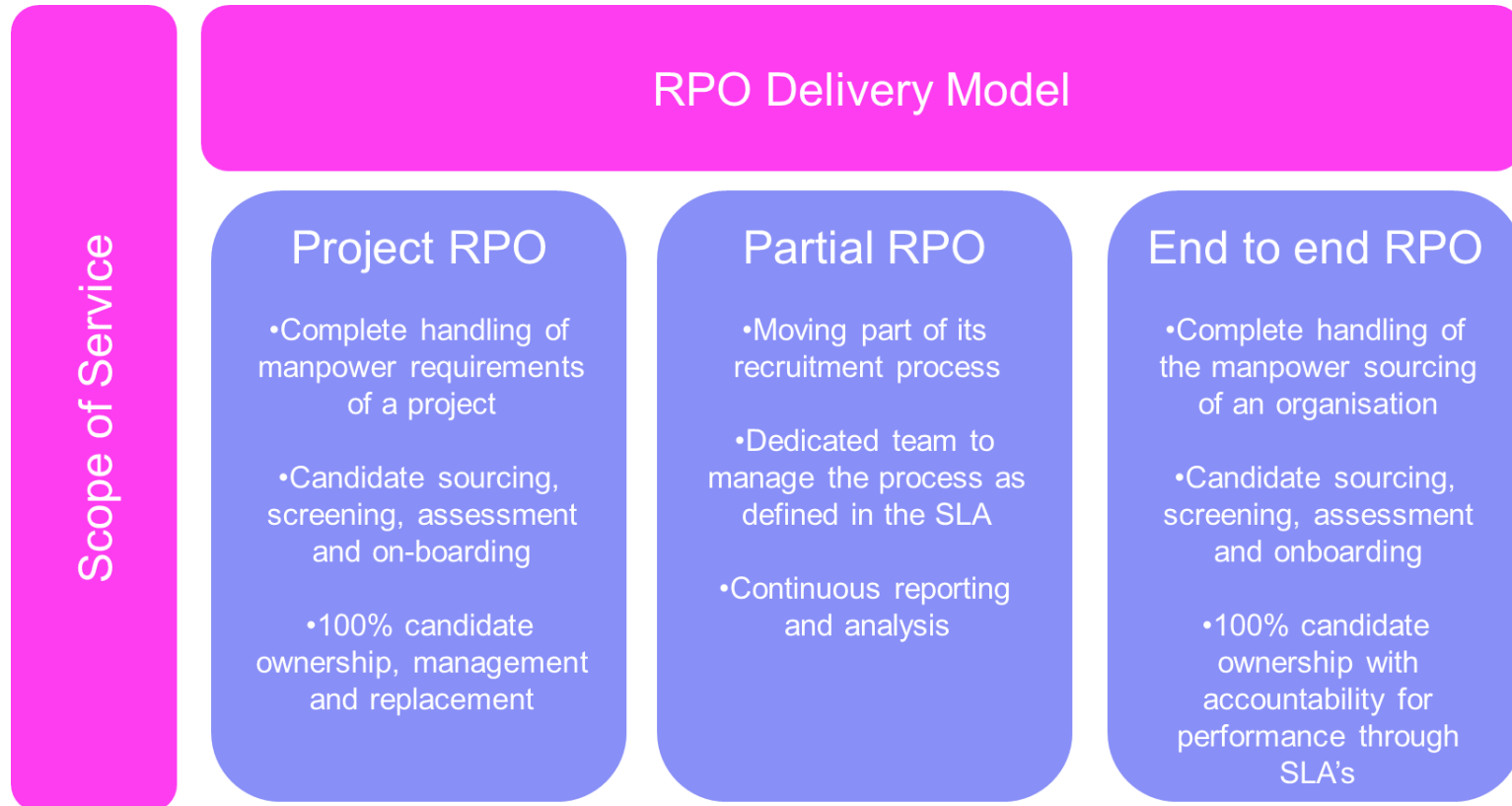
Selection



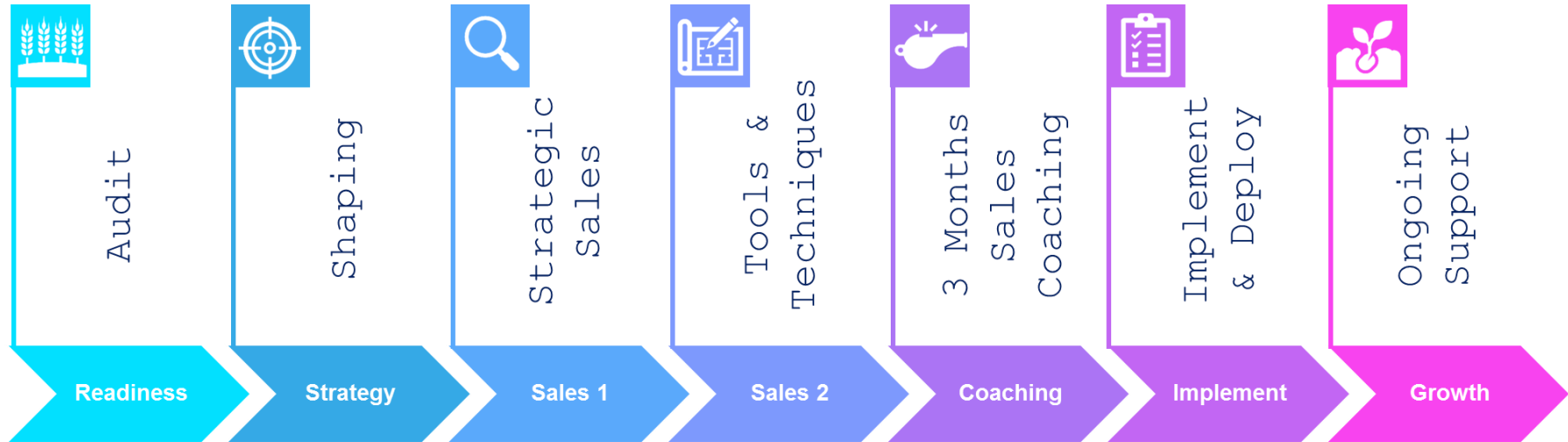
Onboarding



What do we mean by RPO: Delivery Models



The NorthStar People 7 steps to RPO success programme



Understanding the customer and what they really want

Testing your NEW SOLUTION as a concept

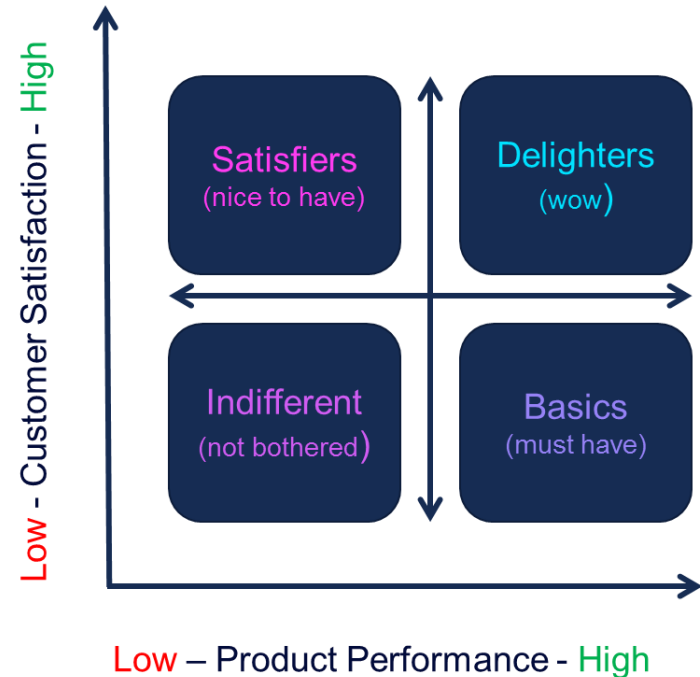
Your virtual market testing tool...



Understanding the customer and what they really want

Kano Analysis:

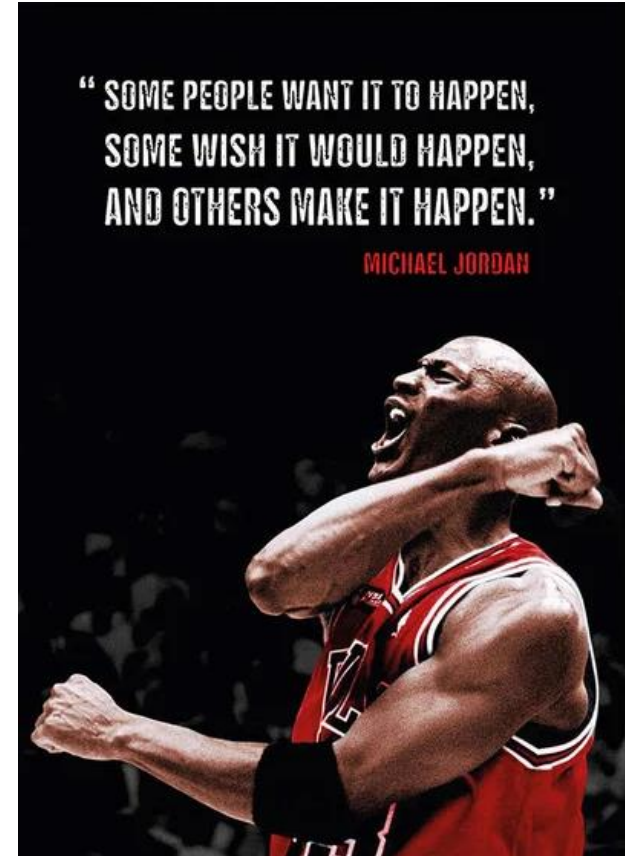
- ✓ Helps you to explore, measure and prioritise customer needs, and identify areas for remedial action before significant investment
- ✓ Provides a 'route map' for RPO product development, identifying priority features for improvement and attention, allowing you to start with an appropriate MVP, and evolve the proposition in line with customer needs, wants and desires
- ✓ It will help you to understand which features should be included in your RPO service to increase the chances of success
- ✓ It builds on NSP with a focus on customer advocacy



Making it happen

No one ever plans to fail...

- Go To Market Approach
- Ownership & Management
- Achieving successful outcomes
- Lowest hanging fruit first

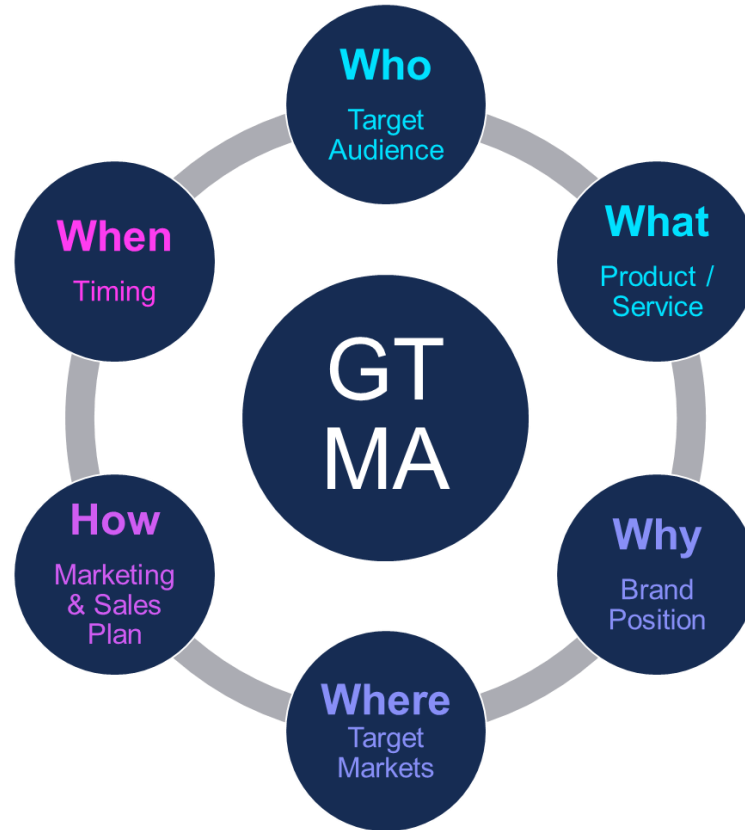


**“SOME PEOPLE WANT IT TO HAPPEN,
SOME WISH IT WOULD HAPPEN,
AND OTHERS MAKE IT HAPPEN.”**

MICHAEL JORDAN

Making it happen

Go To Market Approach (Sales & Marketing / Service & Delivery)



Making it happen – Who's owning this?

From the following perspectives:

- **Fundamentals:** Scope, Specification & Commercial
- **Marketing:** Research, Brand/Identity & Positioning
- **Sales:** Process, Offence & Defence & Pipeline
- **Delivery:** Process, Procedures & Quality
- **Service:** Review, Learning, Improvement
- **Board:** Strategic, Success, Failure



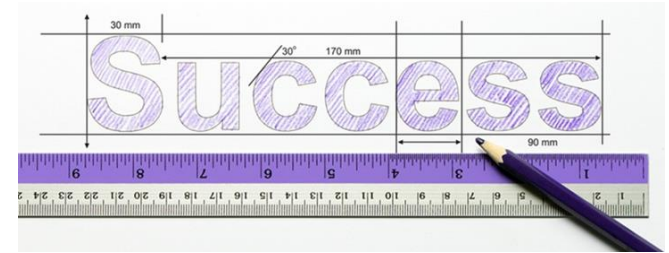
Making it happen

Achieving successful outcomes

S.O.A.R. Analysis for you and your proposition marketplace

Ground Rules

- Focused session
- Create ideas for solutions
- Quantity – get out all ideas no matter how silly
- Withhold Criticism – there are no bad ideas
- We welcome crazy ideas
- Build on other peoples ideas



Strengths – Opportunities – Aspirations – Results

Making it happen

Achieving successful outcomes

	Positives to be exploited	Outcomes & Goals
Current	Strengths - What do we excel at - What are we most proud of - What makes us unique - Where are we better than most	Aspirations - What do we want to achieve in the future - What will we look like in the future - How can we make a difference - What impact do we want to make
Future	Opportunities - What partnerships would lead to greater success - What changes in market align with strengths - What gaps in market does the solution fulfil - Where are the lowest hanging fruit	Results - How will we know if its working - What do we need to measure and why - What does short term success look like - What does medium term success look like

Making it happen; Lowest hanging ‘customer’ fruit first

Customer engagement...

- ? Clients won't always see us.
- ? Clients don't always want to pay the fees we charge.
- ? Clients don't always respond when we would like them to.
- ? Clients often change their minds.
- ? Clients aren't always loyal to their agency.
- ? Clients don't always want to pay for extra services.

Making it happen

Lets be honest...

? Clients wont always see us.

Because they don't believe it's the best use of their time.

? Clients don't always want to pay the fee's we charge.

Because they don't always understand what we do and why.

? Clients don't always respond when we would like them to.

Because they are often juggling multiple priorities.

? Clients often change their minds.

Because they often don't know what they need or want.

? Clients aren't always loyal to their agency.

Because they can get the exact same service somewhere else.

? Clients don't always want to pay for extra services.

Because they see you as selling rather than solving.

Retaining and acquiring clients

It sounds obvious but retaining a client is cheaper than acquiring a new one!

- Acquiring a new customer can cost five times more than retaining an existing customer.
- Increasing customer retention by 5% can increase profits from 25-95%.
- The success rate of selling to a customer you already have is 60-70%, while the success rate of selling to a new customer is 5-20%.



Client segmentation exercise for later...

- ROI with your clients
- How you define your relationships
- Where your client is going
- Where we need to spend time



ROI with your clients

Using a list of every client that has been billed last year and this year, put their name on a relevant post it note (one client, one post it note).

A = Pink	B = Yellow	C = Blue
Frequent flow of vacancies You get exclusivity The skills in demand are in your sweet spot You can re-cycle candidates sourced for these vacancies easily	Infrequent flow of vacancies One of a small number of suppliers Skills sought after are still in your swim lane You may sometimes be asked to fill roles outside your swim lane	Ad-hoc flow of vacancies One of a number of agencies or you maybe called if their current PSL fails Skills maybe in your core market Candidates sometimes difficult to re-cycle

Defining relationships

As a team now map the post notes into the relevant columns on this client relationship map.

CONTACT

The relationship may be new, or you will have limited contact

The client doesn't see any value in meeting so you struggle to get face to face time

You haven't yet been able to show your true capability, so the level of trust is low

The client has all the power

ACCEPTANCE

The client accepts the relationship and becomes more responsive

They think of you as a supplier and so the relationship is transactional, but you are equal terms with other suppliers now

You may get limited face to face time

TRUST

The client has become more responsive and they start to value you

They start to favour you over other suppliers as you have something to offer which they value

They will happily meet you / talk to you

They start to consult with you over the labour market, competitors, candidates and vacancies

LOYALTY

Your relationship with the clients becomes more personal

They value you and what you do

They confide in you and you know what is going on inside their organisation

You are their first port of call to help them solve problems

ADVOCACY

Your client now acts on your behalf, they are your ambassador

They will refer you to their colleagues and network

They attend your events and may even speak on podcasts etc

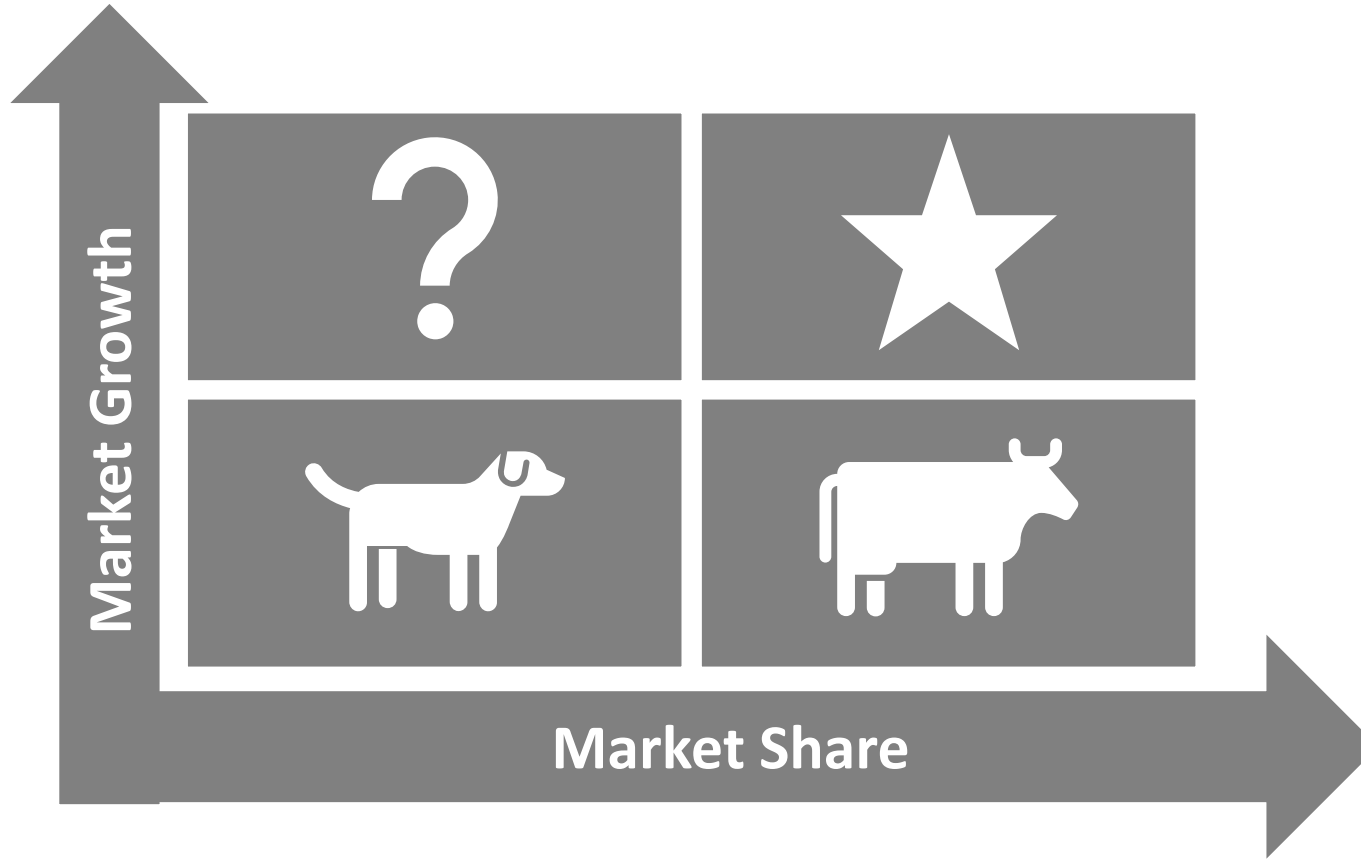
They defend you and always have your back

The client relationship map

The value of achieving a minimum of a trusted relationship:

- ✓ Block out the competition
- ✓ Repeat business
- ✓ They value you
- ✓ Ease of doing business
- ✓ Easier to upsell and x-sell
- ✓ Grow market share
- ✓ They will forgive you if you make a mistake or get something wrong!!!

Where your client is going - the 'Boston Matrix'

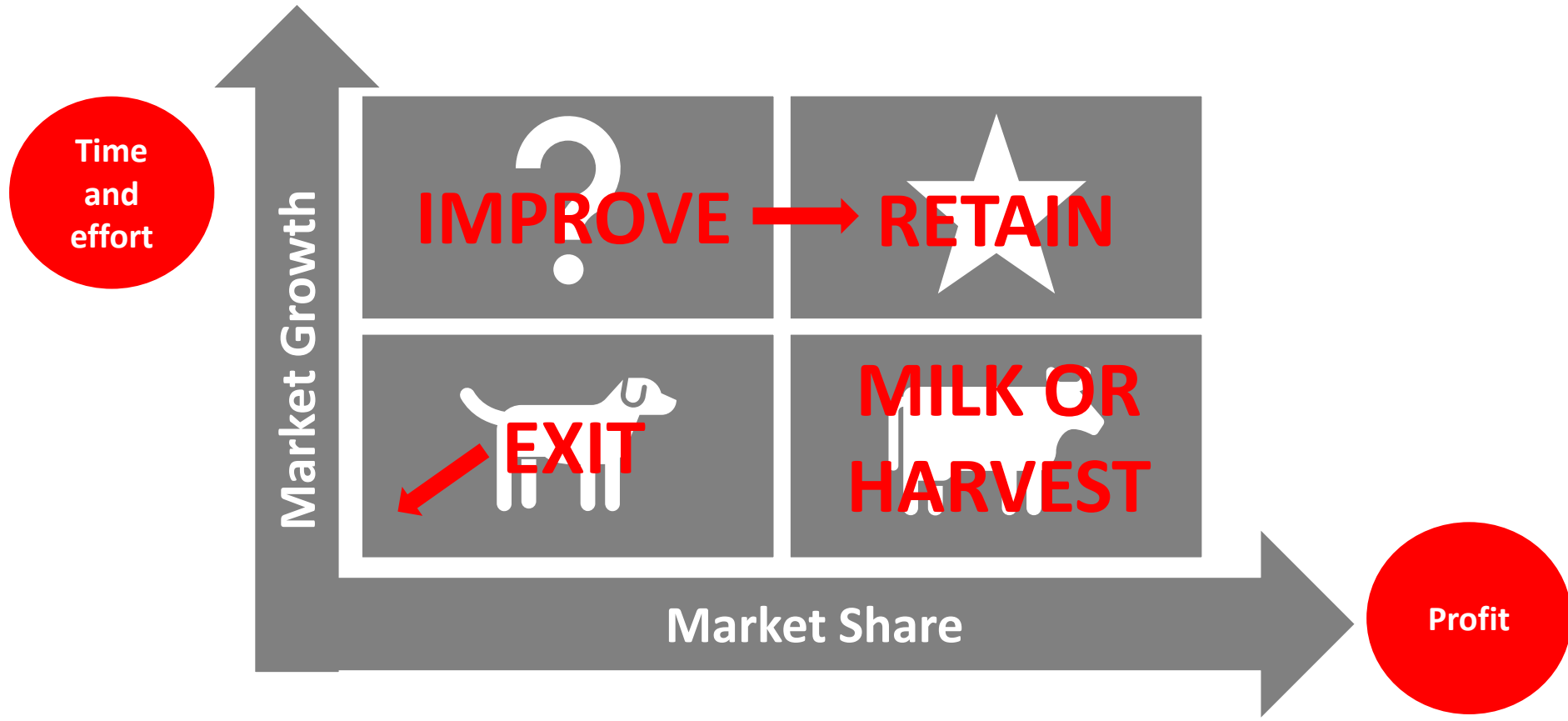


Where your client is going - the 'Boston Matrix'

- **Stars** are high growth clients competing in markets where they are strong compared with the competition. Often Stars need heavy investment to sustain growth. Eventually growth will slow and, assuming they keep their market share. Note that Stars will become Cash Cows at some point in time.
- **Cash cows** are low-growth clients with a high market share. These are mature, have successful products with relatively little need for investment. They need to be managed for continued profit - so that they continue to generate the strong cash flows that the company needs for its Stars.
- **Question marks** are clients with low market share operating in high growth markets. This suggests that they have potential, but may need substantial investment to grow market share at the expense of larger competitors. Owners have to think hard about "Question Marks" - which services or products should they invest in? Which ones should they allow to fail or shrink?
- Unsurprisingly, the term "**dogs**" refers to clients that have a low market share in low-growth markets. Dogs may generate enough cash to break-even, but they are rarely, if ever are worth investing in. Dogs are usually sold, merged or closed.

Ideally a business would prefer clients in all categories (apart from Dogs) to give it a balanced portfolio of clients.

Where your client is going - the 'Boston Matrix'



Where your client is going - the 'Boston Matrix'



- High growth
- High market share



- High growth
- Low market share



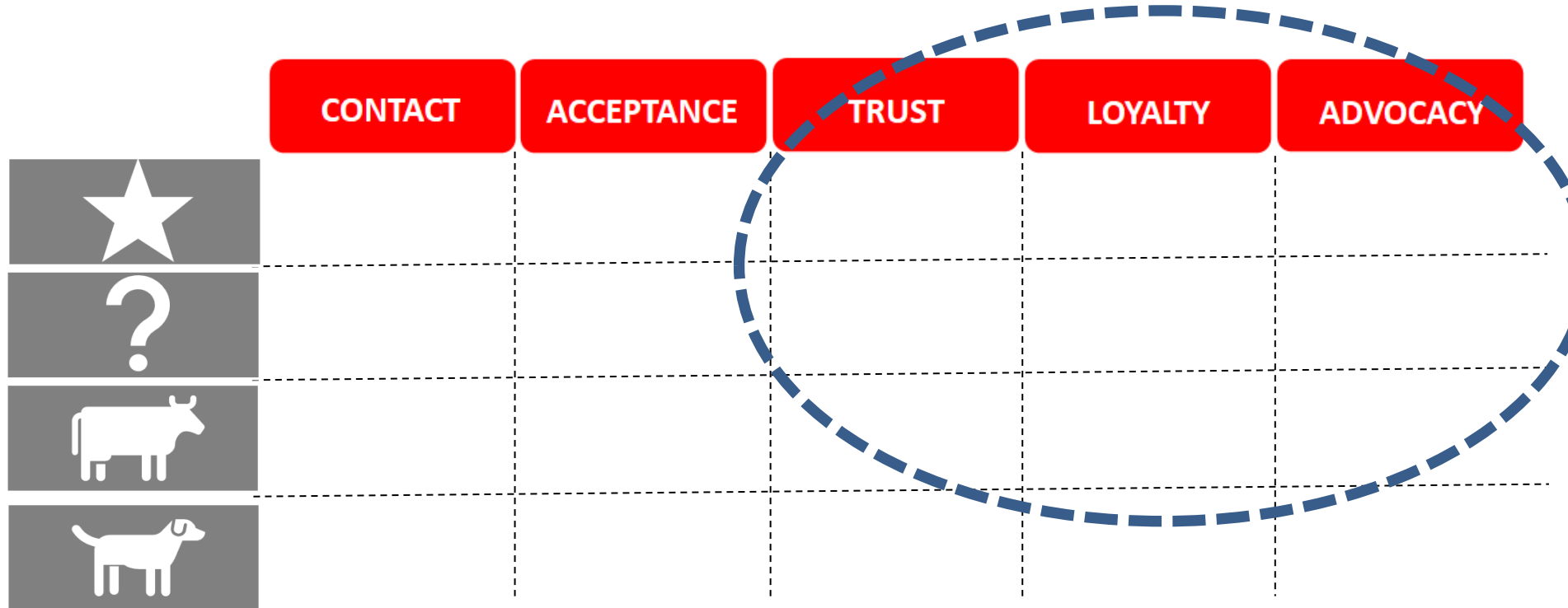
- Low growth
- High market share



- Low growth
- Low market share

Now move your clients in each column into one of the four rows.

Your client segmentation





Actions & Next steps

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