



2019 Executive Forum

The Unofficial Conference Recap

PRESENTED BY:
David Searns
Paula Zeisz
Ryan Maher



Agenda

- Keynotes
- Breakouts
- Lessons Learned
- Q&A



*Leadership and learning
are indispensable to each other.*
- JOHN F. KENNEDY



The Sessions **KEYNOTES**



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

- Industry approaching \$150B
- 3x larger than it was in the 90s
- U.S. is 1/3 of the global market (\$461B)



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

Segment	% of Industry	2019 Forecast
Industrial	27%	+3%
IT	24%	+3%
Healthcare / Office	13% / 13%	+4% / -1%
Engineering / Finance	7% / 7%	+4% / +4%
Life Sciences	2%	+4%
Marketing / Education	1% / 1%	+7% / +7%
Other	5%	



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

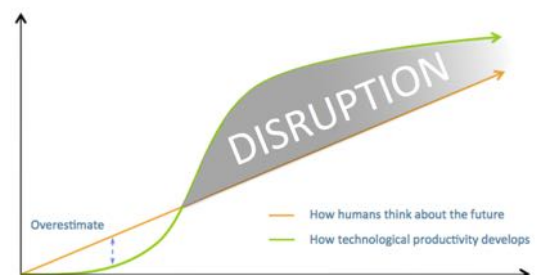
- What's the biggest drag on growth?
 - Skill shortages
 - Not a shortage of people...the workers are in the wrong places
- What are staffing firms doing?
 - Nontraditional sources of talent
 - Training programs



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

- What's the next disruptive change?
 - Human cloud
 - Process automation
 - AI
 - Robotics



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

- Threats to the industry?
 - Automation that kills jobs
 - New entrants
 - Economy
 - Public perception => legislation
 - Complacency (failing to evolve)



Barry Asin, President, Staffing Industry Analysts

Breakthrough Leadership: Today & Tomorrow

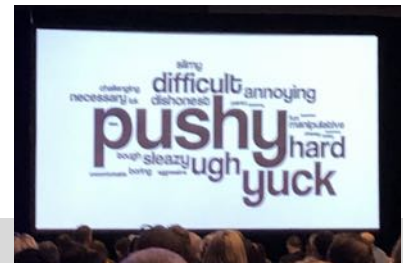
- Opportunities in the industry?
 - Growing acceptance of flexible work
 - Skill shortages
 - Upskilling
 - Solving market failures (supply \neq demand)
 - Growing / new markets
 - Technology
 - Growing client sophistication as staffing becomes increasingly strategic



Daniel Pink, Best-selling Author & Top Business Thinker

Leadership and the New Principles of Influence

- BIG IDEA 1: *Like it or not, we are ALL in sales!*
- BIG IDEA 2: *Selling has changed more in the past 10 years, than it did in the last 100 years!*



Daniel Pink, Best-selling Author & Top Business Thinker

Leadership and the New Principles of Influence

- The new ABCs of Selling
 - Attunement
 - Bouyancy
 - Clarity



Daniel Pink, Best-selling Author & Top Business Thinker

Leadership and the New Principles of Influence

- Four take-homes
 - **How to persuade subordinates:** Give away your power!
 - **How to persuade superiors:** Imagine what the other side is thinking!
 - **Who is better at sales: Introverts or Extroverts?** NEITHER!
 - **Want to motivate behavior?** Be specific and make action easy!



Byron Reese, Futurist and Technologist

The Fourth Age: Smart Robots, Conscious Computers, and the Jobs of Tomorrow

- The First Three: Language, Agriculture, and Writing
- Technology: Tricks we learn to multiply the results of what we do
- The 4th is being driven by AI and Robotics
- AI means 2 different things:
 - Narrow AI: Take data about the past and make future projections
 - Artificial General Intelligence -- no one knows how to build this!
- Automation is possible when:
 - 2 people can do the same job
 - It takes less than a second of decision time
 - It's repetitive



Byron Reese, Futurist and Technologist

The Fourth Age: Smart Robots, Conscious Computers, and the Jobs of Tomorrow



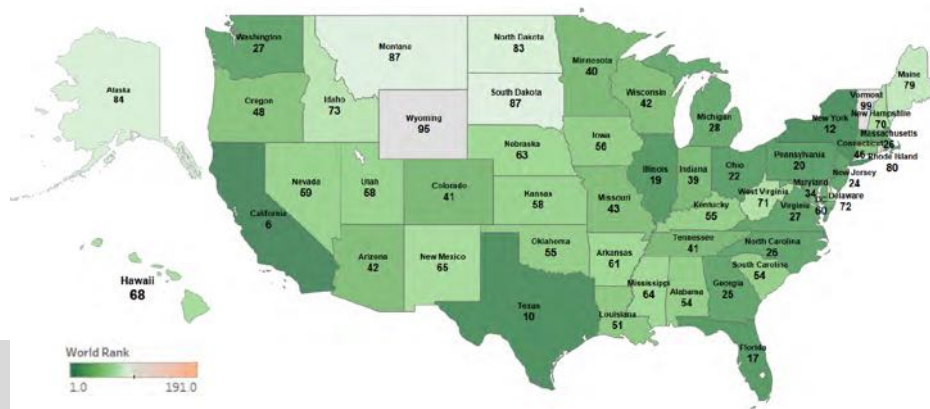
- 3 things to consider when deciding on technology:
 - Don't burn bridges
 - 10X Rule: faster, cheaper, better
 - There is no "Big X"



Alan Beaulieu, President, ITR Economics

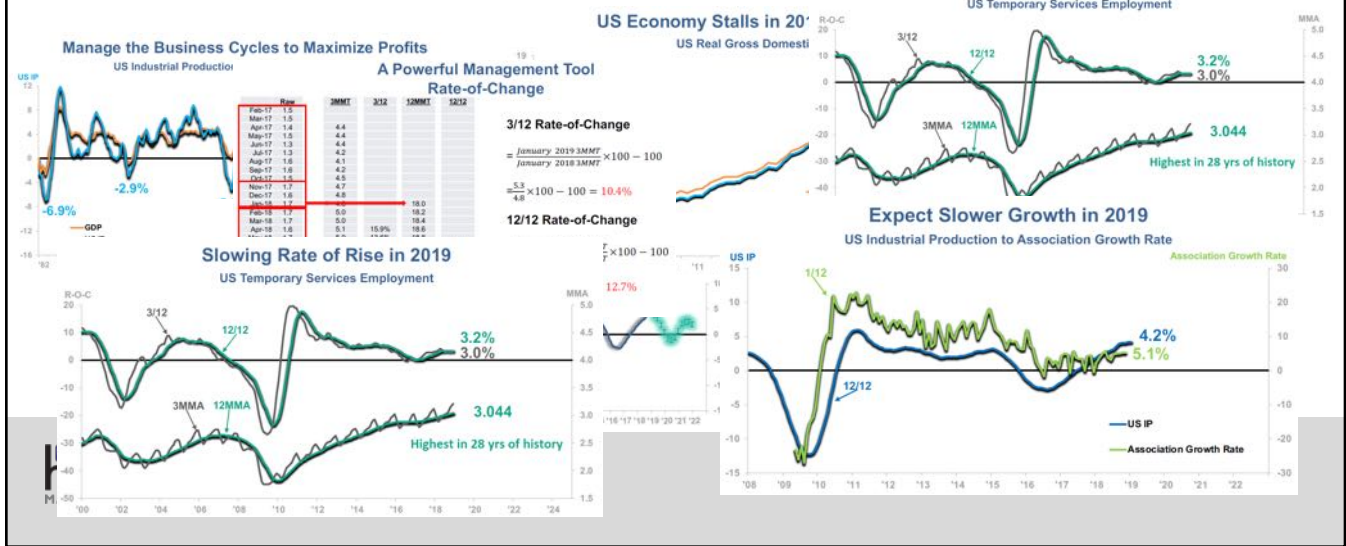
The Next Recession: When and How Bad?

US States GDPs Ranked vs. World Country GDPs



Alan Beaulieu, President, ITR Economics

The Next Recession: When and How Bad?



Alan Beaulieu, President, ITR Economics

The Next Recession: When and How Bad?

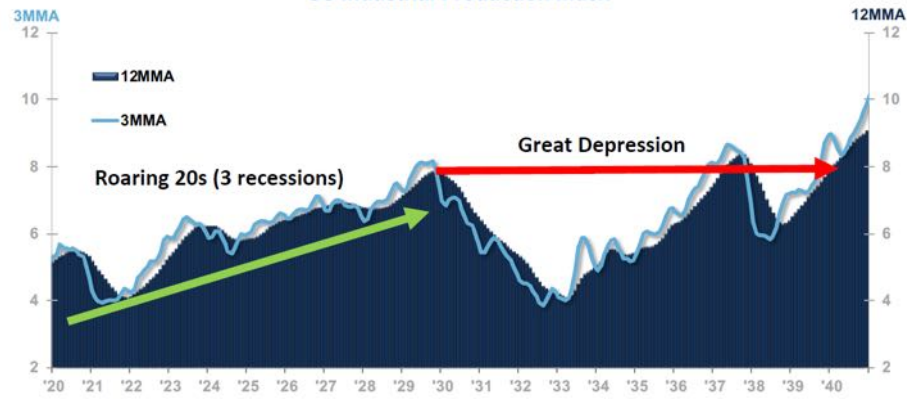
- Manufacturing in the U.S. is growing. Just shy of record levels!
 - U.S. exports at a record high.
- BUT...
- Growth is slowing. Expect a mild recession in late 2019 or early 2020.



Alan Beaulieu, President, ITR Economics

The Next Recession: When and How Bad?

A Model for the Future
US Industrial Production Index



The Sessions **BREAKOUTS**



Panel: Sean Ebner, Yong Kim, Terry Malone

Staffing Sector Focus: Industrial

- PeopleReady
 - Has implemented JobStack for online staffing
 - Integrating online model with brick and mortar locations
 - Purpose of app is to cater to preferences of the workforce
 - And drive branch profitability



Panel: Sean Ebner, Yong Kim, Terry Malone

Staffing Sector Focus: Industrial

- Malone Solutions
 - Significant investments in technology
 - » eRecruit
 - » PhenomPeople
 - » TempBuddy
 - » RapidPay
 - Significant investments in training for internal staff



Panel: Sean Ebner, Yong Kim, Terry Malone

Staffing Sector Focus: Industrial

- Wonolo
 - Trying to find more efficient ways to match workers to needs
 - Using technology to source, match and onboard workers
 - W2 employer
 - 90% fill rate within 3 hours
 - Full transparency to employer and job seeker about the work and performance
 - Recruiting via scraping social media, testing advertising
 - No show rate = 2%!



Panel: Eric Gilpin, Chandra Pappas, Rich Pearson, Crissy Russo

Collaboration Between the Sales and Marketing Functions

- Collaboration is a must!
- Sales Focus
 - Lead Generation, Candidate Engagement, Social Engagement & Marketing Automation
- Marketing Focus (measured by revenue growth)
 - PR, Technology-enabled platforms, Roadmap strategy
- The Reality
 - Tension exists



Erich Hugunin, Senior VP of Sales, TextUs

2019 State of Staffing: How Fast-Growth Staffing Firms Recruit Smarter

- How do fast-growth and slow-growth firms communicate differently?
 - Fast-growth firms communicate in *real time*
- Response rates for communication methods:
 - Email: 3%
 - Phone: 5%
 - Text: 40%
- Ettain Case Study
 - Reduced time to submittal by ½ day, and yielded one additional placement/week



Sarah Beth Maronpot, Marketing Director, Leoforce, LLC

Blending Human and AI-Driven Candidate Communication

- Time to Fill has doubled since 2010
 - Job seekers spend far less time in the market, and have more options available
- Change in consumer communication demands
 - Speed is the New Normal!
 - **60% of candidates say COMMUNICATION is the biggest problem in the process**
- Recruiting communication
 - Most used by recruiters? 81% LI connection or InMail; 14% Email; 5% Phone
 - Most preferred by candidates? 20% LinkedIn; 79% Email; 39% Phone
 - Actual response rate: 35% LinkedIn; 31% Email; 44% Phone!



Sarah Beth Maronpot, Marketing Director, Leoforce, LLC

Blending Human and AI-Driven Candidate Communication

- Typical engagement using automation
 - Advertising > Application > Screening > Interviewing > Onboarding
- Where engagement falls short
 - “Black Hole Syndrome”
 - When candidates have a bad experience:
 - » 65% say they’ll leave a negative review
 - » 42% will not work with you ever again
 - » 22% will warn friends and family not to use you
- The solution? Make the process personal with AI + Human Touch
- AI is a branding tool for staffing firms



Jeffrey McCarthy, Recruitment Evangelist, Indeed

Psychology of Employer Branding

- 95% of decisions are made unconsciously
- Edward Bernays: “People are rarely aware of the real reasons that motivate their actions.”
- 3 areas of the brain (in evolutionary order):
 - Reptilian brain: first instincts, gut feeling
 - Limbic system: emotions (often driven by reviews, social media presence, ads)
 - Neocortex: logic and reason (e.g., salary info on career sites)
- Employer Brand should exist at the intersection of instinct, emotion and logic



Jeffrey McCarthy, Recruitment Evangelist, Indeed

Psychology of Employer Branding

- Reptilian Brain
 - Think first impression: website, career site
 - If you believe in something, call it out on your website!
- Limbic System
 - React with empathy to reviews and social listening
- Neocortex
 - You need more than just a description of the job in your job posts!
 - Requirements, salary, benefits, successful candidate profile, and “day in the life”



Panel: Hope Bradford, Ben Stoneham, Anastasia Valentine

Automation or Stagnation

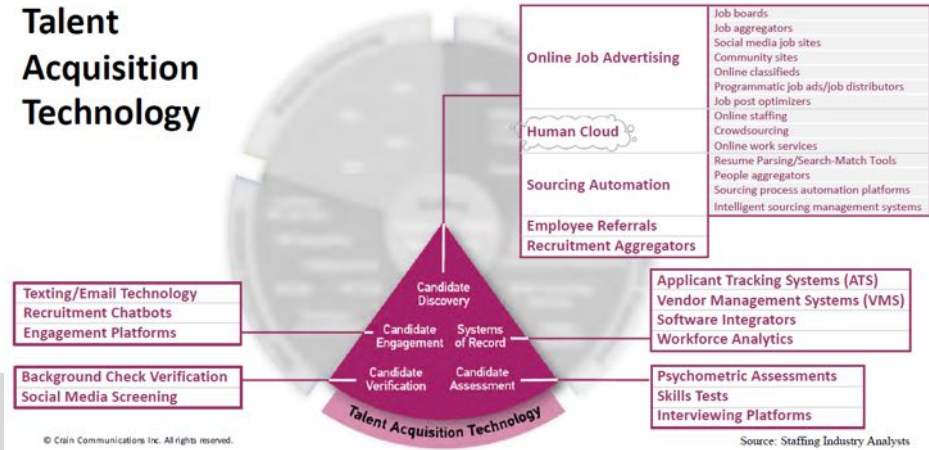
- What technologies are most important to you?
 - Cloud computing (remote work)
 - AI / Machine learning (to enhance speed to market)
 - Big data / Analytics (improving decision making)
 - Automation / RPA (automating the back office)
 - Globalization of the workforce (getting lower-cost resources overseas)



Panel: Hope Bradford, Ben Stoneham, Anastasia Valentine

Automation or Stagnation

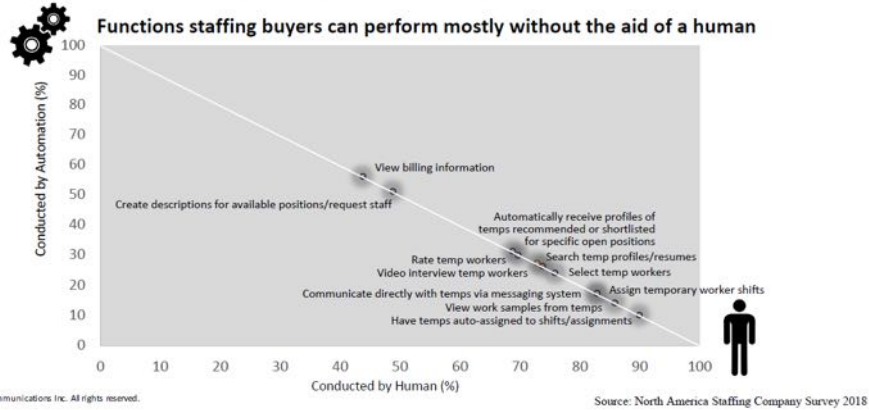
Talent Acquisition Technology



Panel: Hope Bradford, Ben Stoneham, Anastasia Valentine

Automation or Stagnation

Use of Automation by Staffing Firms



Panel: Pankaj Jindal, Robin Mee, Scott Waletzke

How to Win (And Keep) the Best Talent Through 2020 and Beyond

- Key Trends
 - Declining U.S. labor force growth (Less people!)
 - Enterprise clients using more contingent workers
 - Hiring concerns (skills gap, speed to hire)
- Talent acquisition technology solutions
- Where are the candidates?
- Redeployment rates
- Build a talent community



Panel: Tom Bickes, Ranjini Poddar, Joyce Russell

Industry Leaders Peer Into the Future

- EmployBridge
 - High demand and scarce supply at all levels
No end in sight to demand for blue-collar workers
 - The talent shortage is no longer just skilled individuals, it's all jobs
 - We have to learn to communicate with our workforce the way they want us to communicate -- this means digital communication.
 - The lifespan of a candidate has shrunk from 2-3 days, so how do you get people hired and working that fast?
 - We need to be raising pay rates -- have been going up 5.3% per year!
 - Turnover and absenteeism kills productivity for clients so they win big by paying more to get reliable talent



Panel: Tom Bickes, Ranjini Poddar, Joyce Russell

Industry Leaders Peer Into the Future

- EmployBridge
 - Automation is definitely going to displace jobs we fill over the next 10 years, but that will lead to our clients needing new kinds of people and a way to help retrain the people they are displacing.
 - Digital communication should not replace human communication but it should enhance it. 35% of workforce today are millennials, and their preferred method of communication is digital.
 - Using AI to do initial talent matching to jobs which that allows recruiters to handle more capacity.
 - Branch structure: We found that we were "over branched" and that larger branches are a lot more effective. In the future, we will have fewer, larger operational hubs and still have small recruiting centers near the candidates.
 - Remote workers: It's more about process than about place. We need remote to be part of the employment offering, but we can't be all remote.
 - Keys to Growth:
 - Focus -- decide what you are going to be and go be it.
 - Culture to attract and retain great talent.
 - Client selection -- focus on the right clients (and get rid of the bad ones).



Panel: Tom Bickes, Ranjini Poddar, Joyce Russell

Industry Leaders Peer Into the Future

- Artech
 - Very optimistic about growth for 2019. Demand for IT staffing still very strong with record 2018 and 2019 starting off even stronger.
 - We are not in the training business and don't intend to be. We are in the business of helping clients find people who will work when the ideal candidates are not available.
 - Value of technology is to allow recruiters to spend more time recruiting by automating the low-level sourcing.
 - Branch work: We are centralizing as much as we can for operational efficiency, but we maintain a very small number of offices that are strategically located near key clients.
 - Recruiters are structured by niche skills / vertical markets in IT.
 - Remote workers: We've had a mixed approach and mixed results. Have had remote workers on-site at clients. Key is hiring the right person, and then having the right management (and metrics) to deal with a remote workers.
 - Keys to Growth:
 - Entrepreneur to building management team gets you to \$20MM.
 - Around \$50MM you really need to decide what you want to be - and what you are not.



Panel: Tom Bickes, Ranjini Poddar, Joyce Russell

Industry Leaders Peer Into the Future

- Adecco
 - Make hay while the sun shines!
Focus on building client base -- strive to double # of clients
 - Focus on developing relationships with the fastest growing companies in your market
 - Disrupt your business
 - Dare to price -- be bold. Look at premium pricing when talent is hard to find.
 - Responsiveness to talent is critical -- 24/7. This means chatbots and systems to drive immediate communication.
 - Bad clients hurt your company brand.
 - Our goal at Adecco is to make work, work for everyone.
We acquired a company to provide upskilling to our workers.



Panel: Tom Bickes, Ranjini Poddar, Joyce Russell

Industry Leaders Peer Into the Future

- Adecco
 - Our bots do the work at night to source and screen candidates. Then recruiters come in to do the recruiting.
 - And our bots are getting a higher NPS than the humans!
 - Branch offices: We were also "over branched".
Now we are running fewer offices and experimenting with WeWork workspaces.
 - Remote workers: We have about 10% remote workers.
We try to give people a little flexibility to work where they want.
 - Keys to Growth:
Hitch your wagons to the fast-growing companies (1 temp in 1987 is now more than \$1B in staffing today!).



Barry Asin, Jeff Bowling, Mike Cleland, Jay Cohen, Jeffrey Harris

Breaking Through the Barriers to Growth

- Leadership Panel
- Common Traits for Success
 - Humility
 - Fear
 - Drive
 - Grit
 - Desire
 - Failing (not an option!)



Lessons Learned (at least our top take-homes)



Lessons Learned

Paula

- High Hopes for 2019
- Priorities
 - Sourcing
 - Candidate engagement
- Automation
- Polarity of Perfection



Lessons Learned

Ryan

- You must have an Employee Value Proposition
- Communication is a Top Recruiting Differentiator
- Recruiting will always be a human endeavor



Lessons Learned

David

- Technology is initially overhyped – can't deliver the desired value... but then it delivers more value than people perceive.
- Winter is coming.
Now is the time to prepare...or risk becoming roadkill.
- Sleep is overrated!
Best relationship building (and learning) was late night mingling.



Any questions?



1.888.696.2900



info@haleymarketing.com



@haleymarketing



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Coming Next:



New PPC Services

Tuesday, March 19 at 2 PM ET

Reserve your seat: www.lunchwithhaley.com

