Beyond The Numbers:
Strategic Insights From The 2016 Staffing Advantage Report

Presented by: Chris Gustafson, Senior Sales Manager

About the research

1,125 Employers

- Independent online panel and CareerBuilder database
- 62% > 250 employees
- 47% hire in Healthcare/Industrial/Professional Services

Image: © Dreamstime.com

Staffing Firm

3,918 Job Candidates

- 39% currently on an assignment through a staffing firm
- 67% actively looking for a new job
- 52% in Clerical/IT/Finance

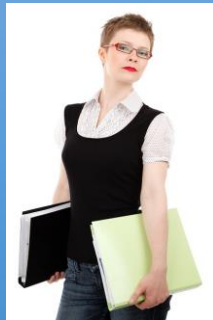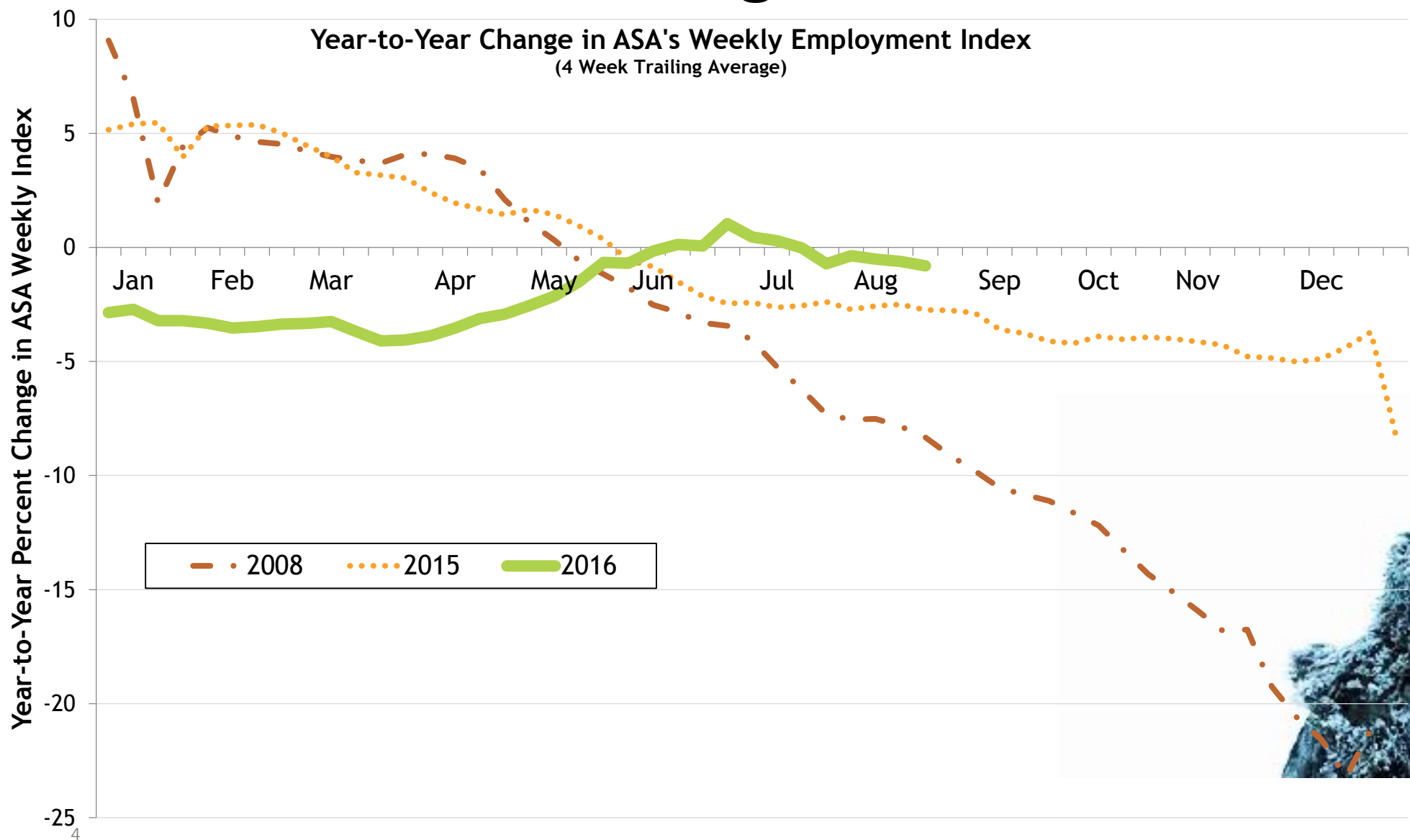Image: © Dreamstime.com

578 Staffing Employees

- 62% are temp or permanent placement recruiters
- 70% > 25 branch locations
- Industrial/Clerical/IT are most common types of staffed positions

Image: © Pixabay

CAREERBUILDER™

STAFFING: A WINNING INDUSTRY

The Present State of the Industry and Key Opportunities

Winter Isn't Coming – At Least Not Yet...

Year-to-Year Change in ASA's Weekly Employment Index
(4 Week Trailing Average)

Y-axis: Year-to-Year Percent Change in ASA Weekly Index

X-axis: Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec

Legend: 2008, 2015, 2016

The Story of our Industry Growth – A Matter of Perspective

BLS Temporary Help Employment Estimates

Essentially Flat for Past 12 Months
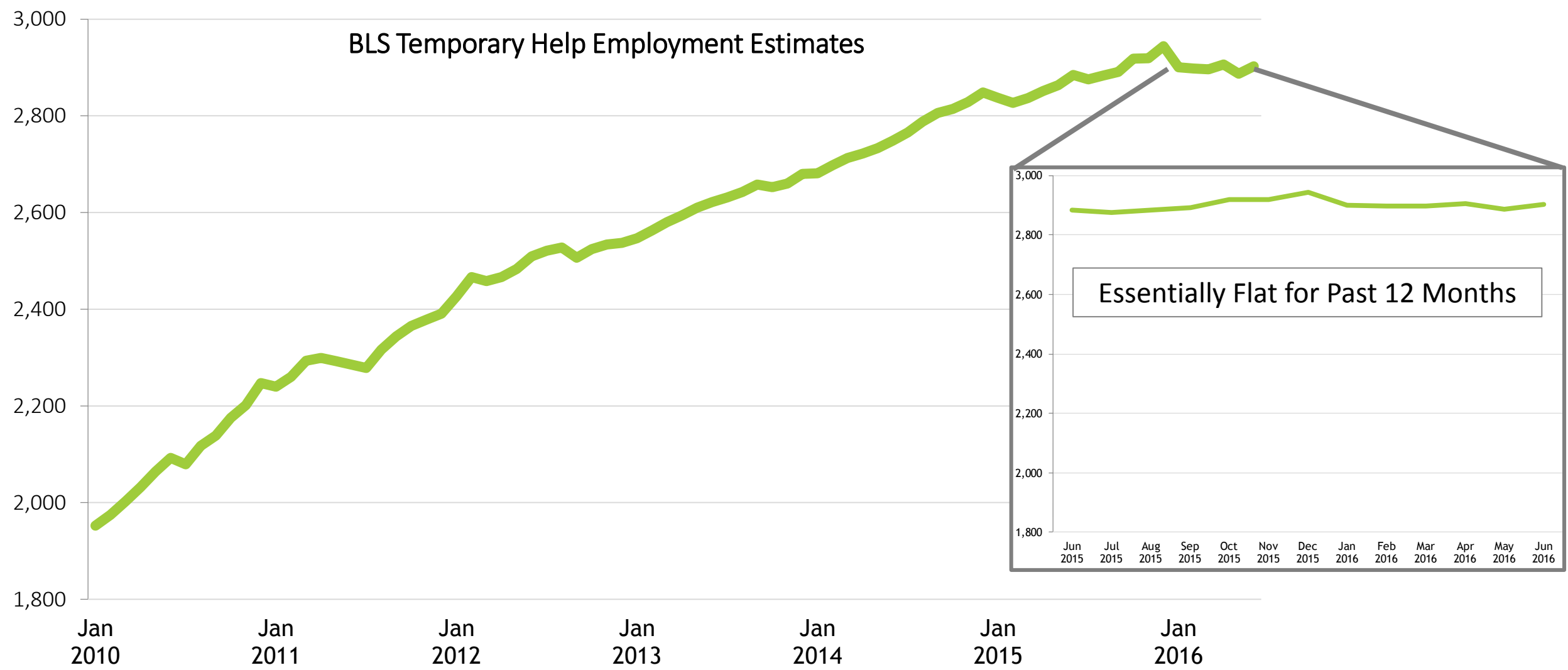
And if it feels slow…. that's because it is.

Gross Domestic Product Percentage Change From Preceding Period Quarterly
(Seasonally Adjusted Annual Rates)

2.8% Average 2002–07, Between Recessions

2.1% Average in Current Recovery

Forecast

CAREERBUILDER
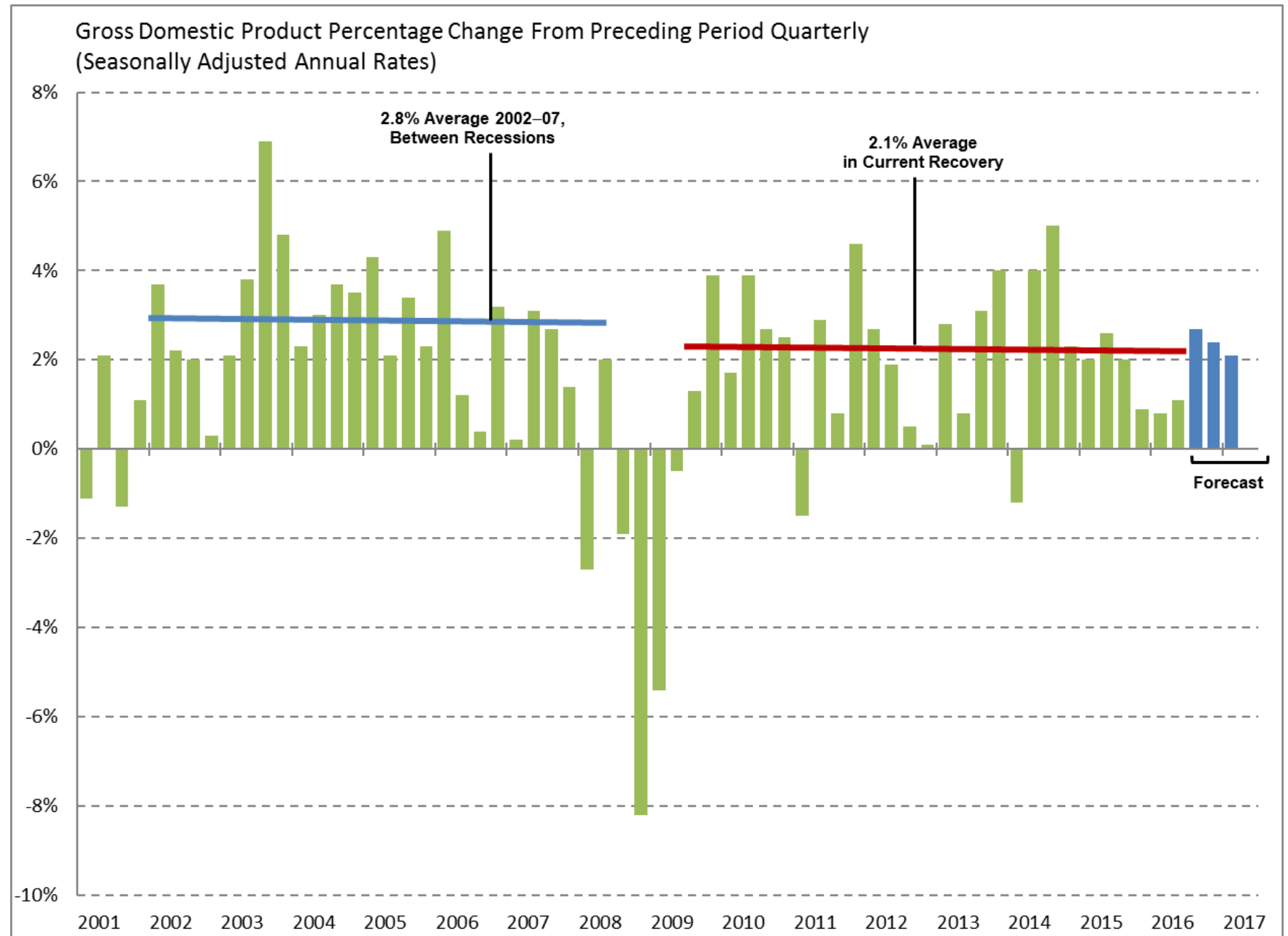
What keeps staffing firm executives up at night?

Category	Percentage
Access to high quality, placeable talent	75%
Rising costs	47%
Increased competition/number of competitors	45%
Internal staff turnover/attrition	33%
Government regulations	32%
Health care issues (ACA)	29%
A weakening US economy	24%

CAREERBUILDER

Where is the Focus?

New account/client acquisition — 87%

Growing existing accounts — 78%

Improving our client's experience with us — 50%

Improving our candidate's experience with us — 46%

Streamlining/simplifying processes — 41%

Improving retention/rehire rate of placed talent — 39%

Investing in new technology — 37%

Expanding reach/growth into other geographies — 33%

CAREERBUILDER™

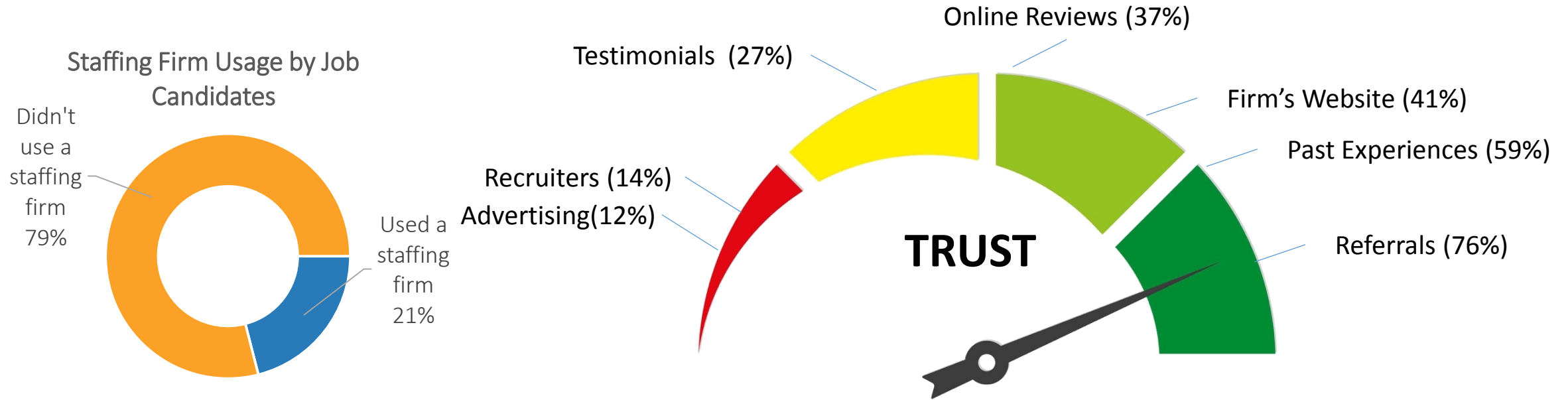# WINNING THE WAR FOR TALENT

Keys to Attraction, Retention & Rehire

Building trust is key to attracting talent to your firm

Staffing Firm Usage by Job Candidates

Didn't use a staffing firm 79%

Used a staffing firm 21%

Online Reviews (37%)

Testimonials (27%)

Firm's Website (41%)

Past Experiences (59%)

Recruiters (14%)
Advertising (12%)

Referrals (76%)

TRUST

CAREERBUILDER™

Why talent work for staffing firms

Primary Reason for Seeking Temporary Employment

Temporary by Need 24%

Temporary by Choice 76%
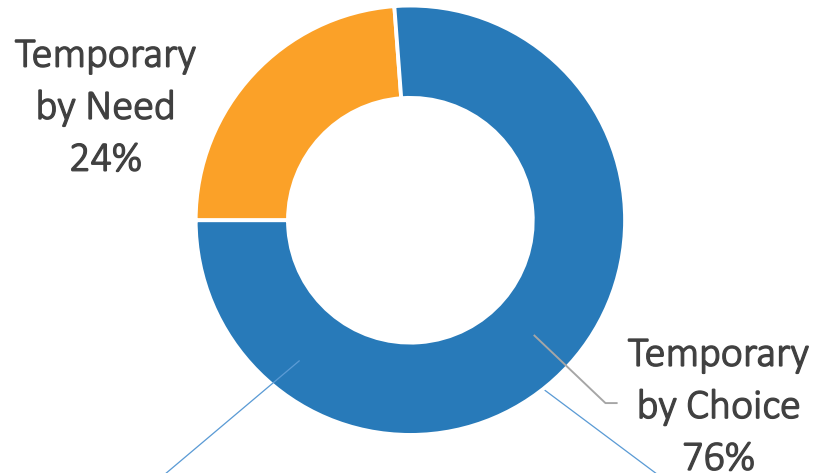
1. **More flexibility**

2. **Increased variety**

3. **Better earning potential**

CAREERBUILDER™

It's a talent-driven market...doesn't mean the talent isn't stressed

1. **More than half of full-time employed expect to change companies within 12 months.**

2. **One in 4 are weighing multiple, interesting opportunities,**

3. **Yet, Nearly half are stressed about their job search.**

CAREERBUILDER™

Temporary assignments considered viable, but hard for firms to differentiate

69%
Would consider taking temporary assignment

47%
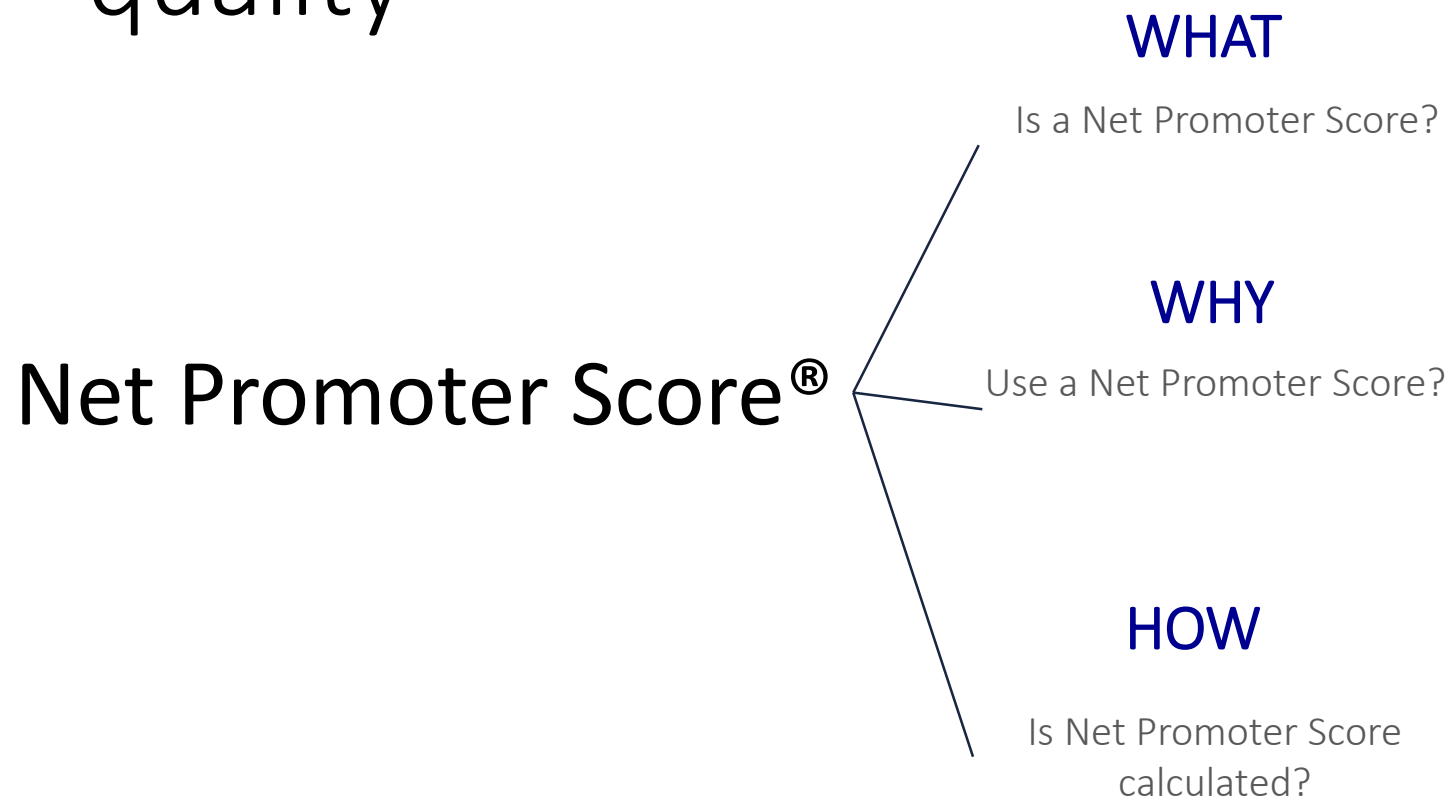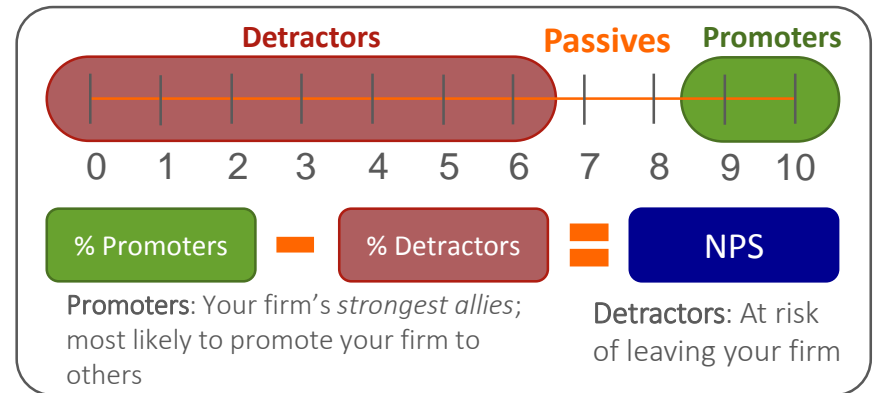Think firms are good bridge to permanent employment

36%
Think all firms are mostly the same

CAREERBUILDER™

How the staffing industry measures service quality

Net Promoter Score®

WHAT
Is a Net Promoter Score?

A Net Promoter Score (NPS®) is an easily understandable metric based on likelihood to recommend using a company, product or service to a friend or colleague

WHY
Use a Net Promoter Score?

Staffing firms see a direct correlation between: Net Promoter Score, retention, & referrals.

HOW
Is Net Promoter Score calculated?

Detractors   **Passives**   **Promoters**

0 1 2 3 4 5 6 7 8 9 10

% Promoters — % Detractors = NPS

Promoters: Your firm's *strongest allies*; most likely to promote your firm to others

Detractors: At risk of leaving your firm

CAREERBUILDER™

So what's a good NPS?

USAA 84%

COSTCO WHOLESALE 78%

NORDSTROM 75%

>70% (Worldclass)

iPhone 66%

charles SCHWAB 55%

SOUTHWEST 62%

NETFLIX 54%

>50% (Exceptional)

NEW YORK LIFE 35%

Bank of America 29%

30% (Average)

BlackBerry 19%

Liberty Mutual INSURANCE 14%

UNITED 10%

TARGET 11%

0% (Bad)

HSBC -13%

Comcast -1%

15

CAREERBUILDER

Client satisfaction recovers (slightly) from 2015 low

Clients: Likelihood to Recommend Working with Primary Staffing Firm

Legend: Promoters, Detractors, Net Promoter Score®

Promoters: 56% (2009), 47% (2010), 50% (2011), 39% (2012), 35% (2013), 32% (2014), 30% (2015), 29% (2016)

Detractors: 15% (2009), 14% (2010), 20% (2011), 21% (2012), 27% (2013), 24% (2014), 30% (2015), 25% (2016)

Net Promoter Score®: 41% (2009), 33% (2010), 30% (2011), 18% (2012), 8% (2013), 8% (2014), -3% (2015), 4% (2016)

Bar chart:
- Staffing Industry: 4%
- Best of Staffing Minimum: 50%
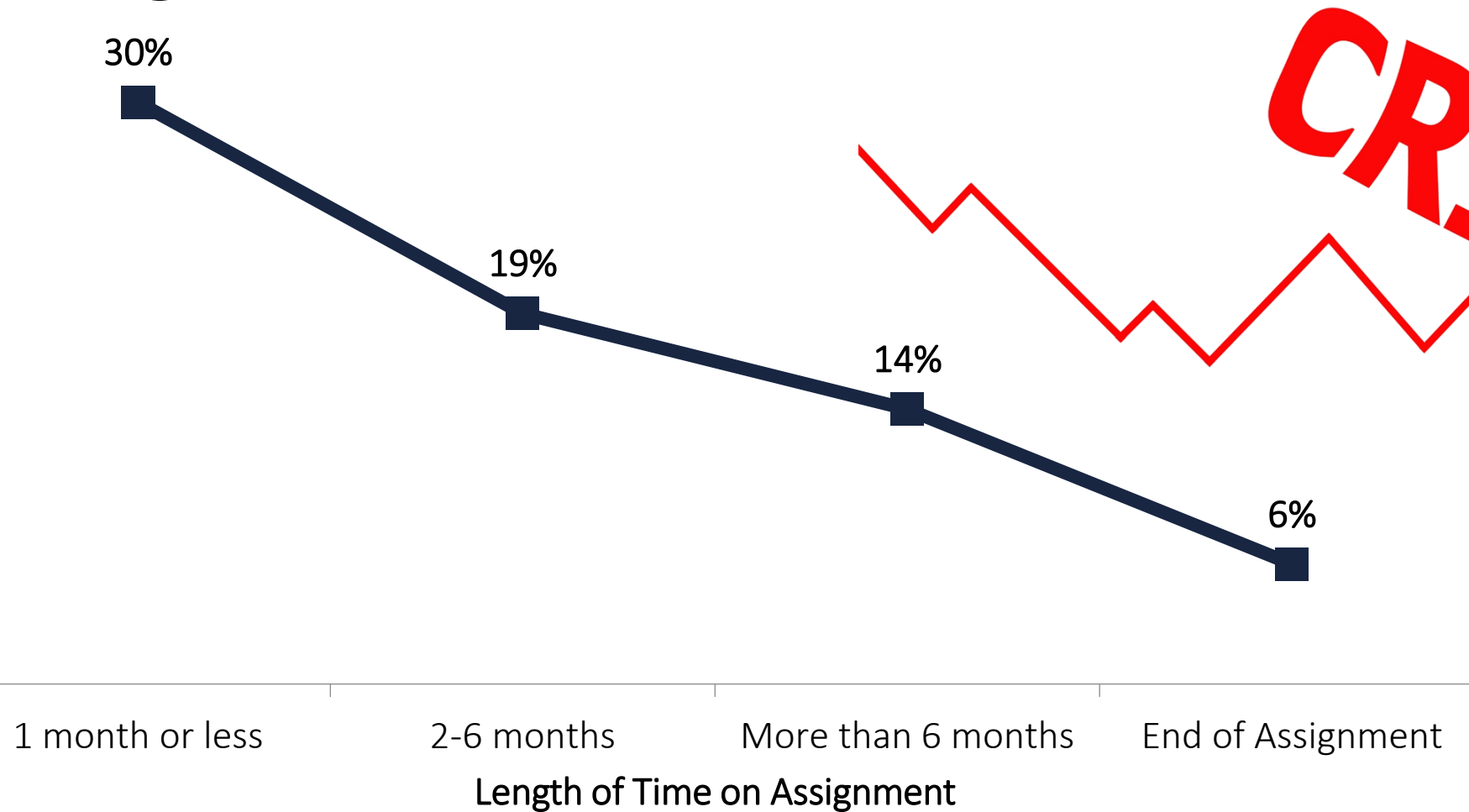- Best of Staffing Winners: 68%

CAREERBUILDER™

The candidate experience remains mediocre, with slight declines

Candidates: Likelihood to Recommend Working with Primary Staffing Firm

Placed Candidate NPS®: 19% (2009), 16% (2010), 28% (2011), 30% (2012), 33% (2013), 22% (2014), 24% (2015), 21% (2016)

Applicant NPS®: -48% (2009), -48% (2010), -33% (2011), -34% (2012), -26% (2013), -25% (2014), -27% (2015), -30% (2016)

— Applicant NPS®   ■— Placed Candidate NPS®

Staffing Industry: 21%
Best of Staffing Minimum: 50%
Best of Staffing Winners: 65%
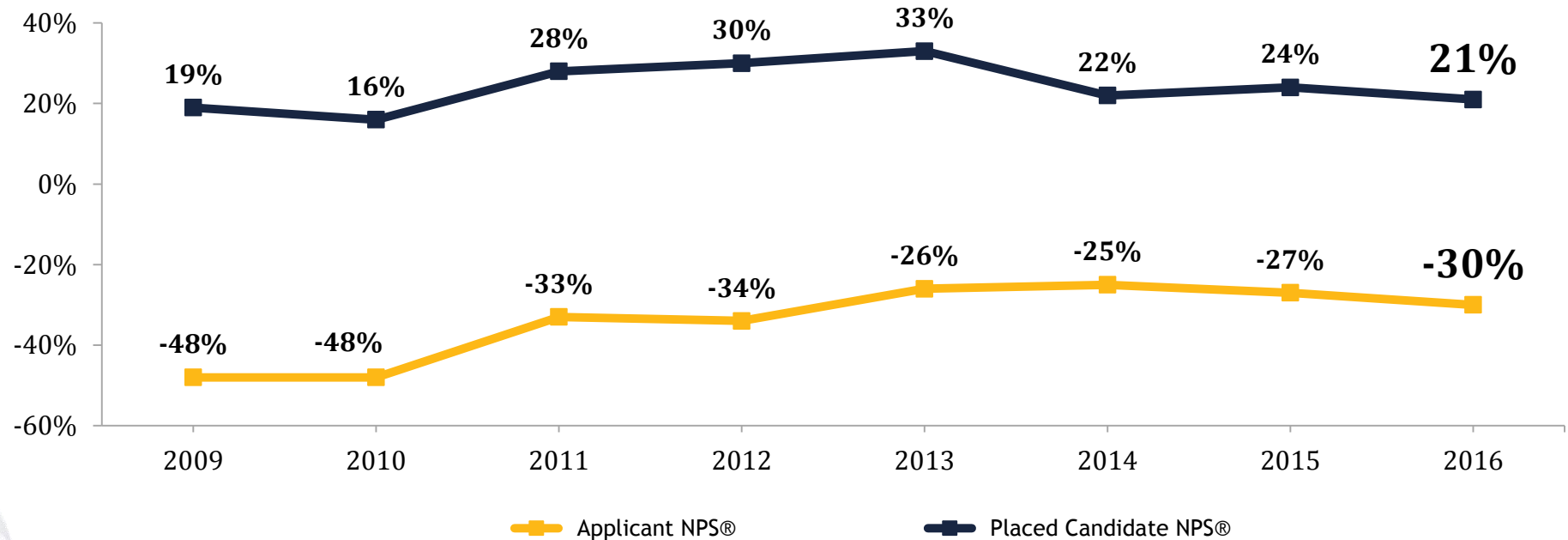
Loyalty (NPS) decays over the span of an assignment

30%

19%

14%

6%

CRISIS

| 1 month or less | 2-6 months | More than 6 months | End of Assignment |

Length of Time on Assignment

CAREERBUILDER™

Mistakes aren't the issue – it's the recovery (or lack thereof)!

Resolved 38%

Unresolved 62%

'Very Satisfied' with Outcome of Recovery: 24%

'Very Satisfied' with Speed of Recovery: 32%

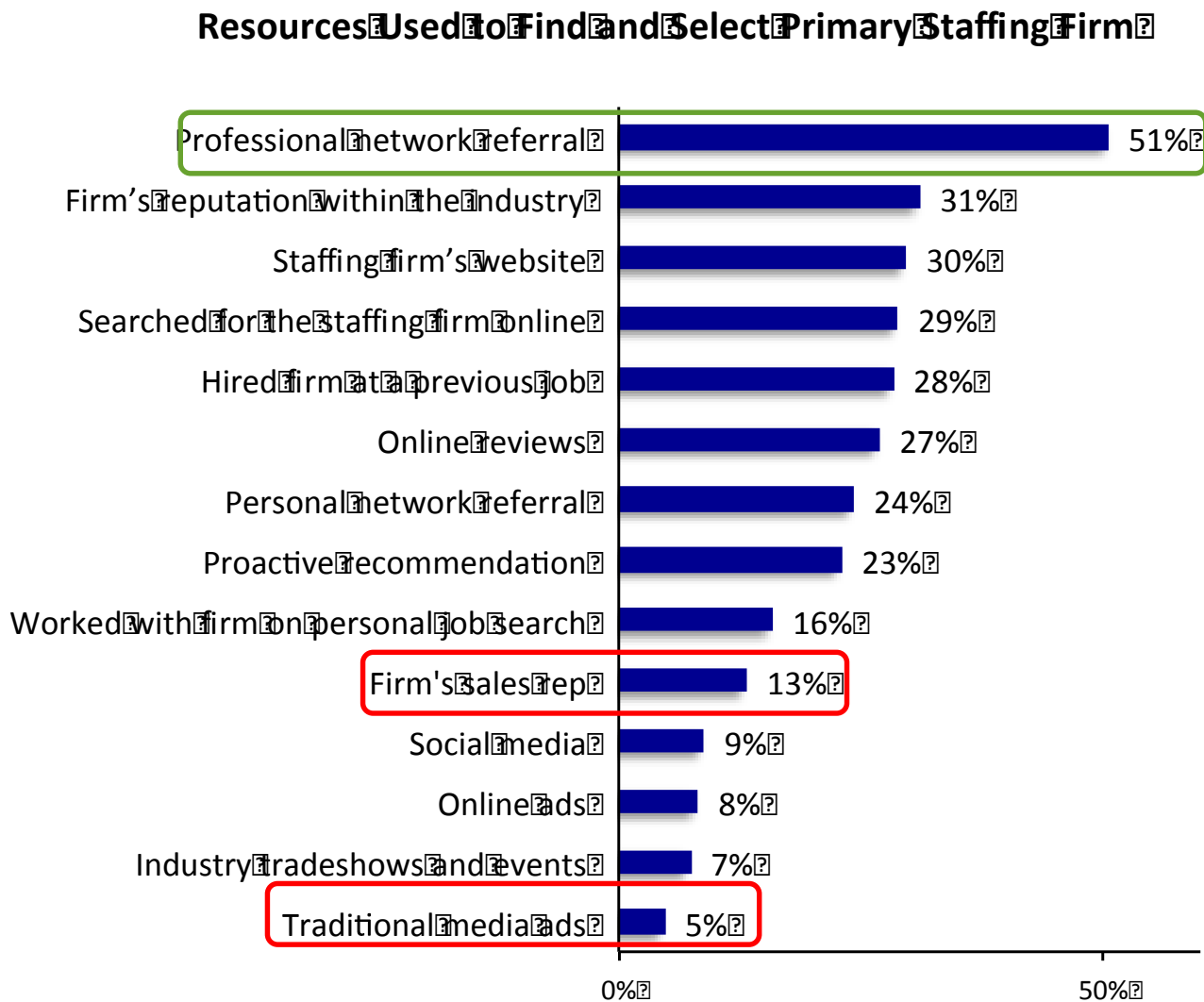|	
Told everyone I know about the issue	38%
Left the assignment	38%
Quit working with the staffing firm	34%
Discouraged others from using the firm	22%
Left a negative review (Glassdoor, etc.)	4%

CAREERBUILDER™

WINNING BUSINESS

Keys to World-Class Selling and Service Delivery

Referrals are King for Client Acquisition – but is Your Online Reputation Where it Should Be?

Resources Used to Find and Select Primary Staffing Firm

Resource	Percentage
Professional network referral	51%
Firm's reputation within the industry	31%
Staffing firm's website	30%
Searched for the staffing firm online	29%
Hired firm at a previous job	28%
Online reviews	27%
Personal network referral	24%
Proactive recommendation	23%
Worked with firm on personal job search	16%
Firm's sales rep	13%
Social media	9%
Online ads	8%
Industry tradeshows and events	7%
Traditional media ads	5%

Axis: 0% to 50%

62%

Still Vet Your Firm Online:

40% Staffing firm's website

37% Online reviews

35% Online search

11% Social Media

CAREERBUILDER™

Share of Wallet – The Untapped Growth Engine for Your Firm

81%

work with more than 1 staffing firm

| Top Reasons for Working with More than One Firm |
| --- |
| **59%** Better access to qualified talent |
| **59%** If one firm can't fill order, another probably can |
| **45%** Broader industry experience |

CAREERBUILDER™

Maximizing the Satisfaction of Staffing Industry Clients

Impacting Satisfaction Throughout the Process

Gap between NPS when action occurs versus NPS when action does not occur

Pre-Submission	Submission	Post-Placement
+84% Ask questions to clarify the needs of the position	**+65%** Candidates submitted were a good culture fit	**+62%** Checked in at least monthly throughout the assignment
+57% Follow up on your requests or issues within 24 hours	**+61%** Candidates submitted matched the position's specifications	**+60%** Resolved any issues of the placed talent within 24 hours
+56% Set realistic expectations about any potential open positions	**+59%** Candidate's unique qualifications were shared	**+55%** Debriefed on placed talent's performance at end of assignment

CAREERBUILDER

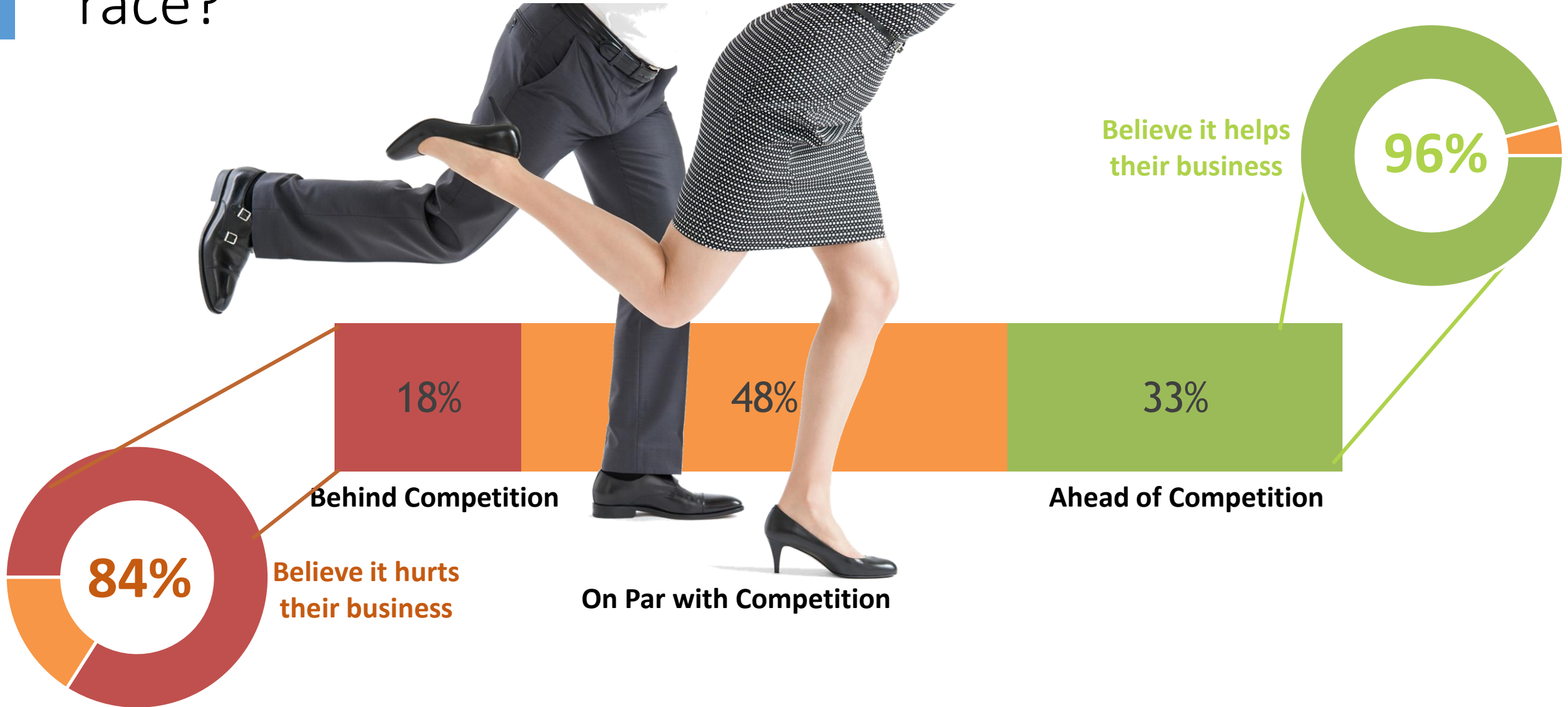# Really Good Recruiters are Proactive, Skilled & Responsive

DO THIS:
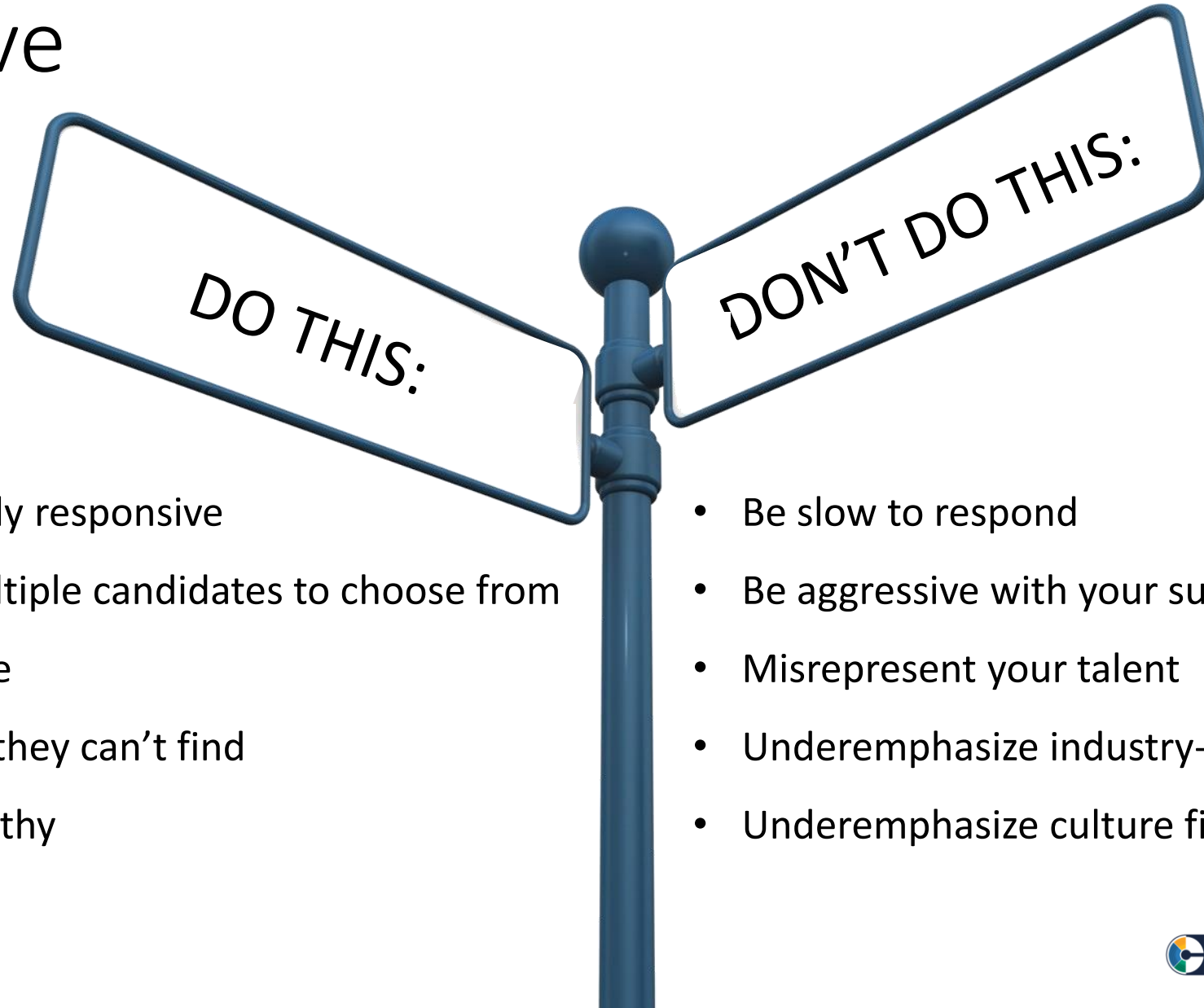
- Be extremely responsive
- Provide multiple candidates to choose from
- Be proactive
- Find talent they can't find
- Be trustworthy

DON'T DO THIS:

- Be slow to respond
- Be aggressive with your suggestions
- Misrepresent your talent
- Underemphasize industry-specific trends
- Underemphasize culture fit

CAREERBUILDER™

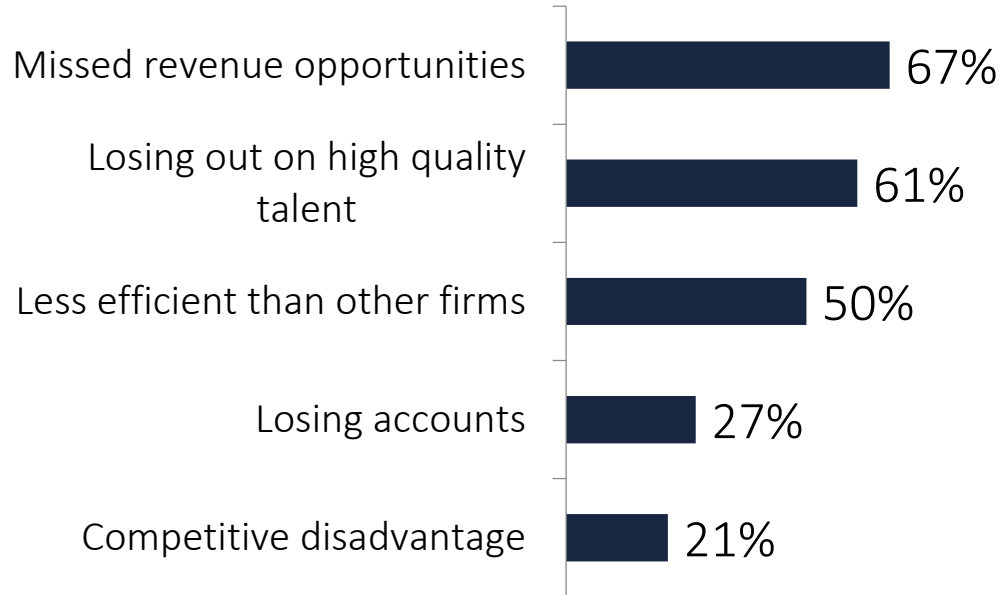# WINNING THE TECH ARMS RACE

Where the Industry is Investing and Why

Where is your firm in the staffing industry technology race?

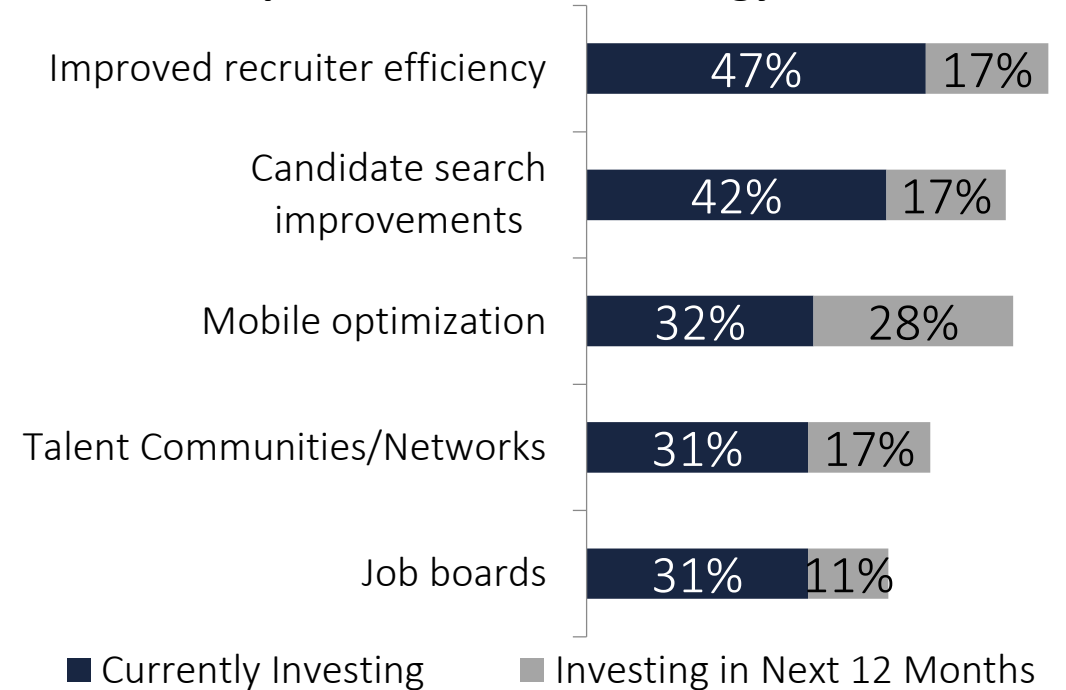**Believe it helps their business**

96%

18%

Behind Competition

48%

On Par with Competition

33%

Ahead of Competition

84%

Believe it hurts their business

CAREERBUILDER

Technology investment is expected to continue increase in 2017

Negative Impact of Lagging the Industry in Technology

- Missed revenue opportunities: **67%**
- Losing out on high quality talent: **61%**
- Less efficient than other firms: **50%**
- Losing accounts: **27%**
- Competitive disadvantage: **21%**

Most Popular Areas of Technology Investment

- Improved recruiter efficiency: **47%** **17%**
- Candidate search improvements: **42%** **17%**
- Mobile optimization: **32%** **28%**
- Talent Communities/Networks: **31%** **17%**
- Job boards: **31%** **11%**

■ Currently Investing   ■ Investing in Next 12 Months

99% Expect Same or Increased Investment in 2017

0%   100%

73% Increased Investment Vs. 5 Years Ago

CAREERBUILDER™

1 in 5 Clients Believe our Industry is 'Behind the Times' on Technology

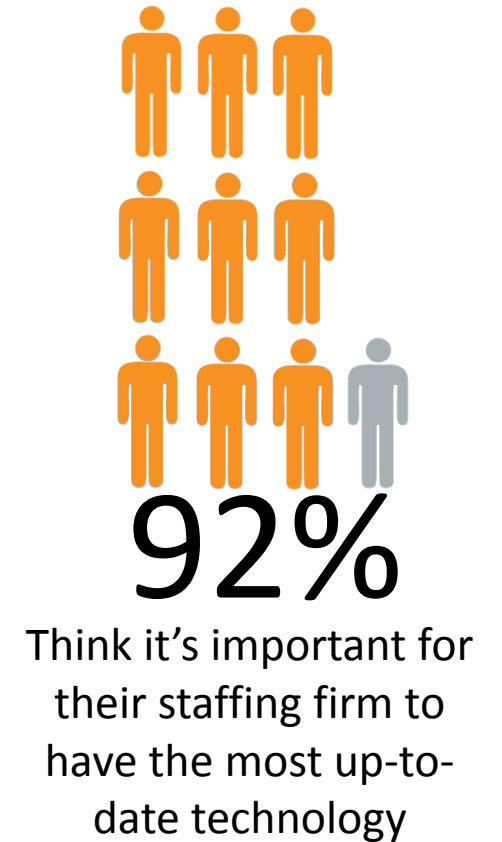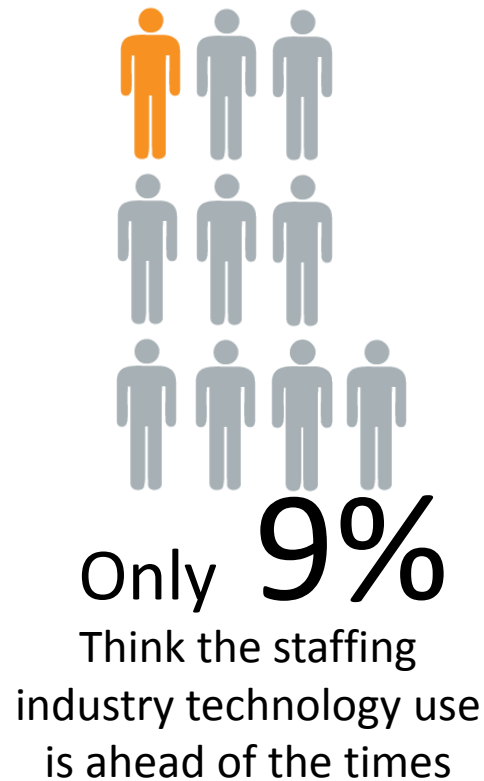**90%** Think it's important for their staffing firm to have the most up-to-date technology

74% Think up-to-date technology differentiates a staffing firm

CAREERBUILDER™

Up-to-date technology is viewed as critical by job candidates

Only 9%
Think the staffing industry technology use is ahead of the times

Behind the Times Tech

- Outdated website
- Lacking mobile integration
- Lack of communication through technology

92%
Think it's important for their staffing firm to have the most up-to-date technology

CAREERBUILDER™

Technology empowers candidates in the process, but only if the human element isn't lost

Average job candidate uses **16** different resources, during the job search
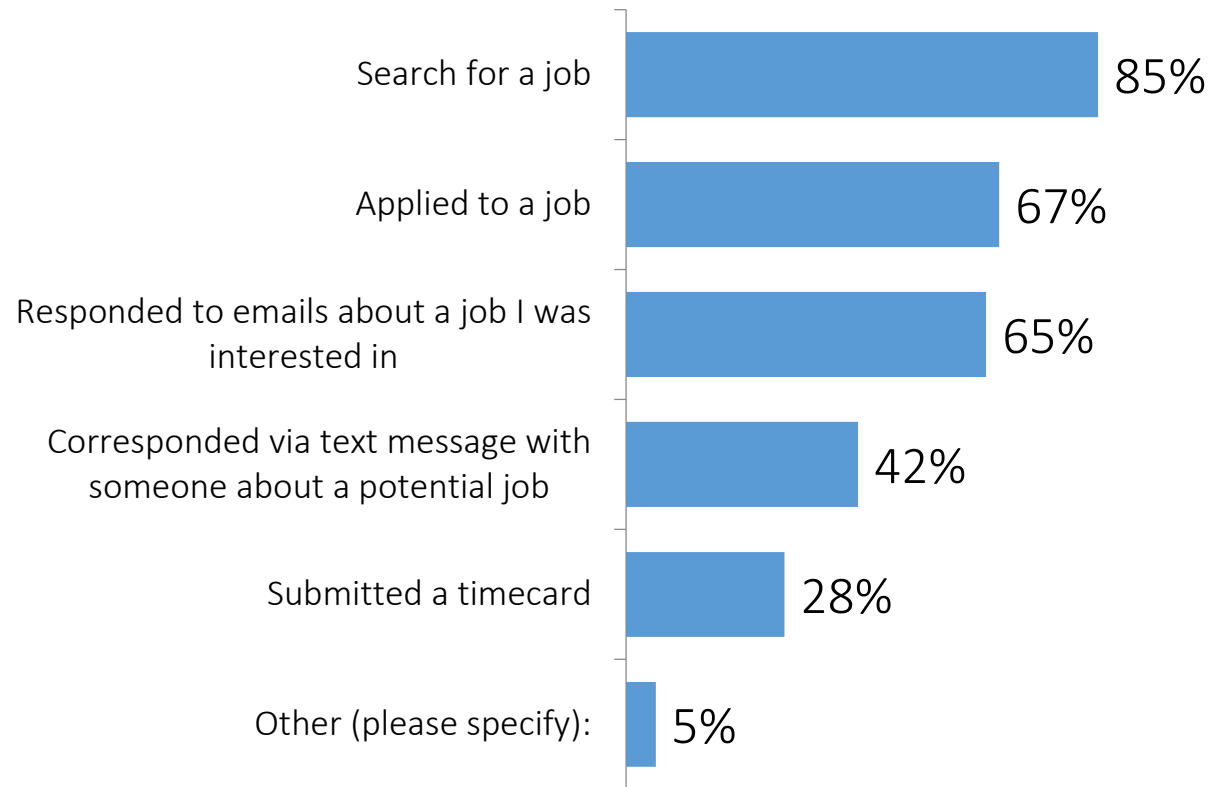
- Overall process has improved

- Applications are easier to complete

- Mobile applications have improved

- Automated job alerts improved

- Responsiveness has declined

- Negative decline in human interaction

- Applications have gotten longer

CAREERBUILDER™

Talent are always 'on' and your engagement with them needs to reflect that

Activities Talent EXPECT to be Able to do Via Mobile

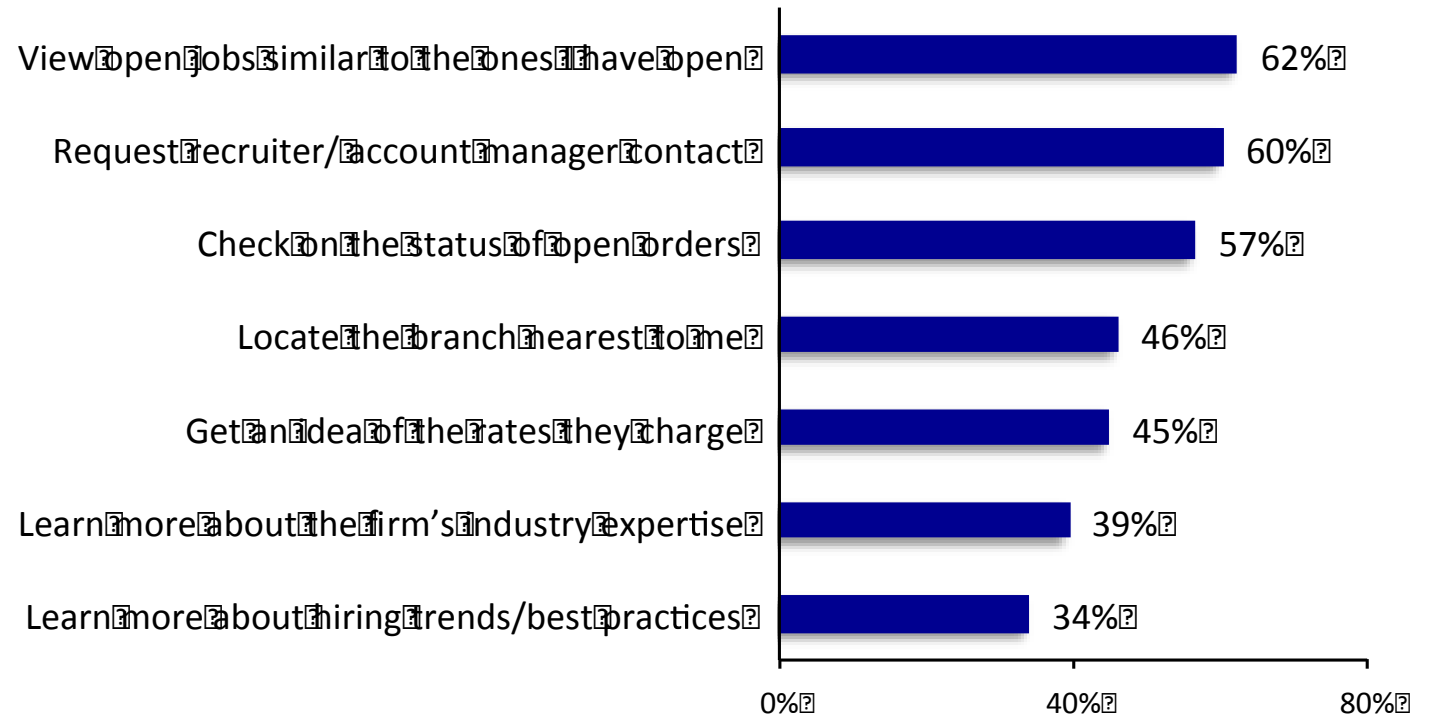| Activity	Percentage
Search for a job	85%
Applied to a job	67%
Responded to emails about a job I was interested in	65%
Corresponded via text message with someone about a potential job	42%
Submitted a timecard	28%
Other (please specify):	5%

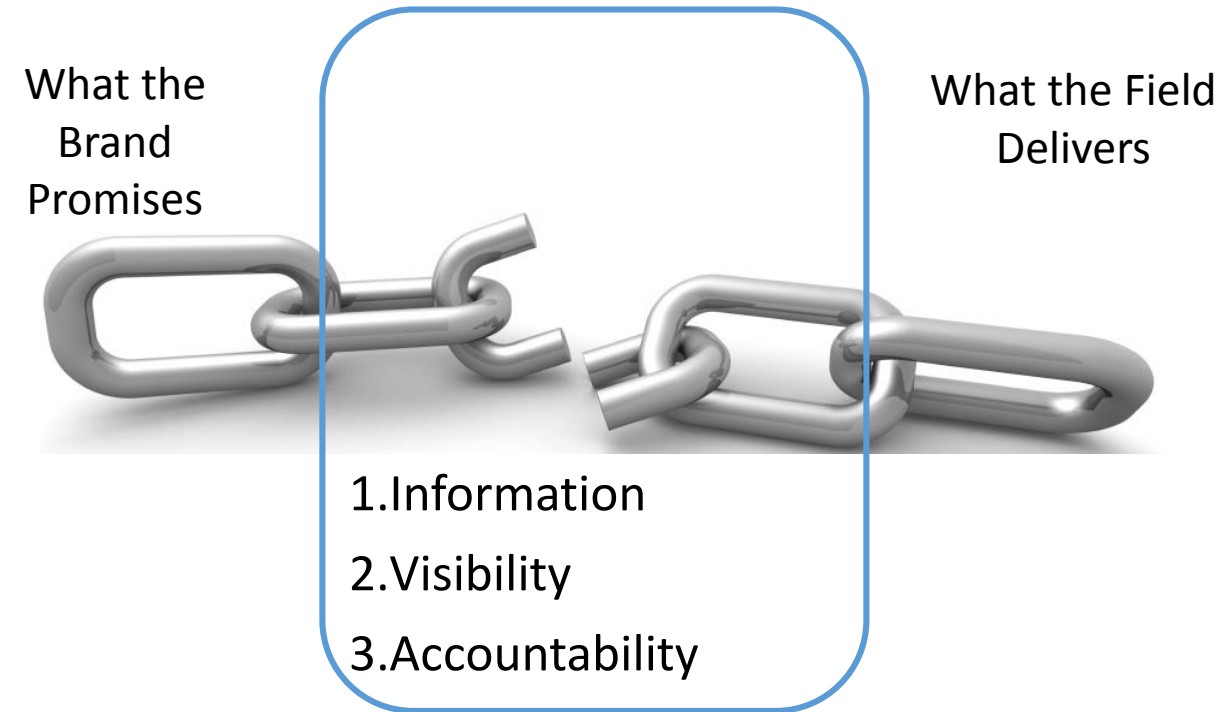Just Applied for a Killer Job!

CAREERBUILDER™

Smartphone ~~Addiction~~ Adoption Near 100% - Now its About Function

Activities Clients EXPECT to be able to do Via Mobile on Staffing Firm Websites

Activity	%
View open jobs similar to the ones I have open	62%
Request recruiter/ account manager contact	60%
Check on the status of open orders	57%
Locate the branch nearest to me	46%
Get an idea of the rates they charge	45%
Learn more about the firm's industry expertise	39%
Learn more about hiring trends/best practices	34%

CAREERBUILDER™

Its not our strategy, its our execution.

What the Brand Promises

What the Field Delivers

1. Information
2. Visibility
3. Accountability

But this is Your Brand

This is Your Logo

BlendIT STAFFING

Thank you!