

Strategic **VISION**

Creating a clear path for achieving your goals





What does the future hold for your staffing company?

Exponential growth? Service or geographic expansion? Continued labor shortages ... and unfilled job orders?

While no one can know the future, the most successful staffing companies are the ones that clearly define their vision, set measurable goals, and develop strategies and plans to achieve them.

This workbook will guide you through the process of creating your plan. Setting goals. Defining strategy. Determining the best marketing and recruiting tactics.

From all of us at Haley Marketing, we wish you great success in defining and achieving the future you envision. Dream big. Plan well. And if you need any help along the way, we will be here for you!

Regards,
David Searns, Co-CEO

DEFINING YOUR GOALS

By now, you've undoubtedly heard about the importance of setting SMART goals.



But have you actually defined your goals?

- Do they have a completion date?
- Do you know how you will measure success?
- Are they clearly understood by everyone on your team?

While SMART goals are not new, many staffing companies have never clearly defined their business goals, marketing goals or recruiting goals.

Without clearly defined goals, how will your team know where to focus?

SMART GOAL IDEA LIST

Use these ideas as guidelines to define your goals.

Our Company Goals	By When?	How will we measure success?
Target Revenue Sales amount or growth percentage		
Client Acquisition Key account growth or overall growth		
Client Retention Specific clients or percentage		
Customer Satisfaction Improvements in NPS or other measurements		
Geographic Expansion New office locations, new on-sites, etc.		
Service Line Expansion New services or skill disciplines.		
Operations Sales, recruiting or service process changes		
Technology Systems to be developed or implemented		
Culture Any people-related objectives		
Other		
Other		

A word of caution: Don't overdo it!

You do not need a goal for every item on this list. The most successful staffing companies only have 3 to 5 key strategic objectives.

DETERMINE YOUR STRATEGY

Strat • e • gy

noun: a plan of action or policy designed to achieve a major or overall aim.
 “time to develop a coherent economic strategy”

synonyms: master plan, grand design, game plan, plan of action, plan, policy, proposed action, scheme, blueprint, program, procedure, approach, schedule

What’s your MASTER PLAN?

In creating your strategic vision, consider two types of strategies: growth strategy and competitive strategy. Growth strategy defines the methods by which you intend to drive revenues. Competitive strategy defines how you plan to compete with other companies in your market. Here are examples of each:

Growth Strategies	Competitive Strategies
Organic growth The most basic growth strategy: SELL MORE of what you already sell. Increase market share.	Product superiority Offering better quality, unique features, a wider range of services.
Increase client share Win more of each client’s staffing business by deepening relationships and cross-selling services.	Pricing Being lower priced, better value or offering other unique payment terms.
Geographic expansion Open more offices ... or provide remote staffing and recruiting in new markets.	Service Being faster, easier to work with or providing a superior client / candidate experience.
Service line extensions Staff for additional skill disciplines or add new services to complement your current offerings.	Bundling Combining staffing / recruiting services to offer clients a better deal.
“Follow the client” A variation of geographic expansion where you partner with an existing client to offer staffing services in other locations your client serves.	Partnering Developing distribution channels by combining your services with complementary services from other firms.
Strategic acquisition or merger Sometimes 1+1=3! Mergers and acquisitions can be the fastest way to build market share, expand geographic reach and add new service lines.	Sales & Marketing Getting more aggressive about your outreach and digital marketing.
Local market dominance A strategy of owning multiple competing firms in one market to win greater client share from large employers who use multiple staffing vendors.	Counterattacking Competitors Going after specific companies and their weaknesses.
Move up the value chain Provide more strategic workforce management solutions such as MSP, RPO or VMS technology or develop new staffing models like online staffing.	Problem Solving Creating new solutions to client problems (e.g., project solutions or on-site staffing management).

CHOOSE YOUR STRATEGIES

Growth Strategy

What strategies will you use to achieve your SMART goals?

Growth Strategies	What We Plan to Do

Caution: Growth strategies are more likely to be successful when you focus. Don't try to do too much!

Growth Strategy

What strategies will you use to achieve your SMART goals?

Competitive Strategies	What We Plan to Do

With Competitive Strategy, it is OK to implement multiple strategies at the same time.

Creating Your Marketing Plan

Twenty years ago, marketing was not all that important in the staffing industry. Hand a good recruiter a list of prospects and a phone, and you were on your way to success.

Today, the game has changed. Prospects are harder to reach. Competition is fierce. People don't have the time (or desire) to talk with you.

Marketing has become essential as a means to break through the noise, create differentiation, maximize visibility (online and in the real world) and set your sales team and recruiters up for success.

But how do you create a great marketing plan?



8

1

Build the Foundation

Develop your messaging. Determine who you want to target and how you want to be seen. Craft your core story. And create the tools and platforms to convey your story in the best way possible.

2

Lead Generation

Determine the tactics you will use to capture the attention and interests of your ideal clients. Create the tools your sales team will use to make their calls successful. Develop a game plan to drive inbound leads.

3

Recruitment Marketing

Select the strategies you will employ to attract and engage active and passive job seekers. Build your employment brand. Protect your online reputation.

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BUILDING THE FOUNDATION: MESSAGING

How do you want to be seen in the market?

If you don't control the narrative, your clients and candidates will.

And most likely, they'll put you in a commodity box along with every other staffing company. Messaging is about proactively defining how you want to be seen, and it consists of three parts:

Key Differentiators	The attributes of your business that distinguish your company from the competition. While you may have a long list of potential points of differentiation, key differentiators are the top 3 to 5 points of differentiation your target audience values most.
Positioning	<p>Positioning defines where your company exists relative to your competitors. Think about positioning like a supermarket. If you were asked to go get a box of Cheerios™, you'd be able to walk right into your local market, find the cereal aisle, locate that big yellow box and make your purchase.</p> <p>In staffing, your challenge is to figure out the aisle you want to be in. Is it the overall staffing aisle? The IT staffing aisle or some other specialty? Or maybe you don't want to be in the staffing aisle at all, and you want to be seen as a workforce solutions company or a professional services organization.</p> <p>Positioning is about figuring out the aisle where you want to be, and then defining your yellow box – how you will stand out from everyone else in the aisle based on your service offering, sales and delivery process, pricing and how you promote your company.</p>
Value Proposition	<p>Value proposition is taking your key differentiators and flipping them on their head. Your differentiators define the reasons why your service is better or different than everyone else. These differentiators are focused on your company and what you do.</p> <p>Your value proposition defines why these differentiators matter to your ideal clients and candidates. It quantifies and qualifies the value you can deliver . . . that no one else can.</p>

Who is Your Ideal Customer?

Define the target audience. This should be done for clients and candidates.

Target industries	
Company size	
Location	
Target decision makers	
Other defining traits	

Differentiators and Value Proposition

Your Differentiators	Value to the Ideal Customer

Positioning

How will you define your unique aisle and shelf in the supermarket?

<p>Describe the services you offer. (Staffing, workforce solutions, project solutions, consulting, etc.)</p>
<p>What is your specialization or focus? (Think skill disciplines, specific types of clients or kinds of problems you solve)</p>
<p>What makes you different? What unique value can you offer? (List key differentiators for your ideal customer)</p>

BUILDING THE FOUNDATION: YOUR WEBSITE

How many people visited your website in the past month?
How does that compare to the number of people who visited your offices?

If you're like most staffing firms, you have 10, 100 or even 1,000 times more visitors to your website than your offices. But which costs more: your website or the furniture in your lobby?

**It's not about spending more.
Your website must do more for your clients and candidates!**

Gone are the days when a website was merely an online brochure. Today, your staffing website is your director of first impressions. It's a 24/7/365 sales rep. A recruiter. And an essential part of delivering a great customer experience.

What makes a great staffing website?

- Bold design.
- Concise copy that clearly conveys your messaging.
- Strong calls to action throughout the site.
- Multiple ways for employers and job seekers to take action.
- Careful planning of entry and exit pages to maximize conversion.
- Awesome career portal that makes it easy to search and apply to your jobs.
- Optimized for mobile and desktop.
- SEO based on a solid strategy, not just being #1 for a specific search term.
- Intuitive navigation with an intelligent site architecture.
- Fast loading and secure (SSL) hosting.
- Strong analytics to measure (and improve) site performance.

Want more ideas to improve your website?

Get our free eBook with 12 strategies to "plug the leaks" in your staffing website: www.haleymarketing.com/freebies

Critique Your Site

Is it time for a new website? You decide! Use this form to do a quick review of the strengths – and opportunities for improvement – in your site.

	Yes	No
Branding		
Does your website convey your messaging to both employers and job seekers?		
Does your website accurately reflect the services you offer?		
Does your differentiation come through from the copy and images used?		
Design		
Does the design have a "wow factor" that helps you stand out?		
Is the navigation intuitive (i.e., easy for anyone to use to find what they want)?		
Is the design optimized for both mobile and desktop users?		
Lead Generation		
Does each page of your website have a clear and simple call to action?		
Are your jobs on your website domain and optimized for Google Jobs?		
Can candidates easily apply on desktop or mobile? With one click?		
Do you offer chat (or a chatbot) to get visitors to engage with your firm?		
SEO		
Does each page of your website focus on one to two keywords?		
Do you regularly track your web rankings for specific keywords?		
Is your website secure? Do you have an SSL Certificate?		
Content Strategy		
Do you add original and relevant content to your website at least once per week?		
Do you incorporate keyword planning and strategy into your content strategy?		
Do you actively share content to social media sites?		
Site Performance		
Does the site load in under two seconds?		
Does your design effectively limit images and video to perform well on mobile?		
Do you check your website performance at least once per quarter?		

Want Haley Marketing to Critique Your Website?

Call us at 1.888.696.2900 and request a complimentary website critique.

BUILDING THE FOUNDATION: SALES COLLATERAL & SUPPORT MATERIALS

Do staffing companies need a brochure? *No, they don't.*

But your recruiters, sales reps and account managers will be far more successful with the right supporting materials.

Consider the following types of sales collateral:

Brochures	From simple trifolds to multipage capabilities overviews, brochures can be powerful credibility builders and are ideal for positioning and introducing a range of services or your firm's unique capabilities.
Sell Sheets	Single-page documents that provide an overview of specific services. Perfect for focused presentations and cross-selling.
Presentation Decks	PowerPoint, SlideDeck, Prezi or forms of presentations used to sell your capabilities as a whole, present specific services or explain concepts and complex sales solutions.
Explainer Videos	Short, animated video presentations used to simplify the explanation of complex topics like staffing strategy or MSP services.
Online Proposal System	Platforms like Better Proposals and Proposify that make it easy to create (and track!) custom proposals for each prospect.
eBooks and Whitepapers	Education can be a powerful way to attract clients and open doors for your sales team. eBooks and whitepapers show off your expertise, make a business case for your solutions, and provide your sales team with topics to discuss during sales calls.

Print or PDF?

We live in an always-connected, instant-gratification world, and for this reason any sales collateral you create needs to be designed for electronic delivery via PDF or webpage.

However, don't neglect print. A well-designed print piece can greatly enhance your positioning and provide prospects with a more tangible way to evaluate your services.

Plus, print brochures are often saved and shared, helping to ensure your message is more consistently provided to all the decision makers in the companies you are trying to close.

Sales Collateral Inventory

How effective are the tools you provide to your sales team?

	Not at all effective	Somewhat effective	Quite effective	Extremely effective	Do not use
Company brochure for clients					
Company brochure for talent					
Presentation folder					
Sell sheets					
Case studies					
PowerPoint decks					
RFP / Proposal documents					
Drop-offs / Sales leave-behinds					
Explainer videos					
Online proposal software					
eBooks and whitepapers					
Promotional products					
Job fair / trade show displays					

Wish List

What sales collateral do you wish you had to make your team more productive?

SALES LEAD GENERATION

What is the best way to sell staffing services?

If you're a veteran in this industry, your first response to this question is probably: "Cold calling!"

And you've probably heard someone say: "Sales is just a numbers game. If you want more sales ... make more calls!"

But is it really that simple?

Personally, I cannot think of a more inefficient, frustrating or annoying way to develop sales. Cold calling has a success rate of less than 4%. It antagonizes your prospects and burns out salespeople. And if that wasn't bad enough: Cold calling instantly puts you into the "commodity" bucket!

So, what should you do instead?

1. Stop selling all the time ... nobody likes to be sold!
2. Focus on nurturing relationships with the people you want to win over.
3. Show your ideal prospects the kinds of problems you can solve.
4. Position yourself as THE top expert at solving those kinds of problems.
5. Nurture relationships over the long term to keep your firm top-of-mind.



In staffing today, there are two primary strategies for selling:

Integrated Direct Marketing	Content & Inbound Marketing
A structured process for systematically going after your best prospects.	Known as the art of "selling without selling."
Uses multiple communication channels: mail, email, social messaging and calls.	Is designed to attract clients (or candidates) to your company and your website.
Provides salespeople with a defined process for selling to key accounts.	Centered around high-value, educational content housed on your website.
Uses marketing to capture attention and warm prospects with sales follow-up to convert.	Content can come in many formats, such as: eBooks, whitepapers, webinars, videos, infographics, blog posts, and podcasts.
Helps keep you top-of-mind over the long term through ongoing nurturing.	Integrates social media, SEO, email, paid advertising and PR to get content found.
	Leverages landing pages for lead capture.

Want to know more about these two strategies?

Download [*The Essential Guide for Staffing Sales Lead Generation*](#)

Planning Your Integrated Direct Marketing Campaign

Who is the target audience?

Think company size, industry, location and the job title of the decision maker you want to reach.

What common pain point will your campaign address?

Think bigger than staffing. What business issues are keeping your target audience up at night?

How will you capture the attention of the target audience?

What communication methods will you use? Think mail, email, social media, drop-offs, etc.

Once you capture people's attention, how will you create interest in your services?

What will you do to demonstrate the need for and value of the solutions you offer?

How will you get people to take action?

What will you offer and how will you allow people to respond?

Planning Your Content & Inbound Marketing Campaign

Who is the target audience?

Think company size, industry, location and the job title of the decision maker you want to reach.

What common pain points will your campaign address?

With content marketing, you are not limited to one pain point, but again, think bigger than staffing.

What topics will your content be about?

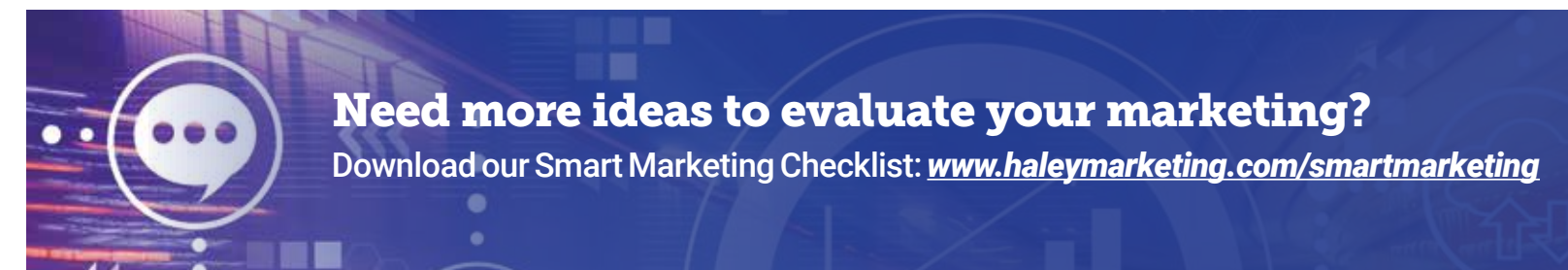
Make a list of specific topics your content will address. Ideally, plan your content for an entire quarter.

What format will you use to deliver your content?

Ideally, think more than one. For example, a webinar can be converted to an eBook, and then blog posts.

How will you promote your content?

Include multiple methods such as sharing on social media, PPC, email, PR, etc.



Need more ideas to evaluate your marketing?
Download our Smart Marketing Checklist: www.haleymarketing.com/smartmarketing

RECRUITMENT MARKETING

Talent acquisition is more than job advertising and direct recruiting.
A lot more.

It's about branding. Culture. Analytics.
And delivering an exceptional candidate (and employee) experience.

To keep your job orders filled, you must master the 4 PILLARS OF RECRUITMENT MARKETING

CAREER SITE

For most staffing companies, your career site is your corporate website. But is your site designed to maximize your recruiting results?

- Does your site get candidates to your jobs?
- Is it easy to apply ... on any device?
- Are there options for people who are not ready to apply?
- Does your site tell candidates why they should work for you ... and not the competition?

JOB ADVERTISING

Did you know that there are 40,000+ job sites in the world? Where should you post your jobs?

Effective advertising is about knowing which sites to use and how much to spend. It's also about regularly testing and improving your advertising.

With the rise of programmatic ad management, you can now leverage software to automate your spending and maximize your ROI.

SOCIAL RECRUITING

With people spending an average of 136 minutes per day on social media, these platforms have become an ideal way to source talent.

But do you have a strategy to attract both active and passive job seekers?

Effective social recruiting requires a careful blend of jobs and non-job content promoted with a mix of organic (free) and paid distribution.

EMPLOYMENT BRANDING

Every staffing company has an employment brand. But too few control the narrative about how they are perceived.

Employment branding is about defining your unique value proposition to candidates and proactively taking charge over how you are seen.

When done well, employment branding makes your advertising and social recruiting more effective and reduces your cost per candidate.

Review Your Recruitment Marketing

Are you doing all you can to attract the talent you need? Use this form to do a quick review of your current recruitment marketing.

	Yes	No
Your Company Job Board / Career Portal		
Does your career portal effectively convey your employee value proposition?		
Do you post all your open jobs to your website?		
Are your jobs automatically optimized for search engines . . . on your domain?		
Is your application form optimized for mobile job seekers?		
Job Advertising		
Are your jobs appearing on the best job boards for your location and niche?		
Are you promoting jobs on job aggregators and social media?		
Are your recruiters trained to create effective job posts? Do they?		
Are you using programmatic job advertising to effectively manage your ad spend?		
Social Recruiting		
Do you have a strategy for using social media to attract active and passive talent?		
Do you develop a monthly or quarterly content plan aligned with recruiting needs?		
Does your content convey your culture and position you as a great employer?		
Do you use Google and social media to retarget candidates in your ATS?		
Employment Branding		
Have you defined your EVP (Employee Value Proposition)?		
Is your EVP consistent everywhere online and in how your people recruit?		
Do you proactively collect candidate feedback and encourage online reviews?		
Do you have a program to nurture relationships with talent referral sources?		
Recruitment Analytics		
Are you tracking the ROI of your recruitment spend . . . by source?		
Do you know your cost per applicant? Cost per placed candidate?		
Do you know which jobs are the best performing? The worst performing?		
Do you know where in the application process you are losing candidates?		

Need 170 more ideas to evaluate your recruiting?

Download our Smart Recruiting Checklist: www.haleymarketing.com/smartrecruiting

THE **LAST** STEP



**Book an appointment
with Haley Marketing!**

LET OUR TEAM HELP YOU
CRAFT YOUR **STRATEGIC VISION.**

We would be happy to work with you to develop
a roadmap for your marketing or your recruiting.

Contact us today for your roadmap.

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Strategic VISION



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