

JON
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Working **Smarter**,
Not **Harder**:
Effective Business
Development



THE THREE CRITICAL
BUSINESS DEVELOPMENT
PRINCIPLES AND THE 10
MUST-HAVE SCRIPTS THAT
PRODUCE RESULTS!



Effective business development and marketing is the most important aspect of being a big biller. Sure, finding the perfect candidate for an open search assignment is an exciting moment in any recruiter's day and contributes significantly to the overall success of achieving their goals. More important than fulfillment, however, is the role that business development plays in the process. Effective marketing is the biggest factor in any recruiter's success.

There are three key principles to establishing a strong marketing foundation. It all starts with obtaining high quality searches. The better the search you have to recruit on, the more placements you will make. Period. Most of us agree with this concept; however, practicing seems to have become a lost art. Time is money and you want to make sure you are spending your time on searches that will result in placements. Ask yourself about the searches you are currently working on – are you guaranteed a placement if you find the person you are looking for? Resources are too valuable today to be risked on uncertainty. A good search means that “if” you find the right candidate, your client will hire them -- no maybes and no excuses.

The three key business development principles follow. Integrate them into your marketing approach to increase your effectiveness immediately.

I. THE QUANTITY/QUALITY PRINCIPLE



Quality is everything. How do you achieve it? It's not just about getting Job Orders. It's about continually improving them so you have great Job Orders. The better the Job Order you are working on, the better chance you will net revenue from your efforts. This is true for Contingency as well as Retained Search. The best way to increase the quality of your searches is to increase the quantity of Job Orders that you have. Here is how the principle works. A starving man will eat a moldy loaf of bread. Why? He's starving; he will eat just about anything. However, the more food he has to eat, the more particular he will become. The principle works the same with recruiters. The more Job Orders you have to work on, the more selective you can be about the ones you will choose to work on. If you have an abundance of only “C” Job

Orders, chances are you will not see great results and you will have to start focusing on getting “B” Job Orders to improve your results. This is done by doing more marketing and doing volume—getting more Job Orders on the go. Once you have upgraded to “B” job orders, you will no longer want to take any more “B” job orders, and will want to start looking for the true “A” Job Orders, or real “Search Assignments.” A critical step in this evaluation process is utilizing the Job Order Matrix, a fantastic tool that will help you to qualify the Job Orders that you get. (www.jonbartos.com/jobordermatrix)

Once you focus on quality and have continued to upgrade your Job Orders to “A” Search Assignments, continued marketing will allow you to then focus on the next level, getting money down and retained work. The quantity of Job Orders you achieve (volume) will resolve the quality of the Job Orders.

JON BARTOS

2. THE SEVEN SELLING SITUATIONS PRINCIPLE (WORK THE PROCESS)



When recruiters focus on marketing, it's really exciting to get new business in. Managers like to see new LOGOS, increasing the recruiting foot-print with

more companies in different regions, giving the company larger potential. Yes, we all agree that "Volume" is the key to quality, however, here is where I suggest caution. Diverse marketing efforts could be killing your productivity in your office and costing you thousands in revenue. Most million-dollar producers today don't have twenty accounts they focus on and do business with. The average number is between three and seven. New business is critically important but we often overlook the easiest and quickest way to achieve more business. And that is developing additional business within existing accounts first.

The graph to the right illustrates seven different selling situations in business today. They are listed in descending order from the easiest to get to the hardest, with the percentage of success rate on the right hand side from top to bottom. If obtaining good search assignments is your objective, the place to start is with existing accounts first and with the existing contacts you have. Work the process by going down the chart to "new" contacts within existing accounts next. After contacts are exhausted, go to the next level of business development to "C" level and keep moving down. This will ensure you are working as efficiently as possible in developing new business and increasing the amount of search assignments on which to work.

Once again, by increasing the volume, it will help to solve quality problems by allowing you to continually 'Topgrade' each search as you get new ones in. The goal is to maintain a solid book of business that you can continually work on to upgrade the quality.

SELLING SITUATIONS			SUCCESS RATE 95% - 100%
ACCOUNT	CONTACT	MARKET/ DESK SPEC.	
EXISTING	EXISTING	EXISTING	↓ 1%
EXISTING	NEW	EXISTING	
EXISTING	C-LEVEL	EXISTING	
NEW ACCOUNT	EXISTING	EXISTING	
NEW ACCOUNT	NEW CONTACT	EXISTING	
NEW ACCOUNT	C-LEVEL	EXISTING	
NEW ACCOUNT	NEW CONTACT	NEW MARKET	

EASIEST
↓
TOUGHEST

3. INSIGHT PRINCIPLE



In addition to developing volume in marketing to achieve a higher level of quality in search assignments and working the process to market the most effectively, it is equally important for a recruiter to include insight in all marketing efforts. Insight is knowledge of a person, market, company, or anything that adds value to the person you are talking to that is beyond the ordinary. The more insight you can share, the more value you bring to the other party. Combining a strong insight statement with each marketing approach will double

JON BARTOS

your success rate. For example, “Mr. Prospect, did you know that Gartner research stated that in 2011 the mobility software market is poised to explode due to mobile phones having the bandwidth to support mobile applications that only rugged mobile handheld computers could do previously? Are you ready to take advantage of this growth opportunity?” The more insight you have when making business development calls, the more “value” you bring to your clients and the more effective and successful you will be. It’s all about value—and insight immediately gives you that.

By implementing all three principles in to your marketing plan—only working on quality search assignments, achieving volume to insure the ability to create quality, and by providing insight to your clients—you will dramatically increase your success in achieving your goals and objectives.

Are you ready *NOW* to make it happen?

THE TOP 10 MARKETING APPROACHES THAT ROCK THE RECRUITING WORLD TODAY:

1. Reference from an Internal Champion

As discussed, the quickest way to bring in new assignments is with existing accounts. To get high and wide in those accounts, the first step is to ask your existing contact for a reference. It may sound like this:

“Joe, It’s Jon Bartos with JSI. How are you?... Good to hear. Joe I have a question for you. How have I done in providing your team with the talent you have been looking for over the last few years?” (You may have to remind your client of who you placed with them.) “I’m glad you’re satisfied with how we are doing.

Based on our success with your business unit, I would like to be able to help the other teams in your organization as well. Here is where I need your help. Who else in your organization is looking to hire talent in the next 3 to 6 months?... Tim Brown... in Engineering. .. is bringing on engineers? Great. As a favor, would you mind giving Tim a quick call or dropping him an email to let him know I will be reaching out to him to introduce myself. If you could share with him how your experience has been with my organization that would be fantastic and I certainly would owe you one.”

Once you have an internal reference, with or without a written or verbal testimonial, your marketing approach gets pretty simple.

“Hi Tim, this is Jon Bartos from JSI. I have worked with your organization, specifically with Joe in Marketing over the last few years. He suggested I might want to reach out to you to see if you need help finding talented engineers. I have helped Joe to successfully build his team and I would like to discuss your critical needs you are trying to fill on your team in the next 3 to 6 months...”

2. C-Level Approach

Selling to the C Suite (CEO, CIO, CFO, COO) can be intimidating to some. A great book to read about selling to this level is *Selling to VITO* by Anthony Parinello. In his book, Parinello talks about the language you need to use for the C Suite is different than that of a rank-and-file manager or director. The C Suite is interested in: increased revenue, decreased costs, increased profits, and their critical metric— increased shareholder value. Here is how the script goes:

Existing Client: “Hi Mr. President, this is Jon Bartos with JSI. We haven’t spoken before, but my organiza-



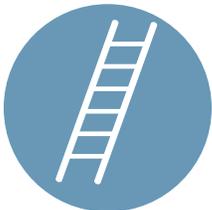
JON BARTOS

tion has helped your company save over \$300 million last year. We did this by finding the best talent in the marketplace for your VP of Supply Chain position in Rick Smith. I wanted to reach out to you today to see if there other places on your executive team or in your organization that you could use another superstar like Rick Smith?”

New Client: “Hi Mr. President, this is Jon Bartos with JSI. We haven’t spoken before, but my organization has helped one of your largest competitors save over \$300 million last year. This gave them the opportunity to reach a record profit year and achieve their best year in over 25 years. I don’t know if we can do the same for your organization, but I would love to share the details with you and thought it may be worth a five minute conversation.”

By knowing the successes and impact your placed candidates have had with their organizations, you can use that data to create additional business. Send an email out to your candidates you have placed over the last few years and ask them this – “We want to brag about you. What have been your successes since you joined your organization?”

3. Vertical Market Approach - “Insight”



The vertical market approach is one that adds value based on your experience in the marketplace in which you work. This works well and applies if you have a specific market or a specific position on which you focus.

“Hi Mr. Prospect, this is Jon Bartos from JSI. Have you heard of us before? We work with many of your competitors in the industry, focusing specifically on the Mobility Software Marketplace. We have helped organizations such as Syclo and Dexterra grow over 30% per year in revenue and increase profits by over

40% by finding the critical talent they needed to achieve their goals. We have done this because we are niche focused and are in touch with the “A” players in your marketplace on a daily basis. We have relationships with the individuals who are blind to job boards due to performing at high levels for your competitors and not looking for other positions. I don’t know if we could help your organization or not, but thought it may be worth a five minute conversation.”

4. MPC/“A” Player Approach

The MPC or “A” player approach has been used successfully for over 40 years. The simple reason—it works. The reason it works is because it’s a “Proof Statement” of your work. It’s proof that you know your market and know what you are doing – going to the market with a true “A” player. The marketing approach sounds like this:



Intro: “Hi Mr. Prospect, this is Jon Bartos with JSI, we are a firm specializing in finding “A” players for the Mobile Computing Software marketplace. The reason for the call: I was doing a search for one of your competitors (name) and came across one of the top sales reps in your industry, and thought of you.”

Feature: This killer was the top sales professional at one of your top Mobility Software competitors—producing over \$5 million in revenue per year. Achievement - He has personally brought in their top four largest accounts they have today.

Benefit: Which means that his next employer will not only get a big producer, a true producer that only

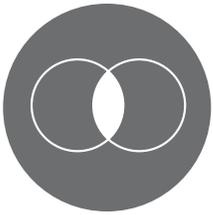
knocks down, but also understands the value of what major accounts bring to an organization.

Close: Does it make sense for you and this individual

JON BARTOS

to sit down to explore the possibilities? Does Monday or Tuesday work better for you next week?

5. Combination Approach



The combination approach is a combination of the Vertical Market Approach and the “A” player approach. This is probably the most effective approach in the marketplace. It shares with the prospective client not only your insight into the vertical market you are in, but also backs it up with a proof statement – the “A” player you have. There is something significant about actually having the ability to “SHOW” a client your capabilities.

“Hi Mr. Prospect, this is Jon Bartos from JSI. Two reasons for the call. First, have you heard of us before? We work with many of your competitors in the industry focusing on the Mobility Software Marketplace. We have helped organizations such as Syclo and Dexterra grow over 30% per year in revenue and increase profits by over 40% by finding the critical talent they needed to achieve their goals. We have done this because we are in touch with the “A” players in your marketplace on a daily basis. Those are the individuals who are blind to job boards due to performing at high levels for your competitors and not looking for other positions.

Which leads to my second reason for the call...

I was doing a search for one of your competitors (name) and came across one of the top sales reps in the mobility software market, and thought of you.” Feature - this killer was the top sales professional at one of your top Mobility Software competitors—producing over 5 million in revenue per year.

Achievement: He has personally brought in their top four largest accounts they have today.

Benefit: Which means that his next employer will not only get a big producer, a true producer that only knocks down, but also understands the value of what major accounts bring to an organization.

Close: Does it make sense for you and this individual to sit down to explore the possibilities? Does Monday or Tuesday work better for you next week?

Implement the three key principles into your marketing approach and give these scripts a try based on what is applicable to your situation. You may be surprised at the positive results they yield.

6. Job Posting Approach

Most recruiters are very familiar with searching and viewing the postings on the job aggregators (Indeed, Jobster and Simplyhired) as well as the main job boards. These postings can be a great source of marketing opportunity if the appropriate approach is utilized. We don’t want to look like an ambulance chasing attorney trying to make an extra buck. You have to be honest and up front. It is most important to get the hiring manager’s name before the call. Calling into HR will do you little to no good. Get on LinkedIn or the company website and find out who the hiring manager is, then make the call as follows:



“Hi Mr. Prospect, this is Jon Bartos from JSI. We haven’t talked before, but I need your help. Do you have a second? Great! We work with many of your competitors and focus exclusively on (name Industry) Mobility Software. Here’s where I need your help, I had an email sent to me about a position your organization posted for a (Position Name) Mobile Software Systems Engineer. I recently concluded that same search for a competitor and have been working with a few “A” players that may be exactly what you are looking for now. If anything, it could certainly save

JON BARTOS

you a significant amount of time in filling the position. Who would I speak with at your organization to help you fill these openings?”

If you get any resistance – you can try this.

“I was just trying to call to make your job easier. It’s proven that “A” players can be as much as 10x more effective than a “B” player. As you can imagine most of the “A” players are invisible to your job ads due to fact they are not actively looking, they are happy and knocking the cover off the ball with a competitor. The only real way to get a hold of these Impact players is through real relationships like I have with these individuals. Does it make sense to get a few of these “A” players in the mix and explore the possibilities?”

7. Flip Reference Check



Reference checks are an excellent way to get additional job orders and search assignments. By doing a very thorough and professional job at conducting the reference check, you will have established enough rapport to ask for their help.

Every reference check with a hiring manager should be flipped to see if there are opportunities to do business with their firm. At the end of the reference check, mention something like the following:

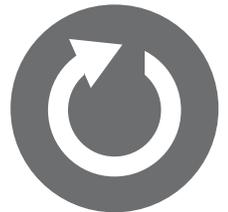
“Thank you for the time and the reference for “Candidates Name.” One quick question, since we work in the same industry as you do, who would I work with at your organization to help find great talent?” You could also add in a few questions before this statement:

“How difficult is it for (Organization) to find true “A” Players?” “How are you finding your talent today?” “How long does it take you to fill a position?” “Really, what’s that costing your organization?” “How are the current recruiting efforts working from your perspective?”

It is always good to find the pain in recruiting and maximize it – to open the door to the solutions you can provide.

8. Flip Recruiting Call and Strike a Deal

Recruiting calls typically are our biggest source of leads for job orders and search assignments. When talking to candidates daily about possible opportunities for them, it’s time to turn every one of those calls into marketing opportunities or at least a lead source for potential job openings. At the end of the call, the flip can be as easy as this...



“I look forward to working with you on your job search and will do everything I can on your behalf to make sure you can be as successful as possible in finding the next step in your career. There is a favor you can do for me since we are working together. I have wanted to work with your organization for quite some time. Who would I need to talk to at your firm to initiate discussions on the possibility of helping them find the talent they need?”

Or to Strike a Deal...

“Let’s do each other a favor. I will look forward to helping you find another opportunity and do whatever I can do to help you be successful in your next career move. In return, I ask that you help me with contacts at your existing organization to help them find the talent they are looking for.”

If it’s a hiring manager you are talking to, use the previous questions in flipping a reference check to gather further insight into the organization’s recruiting strategies and success.

JON BARTOS

9. Getting Exclusivity Approach



Being exclusive is imperative if you want to guarantee that if the candidates you bring the table match, you will make a placement. Getting exclusivity can be a challenge however, as there are many myths that hiring managers have about recruiting. Some hiring managers think that recruiters just have access to those limited people in their databases and that's it. They think the more recruiters they have working on a search, the more candidates they will receive. The theory is correct, they will receive more resumes initially, however they will find themselves with very few after the first week or so. The reason being that when contingency recruiters find out they are not exclusive, the search turns in to a race and every participant tries to throw stuff against the wall just to see if it will stick. The client will get a lot of volume (Quantity) but very little quality. The perception of getting many candidates initially can be attractive, but most contingent recruiters will not place a priority on a non-exclusive search and will spend minimal time on it. Typically this results in only the low hanging fruit, which are individuals out of a job or desperately looking for a job. To combat this belief that many hiring managers have and to get exclusive searches – try this approach:

Explaining the Real Deal

“Mr Prospect, how many recruiters currently do you have working on your search(es)? ... Three recruiting firms...Interesting... Can I share with you what happens in the mind of recruiters when they find out that they're not working exclusive on a particular search? Recruiters are typically commissioned based and tend to spend their time on the searches that will yield results the fastest. Once a recruiter finds out that they are not the

only firm working on a search, it becomes a race. All firms involved rush through a search to find as many candidates that are close fits as possible and send them over as quickly as possible. These candidates are from internal databases as well as job board candidates. You will get an initial run of resumes, but then you will receive none. That's because all the recruiters are not doing an “active” search on your positions to actually go after the “A” players who are gainfully employed and working for a competitor. They don't have the time. It's a race, remember. Unfortunately, no quality control and close matching and selling happens due to time constraints. You, the client, end up being the quality control person and not the recruiting firms. That's a lot of work. The end result is that you get to choose best player out of the poor to average talent you were given, choosing the best of the worst so to speak.”

Sell the Alternate Solution

“My strong suggestion is to let our firm take this search exclusively. This will allow us to directly call in to the marketplace and go after the gainfully employed “A” players, who are overachieving with your competitors. This will also put the quality control back into the search so you are not doing all the work and we can deliver 3-5 of the best players in the marketplace within about three weeks. The big advantage to you is that you get a chance to select the best individual out of the best players in your industry, instead of choosing the best of the potentially the worst. Make sense?”

10. Question Based Approach (Questions, What IF I, Proof)

The Question Based Approach is a method that uncovers realized and unrealized needs. One must first



JON BARTOS

establish credibility, then ask questions to uncover the needs. It's a fun approach and takes a detective question asking mentality to be successful at it. The process is to:

1. Ask questions
2. Uncover realized or unrealized needs
3. Quantify the need in dollars and cents as well as other costs/Maximize the Pain
4. Provide an alternative solution
5. Offer "Proof" and plan to move forward

For example:

"Hi Mr. Prospect, my name is Jon Bartos with JSI. How are you today? Great. Mr. Prospect, we are one of the leading Recruiting Firms in the Mobility Computing space. We have helped these (name three organizations) in your industry build their teams with "A" players to help them achieve their goals. I don't know if we can help your organization or not, but I would like to ask a couple of questions if you have a minute? Wonderful..."

Ask Questions

"Mr. Prospect... As you may know, Game Changers are individuals at organizations that can make a major positive difference in their organization to help them quickly attain their objectives. How do you find Game Changers at your organization? What methods are you using?"

Additional Questions

"How are your current methods working for you? How long does it take to locate the talent you are bringing to the table? How long does it take you to fill an open position in your area? How do you know for sure you have a Game Changer when you hire one? If you could change one thing about the process you are using, what would it be? What

positions do you have now that you could use a few Game Changers in?"

Quantify the Need

"So it takes you about 4 months to fill a position? Who does the job in the meantime? Really? How much is that costing the organization? What happens if you don't fill the position – what would that mean to the organization? That's a lot of time and a lot of money."

Alternate Solution

"What if I could show you a way to reduce the time to fill each position as well as to reduce that \$400,000 profit number that you are losing due to inefficient sourcing and hiring methods. Would that be justification for us to do business? Good. Here is what we have done for some of your competitors..." (Explain value Proposition – why use you opposed to all alternatives).

"I propose we work together this way, to solve your sourcing and hiring problems." (Explain the way to work together to solve their problems.)

Offer Proof

"Don't take my word for it, Mr. Prospect. We have worked with ABC organization for the last 12 months. We have brought their hiring time to fill from 3 months to just over 6 weeks – which saved the organization over \$250,000 in hard costs not including the soft costs. I would like to give you their number as a reference to call and to verify the results they have experienced."

We are now well in to the second quarter of 2011 but there is still time to implement the 3 key principles (the Quantity/Quality Principle, the 7 Selling Situations Principle and the Insight Principle) into

JON BARTOS

your marketing approach and to give these scripts a try based on what is applicable to your situation. Start now, you may be surprised at the positive results they yield.

But as most successful recruiters know, it's really not about "how great your script is" or "how good you sound" on the phone. **The key is making the calls!!** Just pick an approach, pick up the phone and make the calls! Make a minimum of 20 marketing calls a day – but make them every day. Most people who are unsuccessful in this business fail simply because they do not make the calls. They are unable to obtain enough assignments to even apply the quantity/quality principle. Don't let this happen to you. The reality is that "Quantity" solves all your quality job order problems. A matter of fact, it will most likely solve all of you money problems too!



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Jon Bartos is a premier writer, speaker and consultant on all aspects of human capital and achievement. As president and CEO of Jonathan Scott International, he has achieved industry-leading success. He is one of an elite group of executive recruiters who have billed over \$1 million annually. In a 10 year period from 1999 to 2009, he cashed in over \$10 million in personal production. Jon has established Jonathan Scott International as a top 10% executive search and contract staffing firm. The office has won over 17 international awards in the MRI Network, including International Billing Manager of the Year and Top 10 SC Office. Jon also competes nationally in Masters Track and Field and is a three time National Champion in the Pole Vault. Jon's passion for success led him to develop Magnum, a personal coaching program focused on helping others reach new levels of personal and professional achievement. Jon recently launched www.jonbartos.com to assist those in the recruiting industry achieve their maximum potential. If you or your organization are ready to take it to the next level, contact Jon at 513-701-5910 or jon@jonbartos.com.