



EXPERT INSIGHTS

Progressive Ideas in Business

**Recruitment Process Outsourcing
& HR Outsourcing**



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Project-Based RPO Good Option For Professional, Managerial Talent

A pharmaceutical company needs managers for a new manufacturing plant. An Internet service provider is expanding into new wireless markets and is looking to hire technology and business professionals. A global food processing business is investing in mid-level managers capable of assuming future leadership roles.

In each of these situations, the smartest solution in the current candidate-driven market may be to outsource the recruitment function to an external firm. Recruitment process outsourcing (RPO) is the fastest growth area in HR outsourcing. While a significant portion of the increased

volume will come from long-term HR contracts, the number of companies outsourcing recruitment on a project basis also is expected to increase. In addition, companies that have traditionally outsourced recruiting for lower-level jobs are beginning to do so for managerial and professional positions.

As more companies recognize the value of entering into strategic partnerships with recruitment experts for higher-level hires, the question becomes, "What should companies be looking for in a partner?"

Certainly, the partner must be able to offer

quicker access to high-quality potential hires more cost effectively than companies can deliver on their own. Beyond that, however, employers should choose a partner capable of creating a flexible, scalable project plan that is integrated with the client's business objectives. The plan should be based on best practices such as direct sourcing, building sustainable talent pools and utilizing competency models to assess candidates. The recruitment partner should take accountability for delivering the desired outcome to the client as well as managing risks. Whether a company has an immediate need to hire a finite number of managers or professionals, or wants assistance over the long term, an RPO partner may be the solution.

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From great people to great performance™

Hudson (NASDAQ: HHGP) is a leading provider of management recruitment, contract professionals and talent management services worldwide. From single placements to total outsourced solutions, Hudson helps clients achieve greater organizational performance by assessing, recruiting, developing and engaging the best and brightest people for their businesses. The company employs more than 3,600 professionals serving clients and candidates in more than 20 countries. More information is available at www.hudson.com.

Choosing the Right PEO is Crucial to Your Business

PEOs are the all-in-one outsourced vendor consolidation option that many businesses are choosing to create and manage human resources and attractive benefits packages today. A PEO can provide payroll and benefits administration, state unemployment guidance, workers' compensation compliance, safety, and other areas of expertise.

Ideally, a PEO will relieve client companies of time-consuming and money-draining burdens associated with HR. In order for the relationship to work, there must be an understanding on both sides of the needs of the business and the purpose of the arrangement. To effectuate this understand-

ing, companies who are contemplating entering a PEO commitment should consider the following:

- Conduct a basic needs analysis of your business. Determine your company's human resources and risk management concerns.
- Ask for references and check them thoroughly to ensure that the PEO is able to meet your needs.
- What kind of consultation does the PEO provide on strategic issues like recruiting, HR procedures, etc? The right PEO can develop processes specifically for your company.
- Does the PEO have upfront fees? How are they determined?

- What about pre-payments? Deposits?
- Ask for evidence that payroll taxes and insurance premiums are being paid properly and that any past clients' legal issues have been handled correctly.

Taking these items into account will certainly help you make an informed choice. However, if you don't have time to research on your own, there are services that perform these steps for you. A legitimate PEO brokerage firm will match your needs to the best provider at no cost to you. You save time, money, and resources by allowing the experts to find your perfect PEO match.

Bottom line: PEOs help small and mid-sized employers enjoy the same HR benefits as large companies. Find a PEO for your company today.

To read the full report, go to www.expert-insights.com/netpeo.asp



NetPEO is an HR brokerage firm, matching your organization with the service provider that best fulfills your company's specific needs. Our services are always free, and the process is simple. With decades of experience in all areas of outsourcing, Layne Davlin, CEO, and the entire NetPEO team are recognized experts in the HR field. The NetPEO team has the formal training and practical experience necessary to help you succeed. **1-866-4-NetPEO • www.NetPEO.com • info@netpeo.com**



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**Sales Training
& Trade Credit**

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Sales Managers: The Forgotten Linchpins of Business Development

Without question, sales managers play a pivotal role in business development. These individuals select, coach, motivate, and oversee the professionals driving new business to an organization.

Effectively maximizing sales managers' efforts requires understanding the transformation this role is undergoing. Our research shows that sales managers face even greater accountability for not only driving sales, but also mediating channel conflicts, ensuring technology adoption, managing distributors and realigning territories.

However, despite increasing expectations, organizations have "forgotten" the sales manager by not

offering a corresponding increase in support. Selection is generally based on previous sales success rather than management propensity. Sales managers are expected to coach but receive no coaching, and little priority is given to skill development.

The single most significant tipping point in business development is selecting sales managers and equipping them with the skills and support necessary for success. AchieveGlobal research indicates three main competency sets that should factor heavily into the selection process, and be the focus of ongoing support:

- **Communication** dominates a sales manager's time and can include creating a line of sight between

team members and the organization, guiding strategy with market reality, managing forecasts, running effective meetings and lobbying for resources.

- **Coaching**, the traditional role of a sales manager, includes assembling the right players, fostering a successful team approach, developing individuals, and proactively managing performance.

- **Strategy development** involves striking a balance between short and long-term objectives, while also building and executing strategic business development plans.

The good news is that companies who provide sufficient support for sales managers in these three areas reduce inconsistencies, improve productivity and ultimately boost the business development activities that generate revenue.

To read the full report, go to www.expert-insights.com/achieve.asp



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Protecting Shareholders from Customer Credit Defaults

CFOs today are faced with unprecedented credit risks due to globalization and disruptive business models. As a result, in the last decade domestic industries once believed to be unshakable, such as automobile, energy and telecommunications, have become very challenging from a credit risk management standpoint. Many Wall Street experts believe that a new wave of insolvencies across many industries is inevitable in the near term. Furthermore, today's CFO also must contend with another by-product of these macro trends - larger customer concentrations - even on those accounts which may be of investment-grade credit quality.

Fortunately, specialized insurance and capital markets alternatives are allowing astute CFOs to sleep better at night, knowing that their major risks can be protected either through conventional or newer, more innovative institutional strategies. These are complex structures and require experts to help guide one through the minefield, but can be very effective in covering against the unexpected (or even the expected) bankruptcy of a customer or vendor. Solutions include:

- Payment protection guarantees on large individual customer(s), underwritten by major financial institutions as the principal counterparty.

- Credit default protection provided by global insurance markets for more routine bad debt protection on a portfolio-oriented basis.

- Political risk insurance covering receivable or investment exposures in developing markets.

To obtain the most comprehensive risk transfer solution (which includes portfolio coverage as well as protection on a single distressed or concentrated customer), the three strategies listed above can often be combined. The cost associated with this risk transfer can be reasonable or pricey, depending on a number of factors, including the probability of default. However the price paid pales in comparison with the potential loss and the subsequent impact to profits and cash flow.

To read the full report, go to www.expert-insights/smyth.asp



Smyth Trade Credit LLC provides credit risk management solutions for Fortune 1000 and middle market clients, including portfolio credit insurance, single debtor coverage, credit insurance policy administration and political risk insurance. Their innovative solutions - drawn from both the capital markets and insurance markets - help clients expand sales to both domestic and foreign customers while mitigating their nonpayment risk, and protecting the value of longer term investments overseas. Contact Marc Wagman: mwagman@smythtradecredit.com | 1-201-714-4561 | www.smythtradecredit.com