



EXPERT INSIGHTS

Progressive Ideas in Business

**Recruitment Process Outsourcing
& Employee Assessment**



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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.

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



From great people to great performance™

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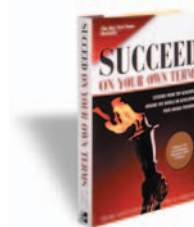
How to Succeed on Your Own Terms

Success starts with understanding what drives you. When you know how to tap into your inner strengths and create your own definition of success, you are well on your way to succeeding on your own terms—just like the top achievers profiled in Caliper's inspiring New York Times best seller *Succeed on Your Own Terms*.

In this book, which *BusinessWeek.com* says, "contains great advice," the authors Herb Greenberg and Patrick Sweeney illustrate how certain qualities drive each of us. They recognize that we may have a mixture of the 19 traits they discuss—such as integrity, resilience and confi-

dence, to name a few. But they maintain that individuals who succeed on their own terms each have one quality at their core that truly distinguishes them.

For example, being goal-oriented is the driving trait for Rebecca Stephens, the first British woman to climb Mount Everest. She shares that, "Once you set a goal, everything becomes clear." And the legendary quarterback Roger Staubach, who developed a reputation for somehow finding a way to win when defeat was staring him in the face, reveals insights into thriving under pressure, the quality which enabled him to lead the Dallas



Cowboys to two Super Bowl victories.

In addition to knowing the qualities that drive them, highly successful individuals recognize their "defining moments" as well as create their own unique definitions of success. It is the ultimate

fill-in-the-blank question: "I'd be succeeding next year if ..." After you write down your own answer, then say it out loud, you are committed to it and amazing things start to happen. Once we tap into our strongest qualities and realize our potential, we are well on our way to succeeding.

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



Herb Greenberg, Ph.D. is the founder, president and chief executive officer, and Patrick Sweeney is executive vice president of Caliper, an international management consulting firm, which, for nearly a half-century, has advised more than 25,000 companies around the world on hiring, employee development, performance management, team building, executive coaching, succession planning and organizational performance. To find out more, visit www.caliperonline.com or call 609-524-1200.



EXPERT INSIGHTS

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**Direct Marketing
& Creative Strategy**



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SMART Direct Marketing Integration Leads to 11.5% ROI

Directly speaking, marketers are missing opportunities because they spend too much time and money on activities that do not generate revenue. For every \$1 spent on direct marketing, the return was \$11.49, according to a recent study done by the DMA (Direct Marketing Association). And, the number one priority for increasing sales effectiveness is qualified lead generation, as stated in the survey conducted by research firm CSO Insights earlier this year. So, if you knew who fit your target profile and you could deliver your message directly to those people, it just makes sense that they would most likely become your customers.

The problem is that these issues – customer profiling, research, direct marketing, and lead generation – are often seen as isolated challenges, independent from one another. However, if they are evaluated together, it may be easier to treat them with integration. Think of it like a swimming pool. The same pool can be a place for speed swimmers racing for a gold medal; a lesson venue for those learning to stay afloat; or the destination for high-divers making the graceful plunge into the depths of the water. In that same light, the market of business professionals, industry experts, and targeted decision makers all come from the same pool. To effectively reach them,

marketing and sales professionals must integrate their approach to direct marketing and be SMART.

- Suspect qualification – screen and profile suspects and prospects
- Market research – conduct studies to learn what they want and need
- Actionable results – analyze and document the data in an action plan
- Ready to buy – reach the market when they need a solution
- Targeted messages – deliver materials directly to decision makers

The results? Qualified leads. Market insight. Increased response. All from decision makers who take action based on an integrated, targeted direct marketing program.

To read the full report, go to www.expert-insights.com/dm2.asp



DM2-DecisionMaker® is direct marketing to decision makers. DM2 is a B-to-B marketing partner and list manager who connects marketers with decision makers throughout the product or marketing lifecycle. From concept creation to closed sales, DM2 delivers innovative products including lead generation, expert research panels, multi-channel list rental, and custom marketing programs.

For more than 60 years, DM2 has been a trusted source for business-to-business direct marketing services in 25+ industries. www.dm2decisionmaker.com

What's Creative Got To Do With It?

The driving force of any marketing communications program is the creative – it's the vehicle that carries your message to potential customers. It's what your target actually sees, often without any predisposed knowledge of all the nuances that make your product special. Your creative has the task of telling that story. Which is why you need more than just pretty pictures. You need to formulate sound marcom strategies that communicate your message in a creative way. The difference is huge.

Good creative has a defined purpose. But there's a road to travel before creative concepts should even be discussed. The key is to effectively position a product or service based on a unique principle – be it tangible or not. You always need to remember what you're selling and who you're trying to reach. Step into your prospects' shoes and think about what will turn them on – or off. This is a strategic issue that creative needs to address.

Once you've created a unique position that clearly differentiates your products,

develop a creative strategy that communicates a specific message to specific targets. The next step is to define what you expect the creative to deliver, then execute your strategy using media vehicles that best reach your target.

The process takes research, analysis and a clear vision to make it work. Do you drive creative this way? Or do you take a shortcut and end up with creative that lacks substance?

Chances are you'll seek assistance from marketing pros outside your organization. Just make sure they drive you down the right road by asking the right questions.

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



LRG Marketing Communications has over 25 years of marcom experience in the B-to-B and consumer products categories on behalf of some of the best known brands in the world. The agency's focus on developing and implementing integrated, strategically driven marcom programs continues to fuel our success. But our biggest rewards are measured by the success of our clients. lrgmarketing.com • lrg@lrgmarketing.com