

Using KPIs to Maximize Sales, Forecast Growth, and Optimize Cash Flow



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JEFFREY DUCLOW

SVP, Originations



20+ years experience serving the financial needs of staffing companies.

A man in a blue suit is smiling and shaking hands with another person in a modern office setting. The background shows a blurred office environment with hanging lights and a window. The text "STAFFING INDUSTRY EXPERTS" is overlaid in white, bold, sans-serif font.

STAFFING INDUSTRY EXPERTS

MONEY THAT WORKS FOR YOU

Fast, flexible payroll funding solutions for the staffing industry.



WHAT WE DO

Helping clients find the right solution

Meeting the capital needs of staffing firms with innovative payroll funding solutions.



**MANAGED
SERVICE
PROVIDERS**



UNBILLED



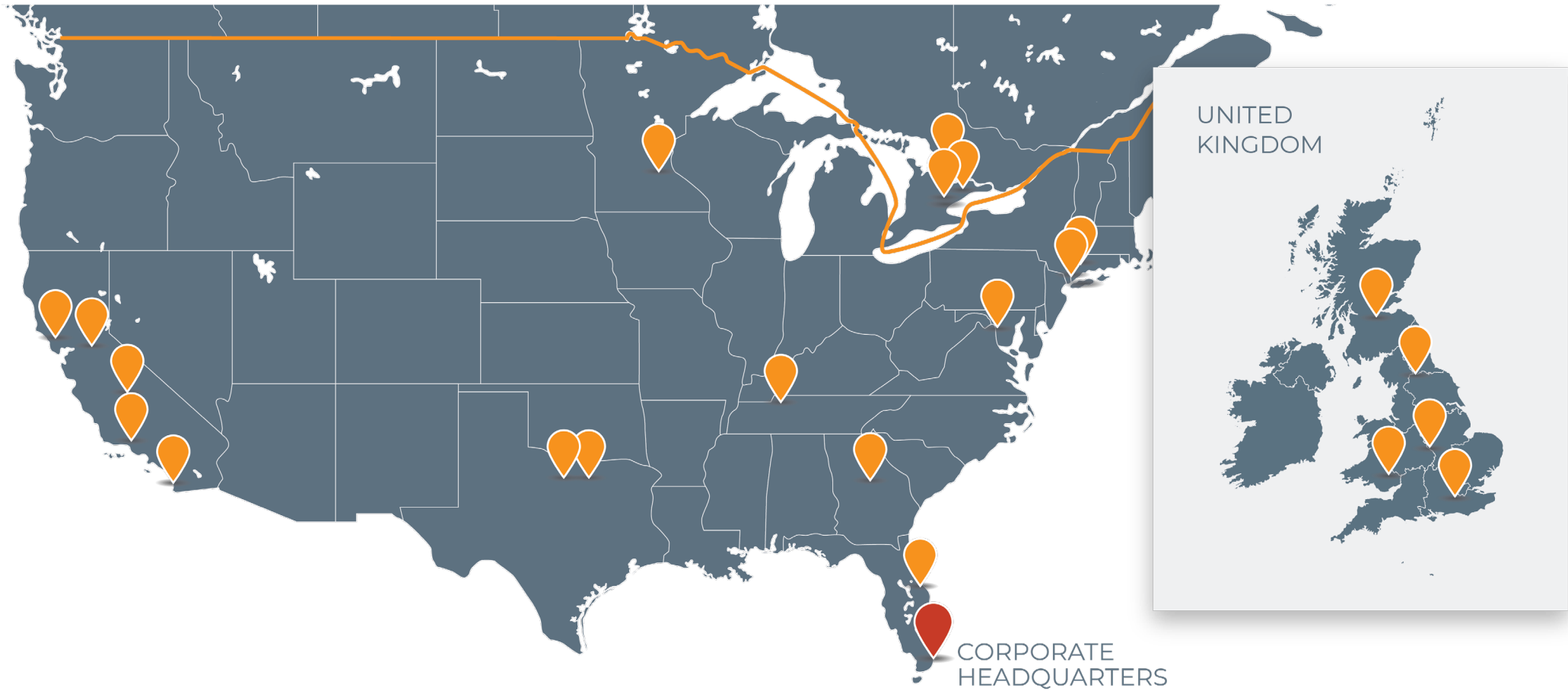
CONTRACTS



**FUTURE
PLANNING**

THE STRENGTH OF OUR PEOPLE

Teams of experts across NA and UK in all major disciplines



STAFFING LEADERSHIP

Meet our experts



Raphael Torres
Managing Director,
Staffing



Scott Raymond
VP, Senior Account
Executive



Dale Busbee
SVP, Business
Development Officer



Holly Fell
Underwriter



Jeffrey Duclow
SVP, Originations



Julio Jimenez
Portfolio Manager

WHAT WE'LL DISCUSS

Workshop Agenda

How measuring the right KPI's will improve the operational and financial health of your company.



Operations and Technology



Forecasting and Cash Flow Management



Valuation and Succession Planning

The background features a hand-drawn line graph on a grid. The y-axis is labeled with values 8000, 6000, 4000, 2000, 0, and -2000. A solid line with circular markers trends upwards from left to right, ending in a large arrowhead. A dashed line also trends upwards but with more fluctuations. The overall image has a teal and green color palette with a semi-transparent overlay.

INDUSTRY LANDSCAPE

The state of staffing today –
and where it's headed.

Healthcare

Artificial Intelligence

IT

Virtual Recruiting

The Great Resignation

Remote Work

COVID-19

Quiet Quitting

Tech Adoption

The Great Regret

The Great ReThink

Diversity, Equity and Inclusion



2022 AND BEYOND

GROWTH



14% GROWTH
IN 2022 TO REACH
\$212.8 BILLION

2022

GROWTH

7%

OFFICE/CLERICAL

10%

INDUSTRIAL

16%

IT

18%

HEALTHCARE

TECH ADOPTION

46%

OF FIRMS ARE EARLY ADOPTERS

59%

CONSIDER TECHNOLOGY A
COMPETITIVE ADVANTAGE

51%

BELIEVE RECRUITING AUTOMATION
WILL CHANGE THE INDUSTRY

REMOTE WORK

55%

OF TEMPORARY WORKERS HAD REMOTE ASSIGNMENTS IN THE PAST YEAR

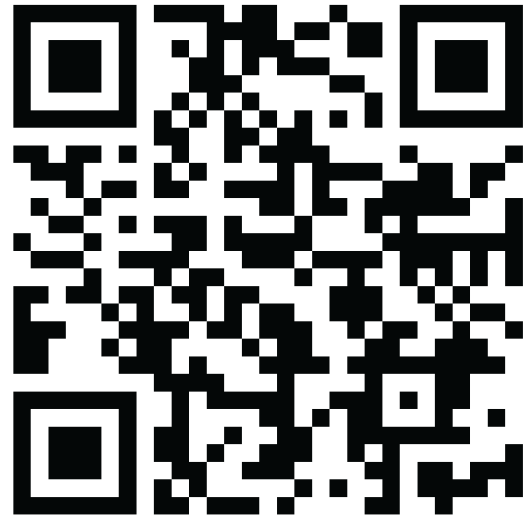
53%

OF TEMPORARY WORKERS CONSIDER A REMOTE WORK OPTION VERY IMPORTANT

55%

OF TEMPORARY WORKERS WOULD CONSIDER A PAY CUT FOR A REMOTE ASSIGNMENT

STAFFING BUSINESS ASSESSMENT

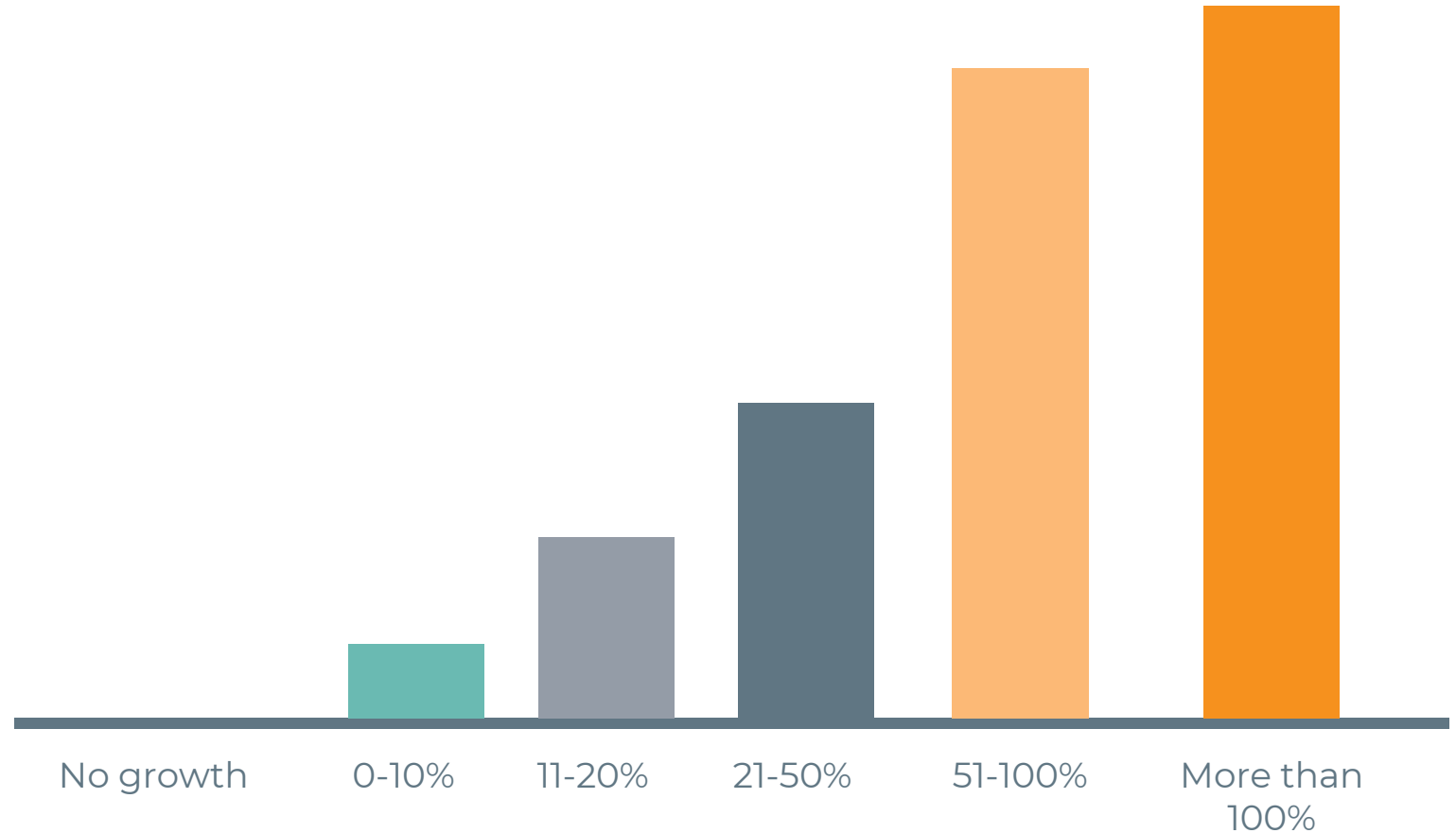


SCAN
CODE

How do you rank in relation to industry benchmarks?
ecapital.com/tools/staffing-assessment/

QUESTION 1

What percentage growth do you project for your staffing company over the next 12 months?



ANSWER 1

20% of firms reporting growth of more than 50%

Travel Nursing	75%
Allied Healthcare	32%
Per Diem Nursing	25%
Locum Tenens	21%
IT	20%
Life Sciences	19%
Industrial	12%
Office/Clerical	10%
Engineering/Design	10%
Marketing/Design	10%
Finance/Accounting	9%
Legal	2%

QUESTION 2

Which of the following key performance indicators do you actively monitor on a regular basis?

- Time to Fill
- Fill Rate
- Turnover
- Redeployment
- Gross Profit Margin
- Net Profit Margin
- Revenue per Client
- Client Satisfaction
- Cost Per Hire
- Candidate Pipeline
- Candidate Source
- Sales Pipeline
- Submissions per Hire
- Temp to Hire
- Conversions
- Employee Satisfaction
- Client Retention Rate

ANSWER 2

Fill Rate,
Time to Fill and
Cost Per Hire



FILL RATE



TIME TO FILL



COST PER HIRE

QUESTION 3

In which of the following areas do you have the greatest competitive advantage?
Choose only one.

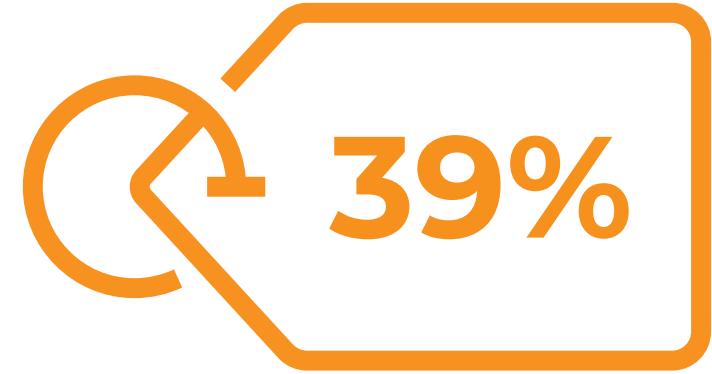
- **Price**
- **Unique services**
- **Specific segment**
- **Unique services within a specific segment**
- **Price within a specific segment**

ANSWER 3

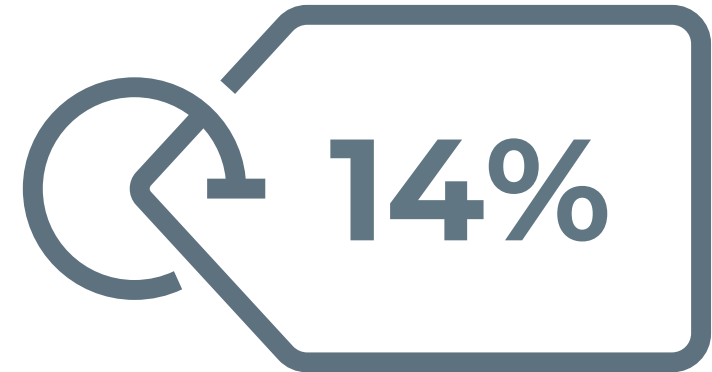
Unique Services Segment: 39%

Price of Services: 14%

UNIQUE SERVICES (SEGMENT)



PRICE OF SERVICES



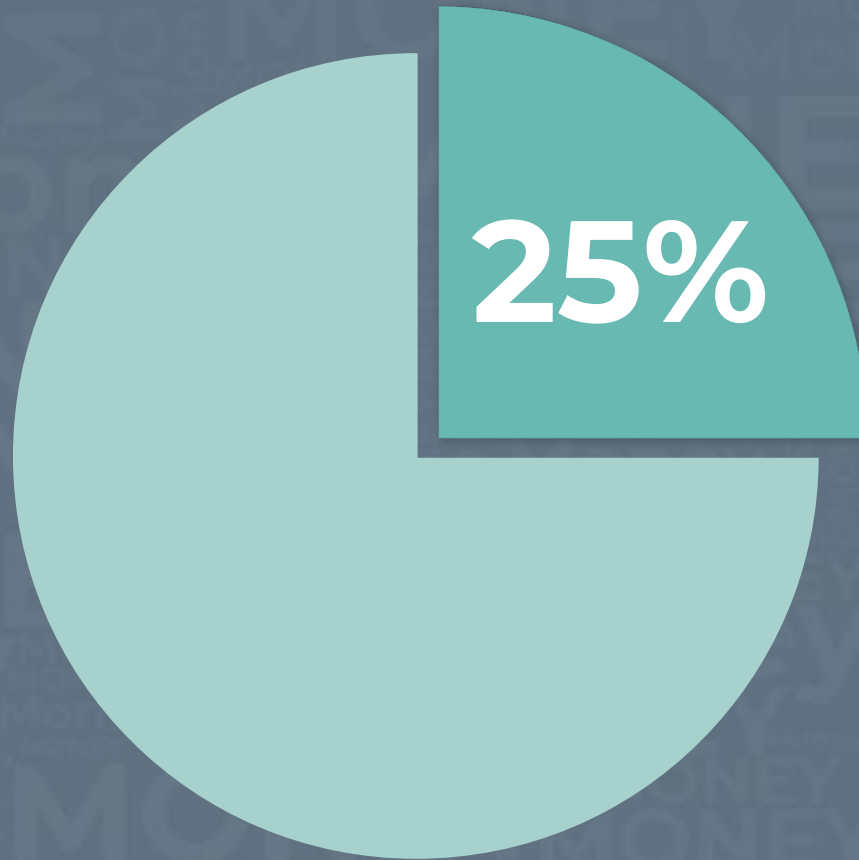
TOPIC #1

Recruiting & Workforce Tech



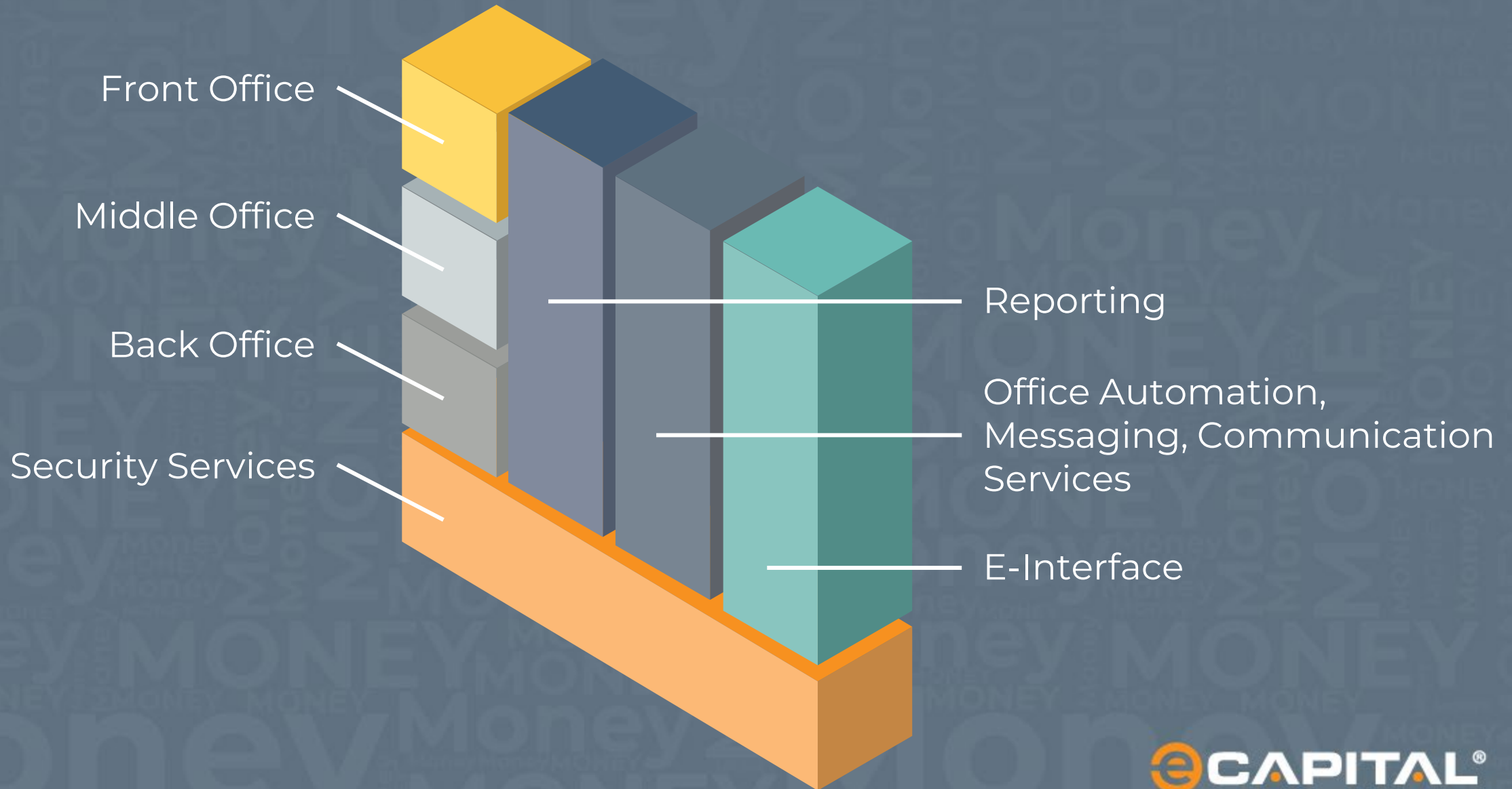
TECH TRENDS

Changing Attitudes

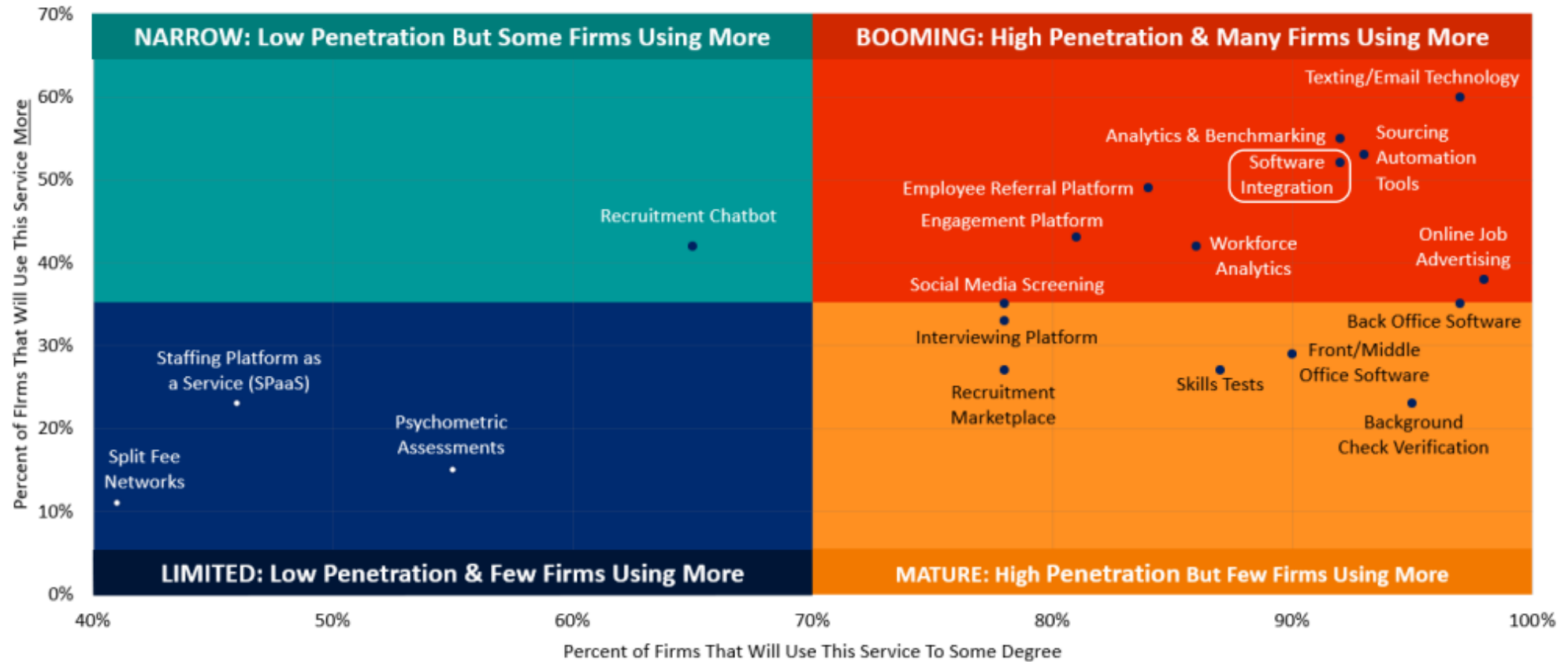


**Budget
spent on
technology**

TECH STACK

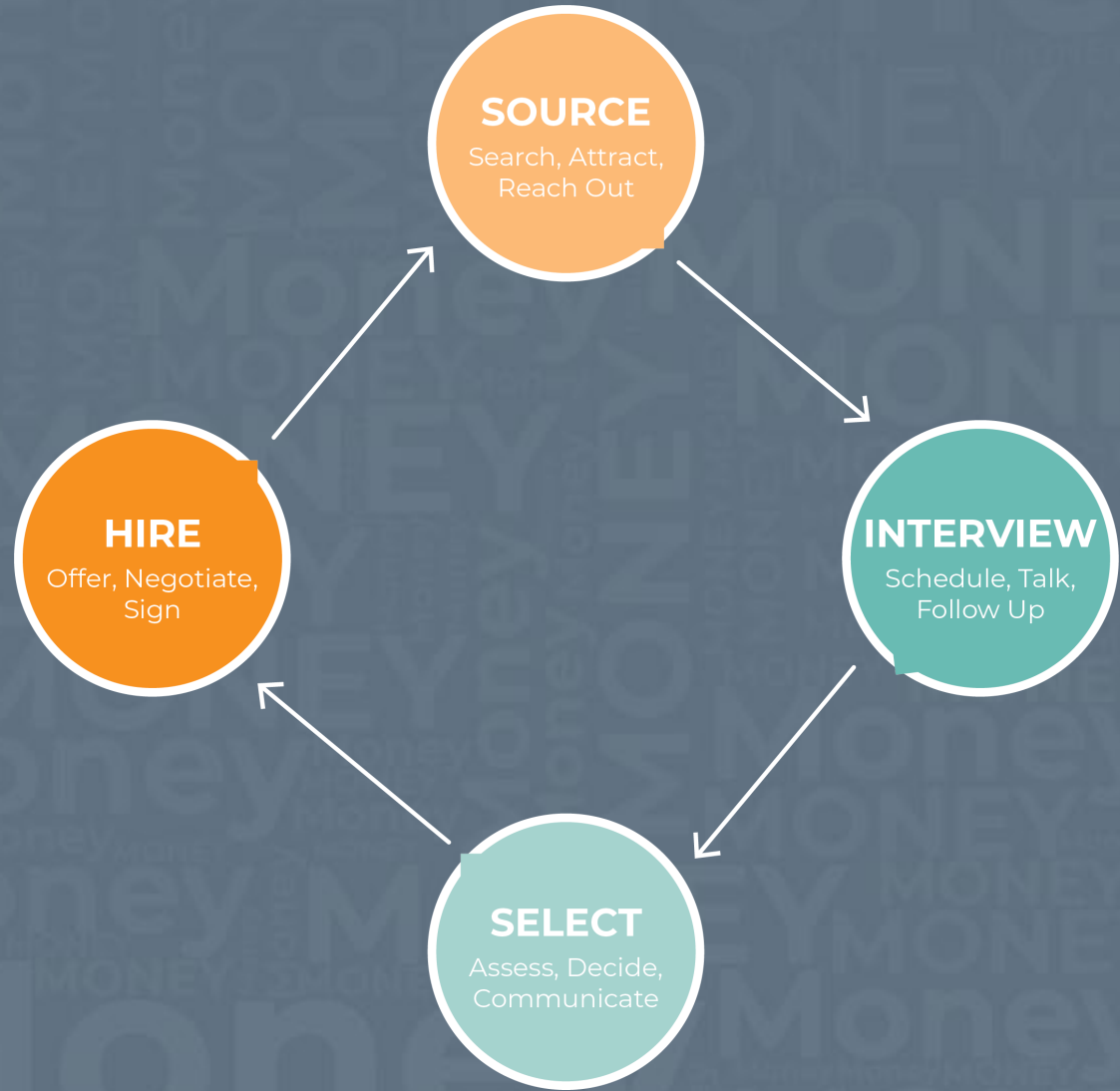


TECH TRENDS



Source: SIA Staffing firm plans for use of vendor-provided services 2021

TECH EFFICIENCIES IN RECRUITING



- Time spent searching vs engaging with candidates
- Risk of unconscious bias when screening- Subjective vs science-based approach
- Candidate experience
- Time to hire/ timer to performance
- Attrition rate/ No shows

A woman with blonde hair is pointing at a computer monitor in a tech office. A man is sitting next to her, looking at the screen. The scene is dimly lit with a teal color cast. The text "TECH CHECK" is overlaid in the center.

TECH CHECK



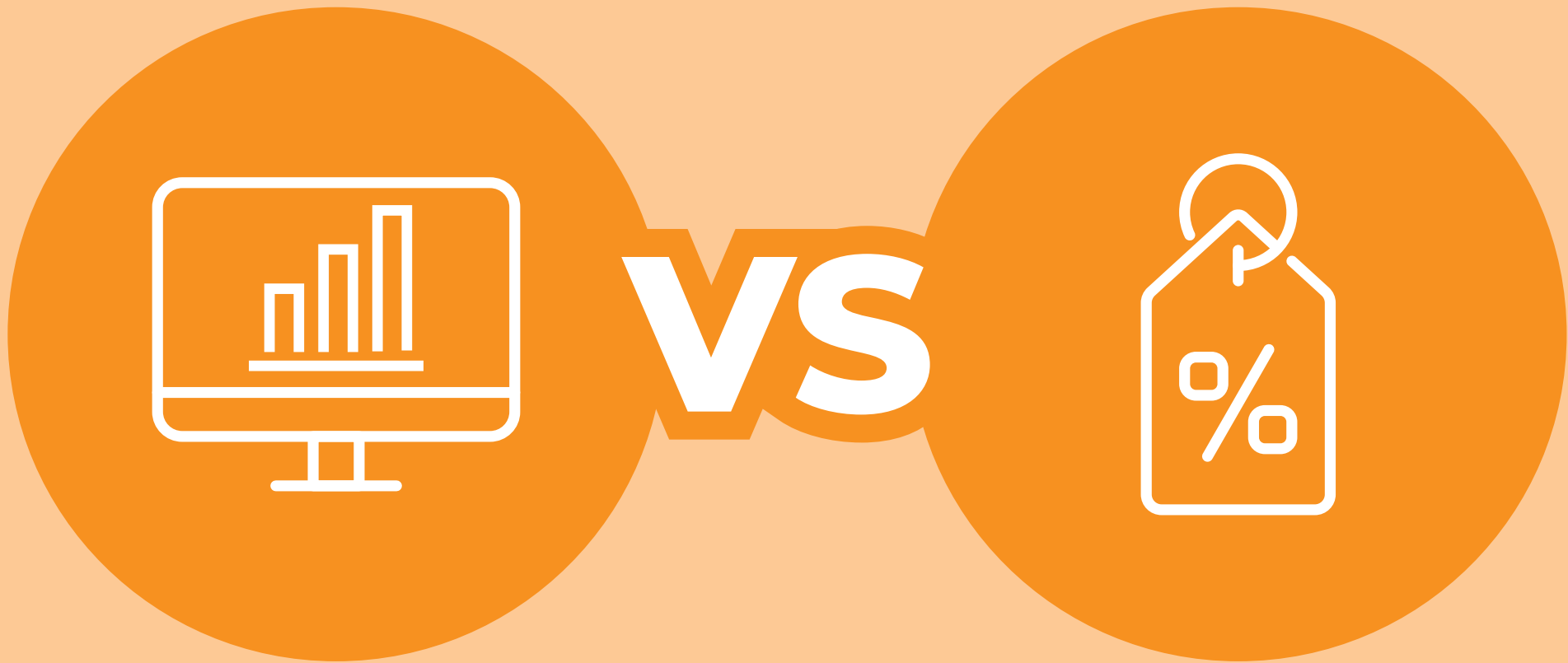
TOPIC #2

Sales, Budgeting and
Scaling Your Business





PAY AND BILL RATES



A photograph of a business meeting with a teal overlay. In the foreground, a person's hand is visible, holding a pen over a document with various charts and graphs. In the background, another person's hand is pointing at a tablet displaying a bar chart. A coffee cup is also visible on the table. The overall scene is professional and focused on data analysis.

PROFITABILITY

Labor Burden Rate + Operating Expenses

EVALUATING NEW BUSINESS OPPORTUNITIES



**SCAN
CODE**

ecapital.com/tools/staffing-profitability-calculator/

SCENARIO #1

VMS FEE

Calculate Gross Profit Margin using the Staffing Profitability Calculator



SCAN
CODE

Employees	10
Weeks	12

COST BURDEN	
WC Rate	3.00%
FICA	6.20%
Medicare	1.45%
Fed Unemploy	6.00%
State Unemploy	0.00%
Other – Cost of funds	0.00%
VMS Fee	2.00%
Bill Rate of	\$125.00
Pay Rate of	\$100.00



SCENARIO #2

VOLUME DISCOUNT

Calculate Gross Profit Margin using the Staffing Profitability Calculator



SCAN CODE

Employees	50
Weeks	12

COST BURDEN	
WC Rate	3.00%
FICA	6.20%
Medicare	1.45%
Fed Unemploy	6.00%
State Unemploy	0.00%
Other – Cost of funds	0.00%
VMS Fee	0.00%
Bill Rate of	\$117.00
Pay Rate of	\$100.00



SCENARIO #3

COST OF FUNDS

Calculate Gross Profit Margin using the Staffing Profitability Calculator



SCAN CODE

Employees	10
Weeks	12

COST BURDEN	
WC Rate	3.00%
FICA	6.20%
Medicare	1.45%
Fed Unemploy	6.00%
State Unemploy	0.00%
Other – Cost of funds	0.50%
VMS Fee	0.00%
Bill Rate of	\$125.00
Pay Rate of	\$100.00



Technology

SOW/Contracts

Leadership

Liquidity

Cash
Position

Network

Risk
Mitigation

Key
Achievements



FUTURE PLANNING CONSIDERATIONS

- 1** Identify current and future needs
- 2** Find critical roles and identify incumbents' profiles
- 3** Assess key talent
- 4** Plan
- 5** Re-evaluate



EBITDA x Multiplier = Company Value

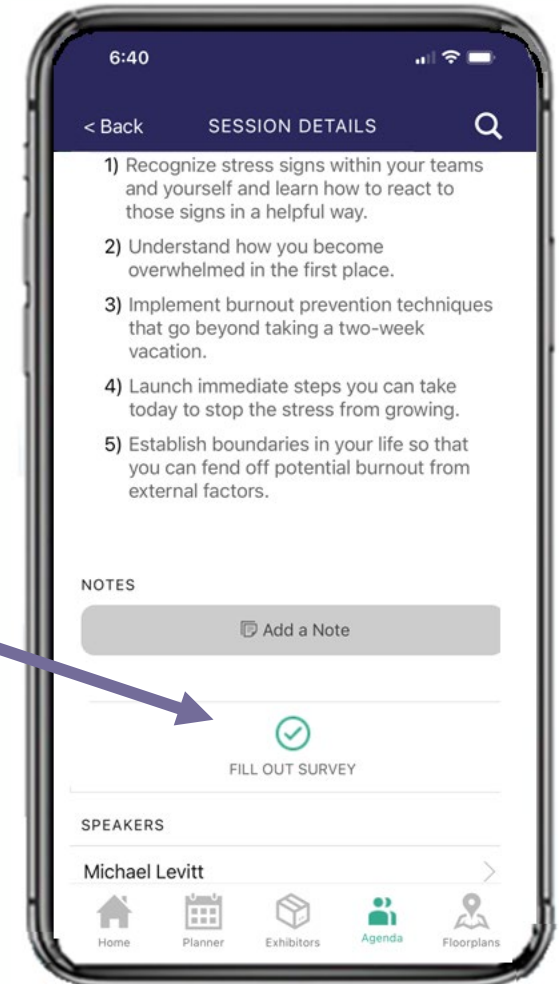
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THANK YOU

Questions?



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