



How the Top Recruiters Use Technology

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Part Two: CRM Checklist - 10 Essential Considerations

1. Does it suit the size, and expected growth, of my business?
2. Does it have the features I need and may ever need.
3. Is the provider able to keep up with new trends and allow the customisation I want?
4. Can I trust the company and the product?
5. Is the support and training in the format I want when I want?
6. Is it cloud based?
7. Where and how will I use the database?
8. Does it suit my style of business
9. How does the cost work for me?
10. Do I like it?

In these competitive times recruiters are always looking for the best tools to streamline their process, improve their candidates' experience, delight their client and increase their revenue. However, it's a minefield of terminology, technology and time-consuming decisions! Here, with the help of our technology and social media conference partners we help you understand how the top recruiters use technology



You can meet all the companies who have contributed to this white paper, plus our independent experts at the Recruitment Technology and Social Media event in London on 19th June at recnet19june.eventbrite.co.uk

What is the Objective of Recruitment Technology?

When I see a document or an article that emphasises 'tech' in recruitment, sometimes I get a little worried. So much tech, so many ideas, however often so little tangible benefit to the recruitment process as we know it. But there are plenty of tech innovators who are absolutely nailing it. So for starters, whilst embracing tech should be second nature to our forward-thinking recruitment businesses; the objective of tech has to be as an enabler for our recruiters to do their job better, or certainly more efficiently; and consequently make more money more often.

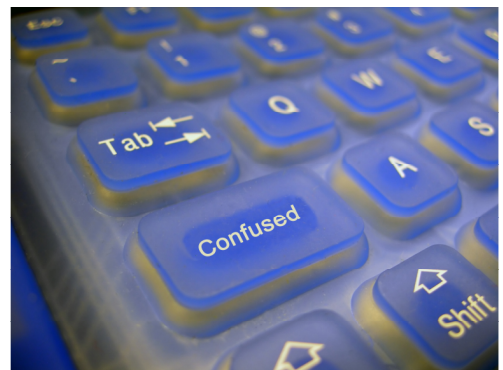
Never lose sight that the recruitment business is an environment where business is won and lost by your people. So how do your people feel about their tech? How many recruiters have we interviewed who blame the quality of their database for lack of success? How many bemoaned poor connectivity, clunky data-capture or cumbersome equipment?

Tech selection and integration should be collaborative and aspirational, in alliance with the people who make fees within the business, and their demands to be better at what they do. You want them to embrace it naturally than it be a burden which affects performance.

Good Tech is the component that finds the dream candidate that the human eye could not, the smart business leads that your competitor hasn't seen, the enlightening data that makes judgment calls more informed and processes more efficient. But again, never to make the recruiter look robotic, but merely to enhance their human gravitas, visibility and with social media presence and mobile at the heart, their accessibility to the new candidate and client.

It's good to get excited about Tech, but less advisable to get giddy about it. Informed decision making wins over bells and whistles. The bells and whistles come when your well chosen Tech integration wins your recruiters more placements.

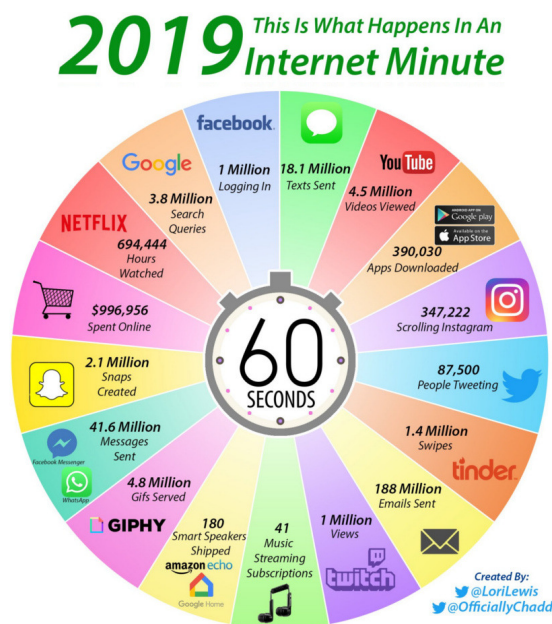
Steve Ward - Customer Solutions Director, Candidate.ID



Candidates are, wait for it.... People!

Successful recruiters don't use technology as a method of cutting corners and mass InMauling. Successful recruiters use technology to research and enhance candidate communication and as a way to stand out from every other 'copy & paste' recruiter vying for their attention. Successful recruiters remember that people have complex and individual needs. Recruitment is a people business and technology should be used as an enabler.

With 4 billion people on the Internet in 2019 and all of this going on in just one minute, laziness doesn't work.



So quit the copy and paste and:

- Google yourself: Do you look like someone worthy of someone's valuable time? Are your social media profiles complete & reflecting you in the best light? Do you add value or only spit jobs?
- Google your company: What is your social media footprint? How are your reviews? Think they don't matter, think again. What value-adding content are you sharing? Would you work for your company based on what you see?
- Do your research and use it well: Use the free tools and Chrome extensions to research the potential candidate and use hyper-personalisation in your call or emails. Did you focus it on yourself or the recipient? Be honest, would you reply?

It's a candidate driven market. Finding people online has never been so easy but getting a response has become very difficult. The people you call or email will look at you before they reply. They're looking for the "what's in it for me?" They're looking for yours to be different from all of the other messages they receive.

So before you send that message or make that call stop and think, "would you respond to you?"

Katrina Collier

Author: The Robot-Proof Recruiter & Candidate Engagement Expert

Futureproofing your recruitment agency in a tech-driven market

Allowing technology to automate the mundane admin tasks that slow a recruiter down is necessary for any agency who wants to remain competitive in our fast-paced, overcrowded market.

But for all the positivity new tech is bringing to the recruitment industry, there's still an underlying anxiety about what it could ultimately mean for the future of agencies. Are we heading towards a situation where our clients won't need us anymore?

From what I'm seeing, it's quite the opposite! Our increasingly digital landscape is only intensifying our clients' pain points – we just need to know how to leverage these pains to make ourselves indispensable.

Making yourself indispensable in a technology-led industry like recruitment is about providing an all-round expert service to clients that they can't handle on their own - not wasting time worrying about computers doing your boring admin for you!

How technology is increasing the need for recruitment agencies

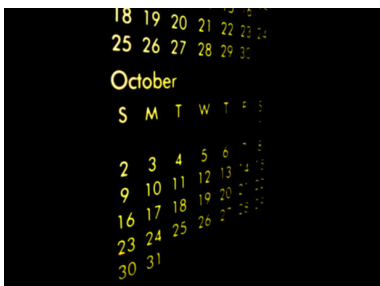
Contrary to popular belief, the pain points that our clients look to recruitment agencies to solve are only growing and intensifying as technology advances and the job market changes.

Every day, the digital landscape is creating new jobs that employers barely understand - or have any idea they might need to be hiring for soon. The workforce is also changing as new generations of candidates enter the market with different skills, expectations and needs, and clients need guidance on how to source, recruit and manage them.

With a volatile job market (and it's only going to get harder thanks to Brexit!), your clients need to know how to respond quickly to changes and it's your job as a recruiter to stay on top of these changes and advise your client on how to stay ahead of the curve.

So don't sweat – your clients will still be looking to you to identify and solve these pains no matter how advanced the tech gets. The key to futureproofing your recruitment agency in a technology-driven world is in embracing tech to automate the mundane so you can focus on what makes you so indispensable. Package up your services up to reflect how you'll address those all-familiar pain points and your clients will jump at the chance to work with you!

Wendy McDougall, Firefish



Talent Demand Generation

Recruitment is more of a marketing activity than it ever has been. The world's most sophisticated marketers combine targeted marketing programmes with a structured sales process as a holistic approach to drive awareness and desire for their products or services and when done in a comprehensive way, this is referred to as demand generation.

Talent Demand Generation is the focus of an employer's marketing efforts to raise desire in everyone they might want to hire now or in the future to want to work for their organisation.

Organisations are fighting hard for a share of each individual's mind space. Until the internet became so ubiquitous, the only people you were really talking to about careers with your organisation were active job seekers.

Now however, you are able to disseminate subliminal messages to everyone you might want to hire today or in the future. The world's most sophisticated talent acquisition teams apply different tactics for hiring that one-off legal counsel vacancy versus the positions that are non-stop conveyor belt hiring requirements. Examples might include sales and scientist roles for biotech, customer contact roles for customer services and kitchen managers for leisure.

For evergreen hiring, I believe it is vital to identify and maintain visibility to the total addressable market. That is everyone you might want to hire now and in the future.

How do you do this? You:

- Refresh and enrich the data on your ATS or CRM
- Undertake a campaign to 'wake the dead' on your ATS or CRM
- Identify them on social media and other online sources

Technology has emerged in recruitment which allows employers to nurture their total addressable market and based on each person's interactions with this nurture content, identify who is cold, warm and 'hire-ready'.

If you are able to nurture relationships with potential candidates at scale, you create more demand for employment at your organisation.

You simply can't drive demand if you are sending the same content (particularly job descriptions) to everyone on your database. You must use technology to understand people's preferences according to their behaviour.

Adam Gordon, Candidate ID



Data is not just for geeks. 3 reasons recruiters need it too.

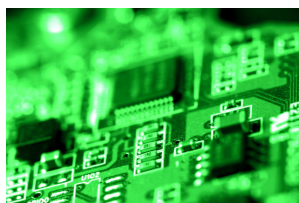
Recruitment is a people business, but that doesn't mean every decision has to be based on gut feel. Data drives smarter decisions, especially when it's used alongside market knowledge and industry experience.

Your consultants generate reams of data on a daily basis - from candidate details, to open jobs, fill ratios and account penetration. Using it to inform both your day-to-day activities as well as longer-term strategies makes perfect sense. So how can you make sure you act on key information and use insights to spot key trends, gaps and opportunities to drive your business growth? It's time to get geeky.

- Data yields results. With so much data in your CRM it's easy for consultants to get lost in the data and waste time searching through inactive candidate and client records. Choose what's important to each desk and help your recruiters configure dashboards that visually portray the data they need to drive their daily activities. Smart workflows will enhance productivity and encourage proactive behaviour and best practice. Knowing who to call and when for optimum results makes business sense and motivates consultants through greater success.
- Real-time decisions for a real-time world. Pre GDPR, quantity of data trumped quality. Now what matters is real-time access to the data to stay ahead of the competition in skills-short markets. Technology has enabled faster transactions and speed of service delivery - from ordering taxis to our food delivery. Your clients have the same heightened expectations. Mobile worker apps like TempBuddy facilitate real-time availability alerts and full visibility of the temporary workforce. Data delivers greater transparency, compliance and quality of service.
- Digital natives thrive on data. It's likely the majority of your consultants are digital natives who have grown up in a technology enabled world. Giving them the tools to succeed and manage their own desk will allow them to analyse their own performance metrics. Empowering your consultants will result in better accountability and engagement, as well as a more profitable results driven business.

For more insights download Erecruit's eBook: [Taming Your Recruitment Big Data.](#)

Rachael Moss, eRecruit



Digital Transformation of Candidate Experience

The speed of change is being dictated by digital transformation; recruiters need to understand this in a commercial context. What technology impacts on time-to-hire and cost-of-hire, who owns the candidate experience - and how do agencies get visibility on all aspects of this journey? And how can achieving marginal gains dramatically improve profits and mitigate the ever-growing cost of placing a candidate?

Alison Dwyer, Volcanic

How to win retained & exclusive business.

Retained or Exclusive recruitment assignments are like the holy grail of the perm industry. Retained assignments seem like a myth that most recruiters have never had the audacity to ask for when trying to win new business. And yet, it's something that can completely change the financial outlook of a recruitment agency.

We speak to hundreds of recruiters every week, and we encounter the same thing over and over again: only a handful of recruiters in the team - if any - work on a retained or exclusive basis for their clients. The only time this differs in our experience is for senior and executive search positions. We decided to ask why - and spend some time finding out if we can improve this at all.

Most people understand that the reason the recruitment industry is so cut throat - and at times can show questionable ethics - is because of the contingent nature of the business' revenue. No win no fee is a very tough financial model to get started with, and even harder to sustain. Only the best operators can do this well, but most are barely surviving on a hand to mouth, invoice finance culture. What if we could change this? What if you were able to display clear differentiation and value to your clients and potential clients. Differentiation that they can see, without having to trust your sales pitch.

For us, that was the lightbulb moment. Offering recorded video interviews, for example, was a clear advantage that the client could understand without having to trust you and your huge mystery network of perfect candidates. Having a bigger network, or more experience, or 30,000 Facebook followers didn't translate to clear value for the client - so it was always difficult to sell. It's also difficult to sell because that is what EVERYONE says makes them better. If we can find a way to offer more value, clear differentiation and distinct advantages over competitors - the clients can see the benefits to exclusively working with your business.

It's not just about shiny technology. You also need to create a culture within the business to make consultants feel comfortable making this change. Allow people to fail quickly as they find their way, and encourage them to keep going. Retreating at the first sign of resistance will very quickly bring your agency back to that hand-to-mouth financial position you are trying so hard to escape.

One of the main things that will empower your teams to make progress, is to feel confident in what they are selling, and truly believe that they are offering real value for their service fee. If your consultants don't believe that what they are selling is worth the money you will fail. Our advice is firstly to look at your offering, ensure it is truly more valuable than your competitors - in a way your clients can CLEARLY see.

Secondly, the first people that need to buy into that offering are your team. As soon as the team believe that what you offer is of value and better than the competition, you can ask them to ask for exclusivity and retained assignments.

We have now successfully helped over 100 recruitment agencies in the UK sell more retained assignments. There are several factors involved in getting ready for it, but you need to take a step back and look at your offering, and who is offering it.

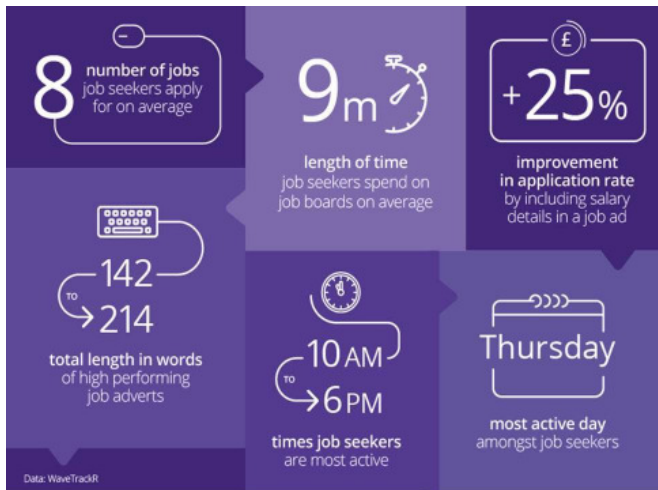
Ryan McCabe, Odro

Why Investing in Data can be Key for Recruiters

With a massive 800,000 jobs currently out there in the UK, it is harder than ever for recruiters to attract candidates to their jobs. As the recruitment industry has shifted from a job-driven to a candidate-driven focus in recent years, candidates with more job opportunities on offer are harder to please, and it's becoming much more challenging for recruiters to find the right talent.

In such a competitive environment, data-driven decisions are becoming a crucial factor for success. At Wave we are huge advocates of data-driven analytics for any recruiting strategy and investment, and are firm believers that data can be the key to providing useful insights into job seeker behaviour.

By accessing the analytics and reports of tools such as WaveTrackR, recruiters can receive insight on various metrics.



Recruiters should be mindful to not just post whatever, whenever; invest in tools which will guide you to post on the correct channel, using the right services and with a powerful message to make job seekers more likely to engage with your ad.

Knowing when, where, how to write and post a job based on factors like industry sector, region and salary can be an essential part of recruiters job advertising strategies. Following the latest trends, news and recommendations from other experts with insight into recruitment data and statistics should be something that all recruiters do. Today's strategy is more about tailoring and targeting your job offer to jobseekers rather than using a 'spray and pray' approach, and asking questions such as "When are job seekers most likely to submit applications?", "Which information will people be scanning my advert for?" and "How I can reach more relevant potential candidates?".

Jenny Falzon, Wave

AI, Digital transformation, and the Recruitment Sector

According to Microsoft, Digital transformation is about reimagining how you bring together people, data and processes to create value for your customers and maintain a competitive advantage. Aren't these key criteria for the recruitment sector? We are in the midst of the fourth industrial revolution, with the fusion of technologies now blurring the lines between the physical, digital, and biological spheres, collectively referred to as cyber-physical systems. The buzzwords are AI, Robotics, Big Data and Machine Learning – all of relevance to the recruitment sector where digital technology is increasingly being used by candidates and agencies alike.

If you have attended any Microsoft event, or looked on their websites recently, you'll see the words Intelligent Cloud and Intelligent Edge used a lot. As a Microsoft Dynamics 365 Business Central house, we have been getting to grips with both of these. Intelligent Cloud is any cloud application built with artificial intelligence or enhanced functionality. Intelligent Edge is a continually expanding set of connected systems and devices that gather and analyse data. Together, they give you the ability to create a new class of distributed, connected applications and, ultimately, the power to breakthrough and achieve successful business outcomes.

With analyst Gartner choosing digital ethics and privacy as a major trend for 2019, stating the key issue is the abuse of trust, the ethics of AI is a serious topical subject. When handling personal individual's data this is even more critical. Microsoft believes that AI should be deployed having these six core principles: "fair, reliable and safe, private and secure, inclusive, transparent and accountable." With acceptable levels of ethics being something that we all need to think about as a starting point, the global technology software organisation has recently cautioned all industries. They advised organisations develop guidelines as per their new publication 'The Future Computed'.

At the last Microsoft Future Decoded event, it was stated that UK organisations that use AI perform 5% better than those who don't. If that is the case, why do 51% of UK businesses not currently have an AI strategy? By using a platform that has AI embedded within it, this will allow your users to spend less time on manual processes and more time on value-added tasks, using their time more effectively, productively and efficiently; giving you real returns on your bottom line investment in a world class ERP solution.

To learn more about how AI will shape the future of your business, read the free Microsoft publication 'The Future Computed'. Find it in our blog here: <http://bit.ly/2FsBEuG>

Pippa Odell, TVision Technology

Combating the Negative Effects of Multitasking

Multitasking has always been a necessity in the recruiting industry—the field is, after all, a juggling act. When I started my career as a recruiter, multitasking was actually considered a desired skill, rather than a chore.

Today, recruiters are forced to multitask more so than ever before. In part, this is a natural result of how much information is so readily available across the board.

Much research points to multitasking as having negative effects on our brain. Studies conducted by the American Psychological Association (APA), suggest that [multitasking undermines our efficiencies](#) across all levels of difficulty or familiarity with the tasks.

In order for recruiters to be successful, they need to be able to perform a balancing, juggling act. From sifting through lists of potential candidates to pushing through required screening, credentialing or reference checks, recruiters have their hands full.

In order to improve and restore maximum productivity for recruiters with minimum wasted effort and expense, reducing multitasking is a must. And the best way to reduce it is cutting out certain tasks entirely. This is where Recruitment Process Automation (RPA) comes into play. Much in the same way calculators made crunching numbers considerably faster and more accurate, RPA makes the job of a recruiter faster and more accurate by automating tasks such as matching keywords and looking for signals in large amounts of data.

Just like not every person downloads the same apps on their mobile phone to stay organised, not every firm can use the exact same technologies to cut out manual tasks. Technology companies allow customization which suits the specific requirements of desires of any given team. RPA experts like [DaXtra Technologies](#) can help you pinpoint areas of waste and implement tools like [DaXtra Search](#), [Capture](#) or [Magnet](#) to improve productivity, drive efficiencies and enhance your data.

Ultimately, Recruitment Process Automation tools are all designed to provide recruiters with more time and focus so they can get the job done with much better accuracy and efficiency.

DaXtra Technologies

Social Media Advertising Is Not Your Superhero

After years of enjoying the perks of 'Free' as business owners, it is irrefutable that the time has come to put our hands in our pockets and spend money with the social media giants.

The problem is that the approach taken by many is that if they simply throw some cash at a social media advert, it will automagically result in a plethora of candidates and therefore placements. This approach leads to £1000s of wasted advertising spend, and frustrated recruiters.

Before embarking on any type of Paid social advertising, you should be asking yourself the following questions:

1. What message am I communicating?

Don't mistake social sites for job boards! You are potentially reaching passive candidates or prospect clients that may not yet be aware of you or of the fact they need your services. Think about your sales funnel. What story should you be sharing to get these potential contacts from A to B on their journey to engaging with you?

2. When will I measure my results?

It is essential to take a holistic view when it comes to measuring success. For example, if you wanted someone to download a whitepaper or register interest with you, you might have run a few different ads across Facebook and LinkedIn in order to move these users through your funnel. Look at your overall results and include organic activity in your calculations too. Do not be fooled into thinking one stand-alone 'boosted post' will equal one placement.

3. Why am I running this advert?

If you are spending money running a social ad out of desperation – don't bother. I'm not saying it never ever works – but successes are few and far between.

I've mentioned sales funnel a few times. You really do need to take a campaign approach if you want to see success. Go old school. Draw your funnel, map the course, plot out the different types of adverts you need considering the questions above.

With the technology available to today's recruiters it is essential that we shift our focus and see social media activity (whether it is paid or organic) as a way of getting things moving through the various stages of our sales funnel – instead of something that will lead to a direct end result.

Christina Robinson, Green Umbrella

Texting and Recruiting – Opportunity or Risk?

The ways that we communicate with each other have evolved rapidly over the past few decades. A recent study by Forbes found that our communication preferences are largely dependent on our ages and the technology that we were exposed to while growing up. For example, while a Baby Boomer may prefer a phone call, someone from Gen X would favour email. In contrast to this, the Millennial generation have embraced the smart phone and social media, and Gen Z are following in their footsteps where technology and communication is concerned.

In fact, according to research by OpenMarket, Millennials are not as receptive to traditional communication methods and 75% prefer texting to calling. Meanwhile, only 24% of emails are being read at all and countless voicemails are deleted before being listened to. When this is compared to a study by Rakuten which found that 95% of text messages are read within 3 minutes, it is clear why there are significant concerns about how recruiters communicate with candidates. But, is texting right for recruiters, and what are the risks associated with texting instead of calling and emails?

Opportunity:

In the race to fill roles, it's clear that texting or social media messaging with Millennials is the way to go. They will soon overtake Baby Boomers as the largest segment of the adult population in the UK and will make up an estimated 50% of the global workforce by 2020, according to KPMG.

Recruiters can benefit from these changes by getting ahead of the game and tailoring their communications method to match a candidate's preference. Texting and social media messaging is a huge opportunity to improve the candidate experience by reaching the best talent first - using the communication channels they are more responsive to. Prioritising communications channels will pay off now, and in the future, as the Millennial and Gen Z workforces become more prominent. Bullhorn's Recruitment Trends report shows that only 45% of recruiters use texting at all; acting fast can help you to gain the competitive advantage.

You can seize the messaging opportunity AND capture the conversations by integrating it into your CRM. When looking for a solution, consider the features that will benefit your business the most. For example, there is much to be gained from your staff being able to text or send messages directly from your CRM system, and for these messages to be automatically captured and searchable in the candidate, project, and client records.

Ideally, texting and social media messaging should be as accessible from the same interface as dialling out so that it is a natural part of the workflow and does not require opening multiple interfaces. Having one tool that integrates your communications with your CRM like this will make your processes more efficient, and help your staff productivity.

Simon Cleaver, Cloudcall

Microsoft Office 365, a key component for Digital Transformation

Cloud deployments of CRMs and Office 365 have revolutionised how recruitment organisations engage with their systems, data and customers.

Office 365 subscriptions have now superseded the traditional licence purchase model to ensure users are provided with the latest application versions as standard. There are now more than 120 Million commercial Office 365 users and the numbers continue to grow.

However, Office 365 is no longer 'just' Word, Outlook, Excel etc...

- Office 365 applications such as SharePoint and OneDrive have seen file servers become redundant with documents available locally and in the cloud simultaneously. This has effectively removed the necessity to procure and maintain expensive hardware and operating systems.
- The Security features for Office 365 provide more protection from malicious, external threats than ever before.
- Microsoft Teams is an innovative new application that enables collaborative chat based working across groups or individuals. Teams also has Microsoft Phone System, a VOIP service, integrated as well.

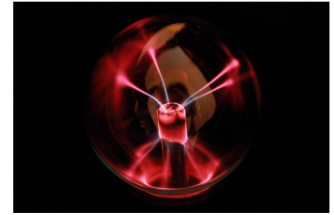
A significant amount of a consultant's time is spent using these tools and engaging with Office 365 data and documents. In which case, why do they have to be accessed independently to other systems? Can they be consolidated into fewer locations and areas with the result of increased efficiencies?

Because so much can be achieved by using Office 365 it stands to reason that many other applications are starting to integrate very closely with the data and application features they provide.

When looking to add applications to your business it is now advisable that business leaders take the time to see how it integrates with these Microsoft tools and offerings, especially as they approach ubiquity.

Brett Cole, Colleague Software

Part Two: CRM Checklist - 10 Essential Considerations



The 10 key things to consider when investing in a new CRM and staffing platform for your recruitment business.

1. Does it suit the size, and expected growth, of my business?

It will help if you have a 3-5 year growth plan. However, even if you don't, ensuring you source a CRM which can quickly and efficiently grow with your business is going to be key.

2. Does it have the features I need and may ever need.

Do you even know what features you'll need? If you come to a showcase event like ours you'll see a dozen CRMs all with varying features. The challenge is to know what the key ones are. My top ones would be:

- Management Reports
- CV Parsing
- Workflow tracking for individual users/campaign management
- Easy to connect/record email and phone correspondence
- Ability to integrate with job boards/multipost tools
- Searching capability of LinkedIn network
- Searching capability of in house database (ought to be obvious really!)

3. Is the provider able to keep up with new trends and allow the customisation I want?

This is quite important. You aren't going to know what you'll need from the system in 12 months but you do want to be sure that your provider isn't going to leave you out in the cold when your competitors are able to do the next whiz-bang social media thing. Difficult to assess but try and determine how quickly they can respond; in the old days if you wanted a product customised you had to add requests to a long (never to be seen) wish list. Now many providers are more responsive.

4. Can I trust the company and the product?

Is your data secure (ie no one else can access it) and is it safe (ie it can't be lost when your/their office burns down) and will the solution provider have the longevity you need (ie, still be operating in 5 years time)? Apart from anything else you have a legal obligation to carefully store the data you collect from clients and candidates.

5. Is the support and training in the format I want when I want?

Do you want/need someone at the end of a phone 24/7 or is 9-5 fine for you? Is desk based training high on your list of criteria? Maybe you'd suit webinar or online training better.

6. Is it cloud based?

Dare I say it... why would you consider anything else?!

7. Where and how will I use the database?

Accessibility used to be a big issue – but you really shouldn't even be looking at a system which can't allow you to access your client and candidate database whenever you want from wherever you want.

Allowing consultants to set up interviews, search for candidates, update information and email CVs on the move could be the difference between losing and closing a deal.

8. Does it suit my style of business

Quite honestly a system which suggests it can be all things to all people is unlikely to be much to anyone. Clarify what niche your business holds and then look for a match. Some of the big providers have more than one offering enabling them to be able to serve all elements of the market. When you find a good match consider aligning your processes to the system rather than asking for, potentially expensive, customisation to align it to yours.

9. How does the cost work for me?

Not just the monthly or annual (or one off) fee but support costs, training costs (see above), upgrade, development, etc costs. Also check for migration costs and de-migration costs should you ever wish to move to a new platform.

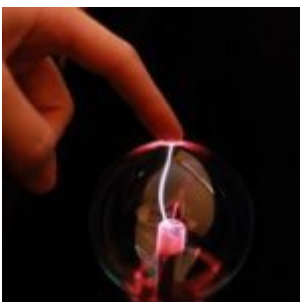
10. Do I like it?

If you and your team look at the system and go arrrggggggggggh then maybe think again. If your guys hate the system and don't find it intuitive and easy to use then they won't. If they don't use the system properly then you might as well go back to using Excel or a rolodex! Ensure all stakeholders are involved in the decision making and obviously go beyond just how it looks and see the processes; can they minimise manual processes, do they integrate with job boards, websites and the finance solution? Are they going to make your life easier?

In Conclusion

Your recruitment CRM is a critical (and often undervalued) bit of kit. It can cost a fortune to buy, setup and run. And to add insult to injury, it can make you little or no profit and be a laughing stock when investors come auditing...Or it can be a USP – a unique selling point. The top recruiters will understand where their CRM sits in their workflow. It is an addiction for their recruiters, and interestingly their clients, candidates and investors. All of which does the one job they bought it for – to make you more money.

Ultimately, you need the right team to manage the solution, not just IT. Someone needs to own it and promote it throughout the business, and it needs to be able to provide key insight, in real-time in the right format to the right people. If Management can't see the output or if it's not relevant, then the value will be questioned.



You can meet all the companies who have contributed to this white paper, plus our independent experts at the Recruitment Technology and Social Media event in London on 19th June at recnet19june.eventbrite.co.uk