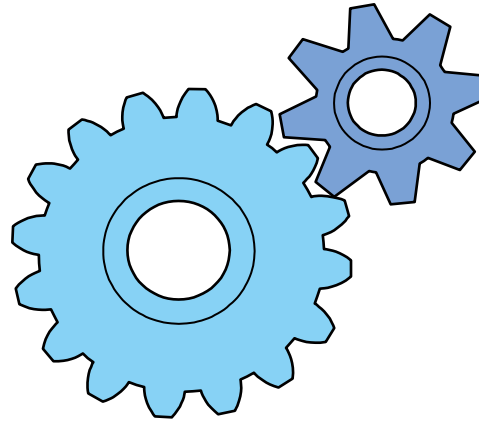


# *Mass Biz Works*



***Connecting business to state and federal  
resources to meet business needs***



[www.mass.gov/bizworks](http://www.mass.gov/bizworks)



# Mass BizWorks\$

## Overview

[www.mass.gov/bizworks](http://www.mass.gov/bizworks)



# Overview

## Mission Statement

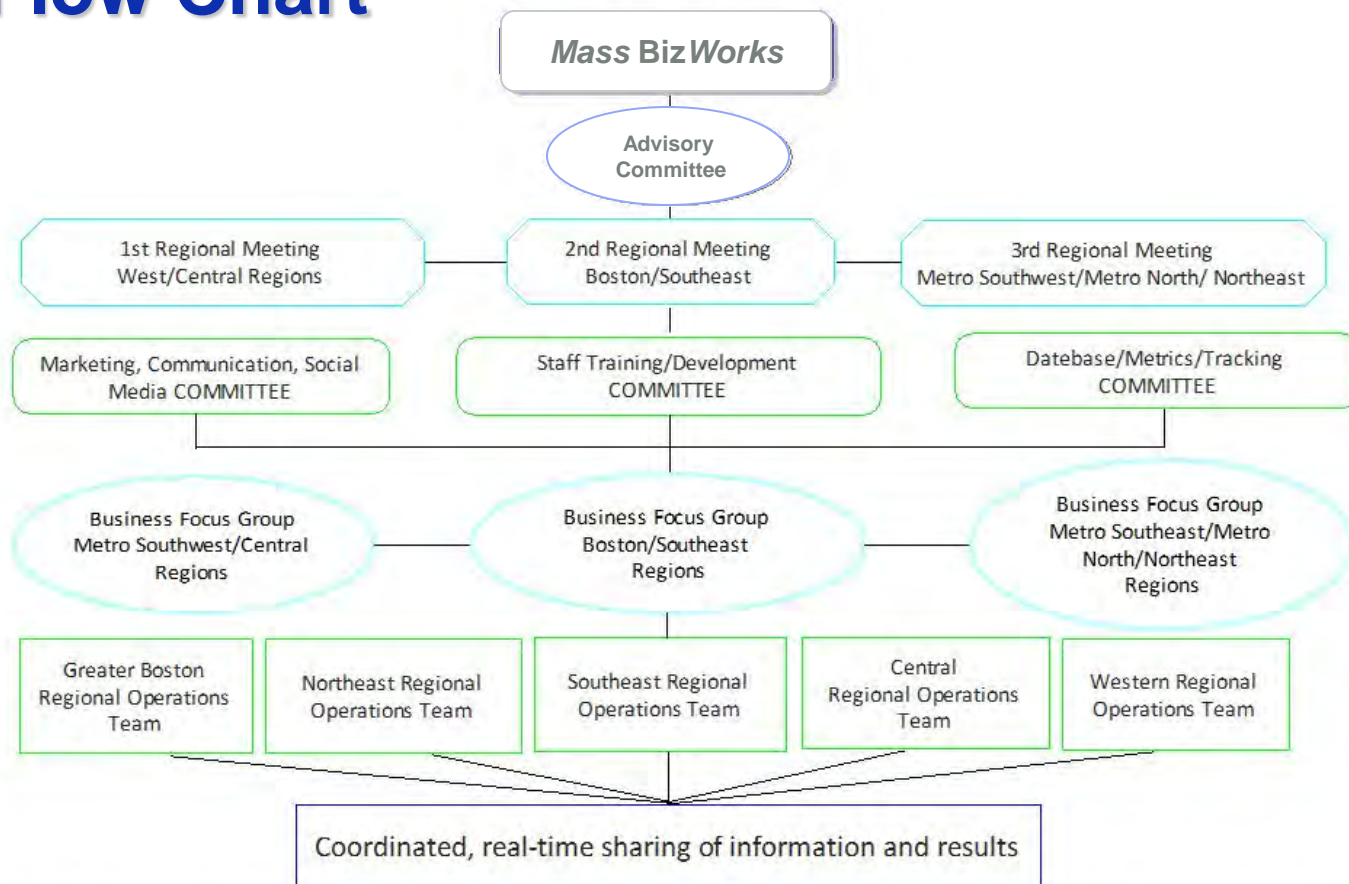
*The goal of the Mass BizWorks (formerly Expanding Business Engagement) initiative is to enhance and align the services offered to MA businesses through State Workforce Development, Economic Development and Education entities in order to help MA businesses grow and thrive.*

*In order to achieve this goal we will:*

- *Build strong relationships across agencies and with businesses*
- *Develop standard staff Business Service knowledge and competencies across relevant State agencies*
- *Coordinate and link resources and information*

# Overview

## Flow Chart



Regional Meeting Participants, Committee Members & Regional Teams consist of: Workforce Investment Board, Executive Directors, Career Center Directors, Career Center Operations Managers, Career Center Business Service Representatives, Rapid Response Coordinators, Education Staff, AFLCIO Political Director, AFLCIO Regional Staff, MA Office of Business Development Regional Staff, Department of Career Services Staff

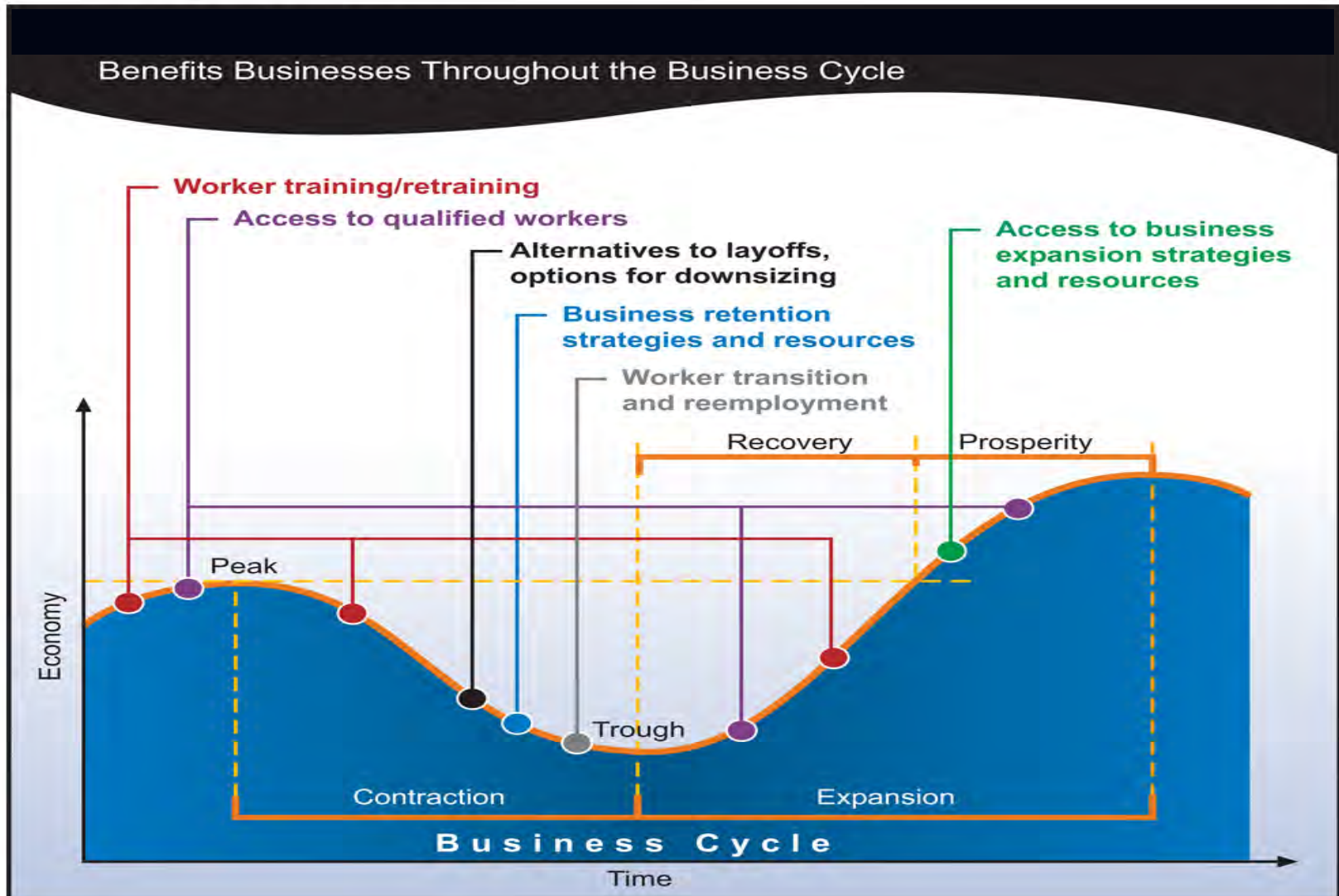
# Overview

## Partnerships

- EOLWD
- WIB's/PIC's/REB's
- One Stop Career Centers
- Workforce WIB Association
- Commonwealth Corporation
- MA Workforce Professionals Association (MWPA)
- MA Office of Business Development (MOBD)
- MA Employer Relations Learning Opportunities Team (MERLOT)
- MA American Federation of Labor – Congress of Industrial Organizations (MA AFL-CIO)
- Community Colleges & State Universities
- State and Local Workforce/Economic Development Agencies
- Business Associations

# Overview

## Providing Services Throughout the Business Cycle



# *Mass Biz Works*

## **Business Services Roles & Relationships**



- **Four Primary Roles For Business Service Staff**
- **Building Relationships with the Business Community**



# 4 Roles for Business Service Staff

## Four Roles for Business Representatives:

1. **Business Consultant**  
(*Workforce Intelligence*)
2. **Business Champion**  
(*Representative of Business*)
3. **Business Connector**  
(*Workforce System Access*)
4. **Business Service Provider**  
(*Representative to Business*)





# 4 Roles for Business Service Staff

## Become a Business Consultant

- Develop targeted industry competence
- Monitor trade association websites
- Read business publications
- Attend business conferences
- Compile workforce intelligence
- Un-bundle, simplify, customize Labor Market Information
- Map and identify talent pipelines
- Convene focus groups and taskforces
- Host workshops and seminars
- Develop fact sheets and reports



# 4 Roles for Business Service Staff

## Business Consultant Resources

- ✓ Chamber of Commerce Workforce Committees
- ✓ Society of Human Resource Management: [www.shrm.org](http://www.shrm.org)
- ✓ Workforce Board Business Members
- ✓ Employer Advisory Groups
- ✓ General Business News: [www.Alltop.com](http://www.Alltop.com)
- ✓ Trade Association Websites
- ✓ Online Publications
- ✓ Local Publications
- ✓ Career Center Presentations (for staff and customers) from Industry Representatives:



### Agenda

*Current, Short- and Long-term:*

- Skill Requirements
- HR Challenges
- Recruiting Challenges



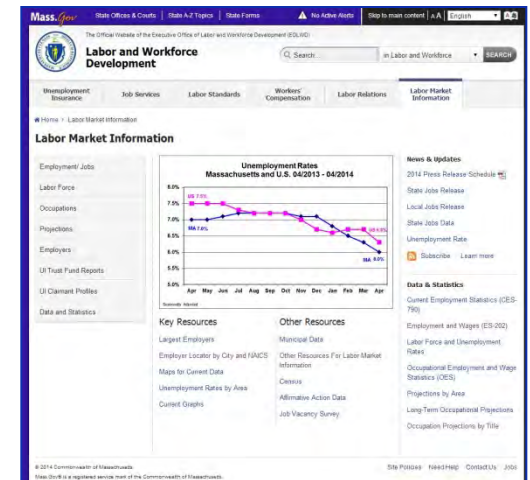
# 4 Roles for Business Service Staff

## Economic, Business and Workforce Data

Each state has excellent, comprehensive data, linked to the state's workforce agency homepage -- usually as "Labor Market Information."

*In addition:*

- **Bureau of Labor Market Statistics:** [www.bls.gov](http://www.bls.gov) -- collects, analyzes and disseminates essential economic information.
- **US Census Bureau:** [www.census.gov](http://www.census.gov) -- data about people and the economy; American Community Survey: annual people survey.
- **US Department of Labor, Employment and Training Administration Labor Market Information:** <http://www.doleta.gov/usworkforce/>
- **CareerOneStop Labor Market Information Center:** [www.careeronestop.org](http://www.careeronestop.org) -- explore national and local trends, wages, projections.



# 4 Roles for Business Service Staff

## Economic, Business and Workforce Data

- **America's Career Infonet:** [www.acinet.org](http://www.acinet.org) -- data on employment growth and wages by occupation; knowledge/skills/abilities required by an occupation; links to employers.
- **Labor Market Information Win-Win Network:** [winwin.workforce3one.org](http://winwin.workforce3one.org) -- community of practice site for integration of data and analysis into workforce development and economic decision making.
- **LMI Training Institute:** [www.lmiontheweb.org](http://www.lmiontheweb.org) -- training and information for LMI professionals and users, including LMI for Front-line Staff.
- **DataCommon:** [www.datacommon.org](http://www.datacommon.org) – customizable data sets including regional trends and demographics in visual, map, and data snapshots



### The Data Dozen

Presented by Frank Gallo | Length: 10 Min.

***Podcast: overview a baker's dozen key sites that business service reps should know about.***

**[Businessengagement.workforce3one.org](http://Businessengagement.workforce3one.org) –search:data dozen**

# 4 Roles for Business Service Staff

## Become a Business Champion



- Represent businesses internally
- Promote industries and careers
- Train staff on targeted industries and demand occupations
- Display investment by industry
- Adopt business assessment methods to assess job seekers

# 4 Roles for Business Service Staff

To become an *Effective Business Champion*, you need:

- Data on current operations, results, and business community satisfaction
- Analysis of how business demand and practices fit with your current services and service delivery model
- Formal processes to present data and promote change for better alignment
- On-going responsiveness assessment





# 4 Roles for Business Service Staff

## Become a Business Connector

- Catalog all local workforce resources
- Partner with whole workforce system
- Include services of others when you promote and propose yours
- Make a “referral”; don’t just give “information” -- make the connection
- Build relationships through introducing others
- Support/build local trade associations
- Connect local trade groups and chambers to national initiatives

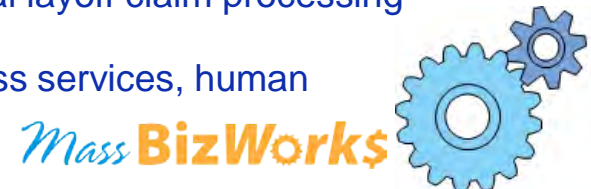




# 4 Roles for Business Service Staff

## Business Solutions

- **Information Services** i.e., regulations; wage data; industry estimates and projections; labor force demographics; occupation estimates and projections
- **Recruitment Support** i.e., vacancy writing and advertising; recruitment facilities and hiring events; access to job seekers/skill bank and job matching; customized hiring process support; incentives for hiring non-traditional workers (tax credits); etc.
- **Skills Development** i.e., On-the-Job Training; Train to Advancement OJT; Customized Training (pre/post); incumbent worker training; apprenticeship, etc.
- **Worker Readiness Development** i.e., work readiness training; basic skills training and certification; pre-employment certified vocational and occupational training; supported work, internships, work experience; etc.
- **Retention Support** (note: area needs the most product development) i.e., Ladders/Lattices/Paths, Skill Based Advancement, etc.
- **Economic and Business Stabilization Services** i.e., layoff aversion, Rapid Response, layoff Support – Outplacement Services (Rapid Response); individual layoff claim processing
- **Business Development** i.e., brokering and navigating other business services, human resource services, economic development services, etc.



# 4 Roles for Business Service Staff

## Ten Characteristics of Business Representatives

*Business service staff/teams have the following key responsibilities:*

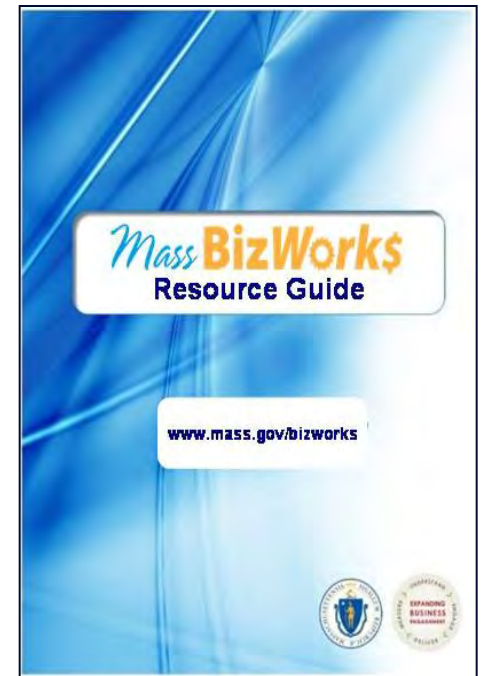
1. Build long-term relationships with key businesses in targeted sectors.
2. Serve as internal champion and liaison for businesses.
3. Promote all of the system's business services to local/regional businesses.
4. Gather business customers' complaints and suggestions for improvement, and share the feedback with system staff who can make appropriate changes. Once changes are made, let businesses know that their input has been used to improve services.



# 4 Roles for Business Service Staff

## Ten Characteristics of Business Representatives

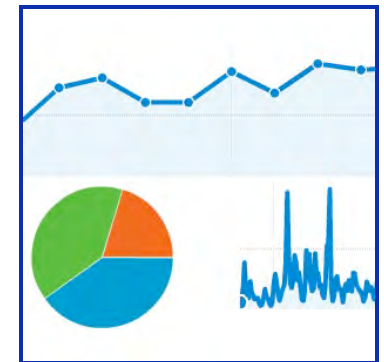
5. Provide a single point of contact (person or process) for all business needs:
  - Assess needs to develop customized packages of services.
  - Create the package of services in a single business services proposal.
  - Coordinate service delivery by linking businesses to all appropriate services/resources.
  - Follow-up with partners and businesses to make sure promised services/resources were satisfactorily delivered.
6. Deliver direct program services.
7. Maintain frequent contact with key employers to meet emerging and changing needs to ensure repeat usage of multiple one-stop services over a long period of time.



# 4 Roles for Business Service Staff

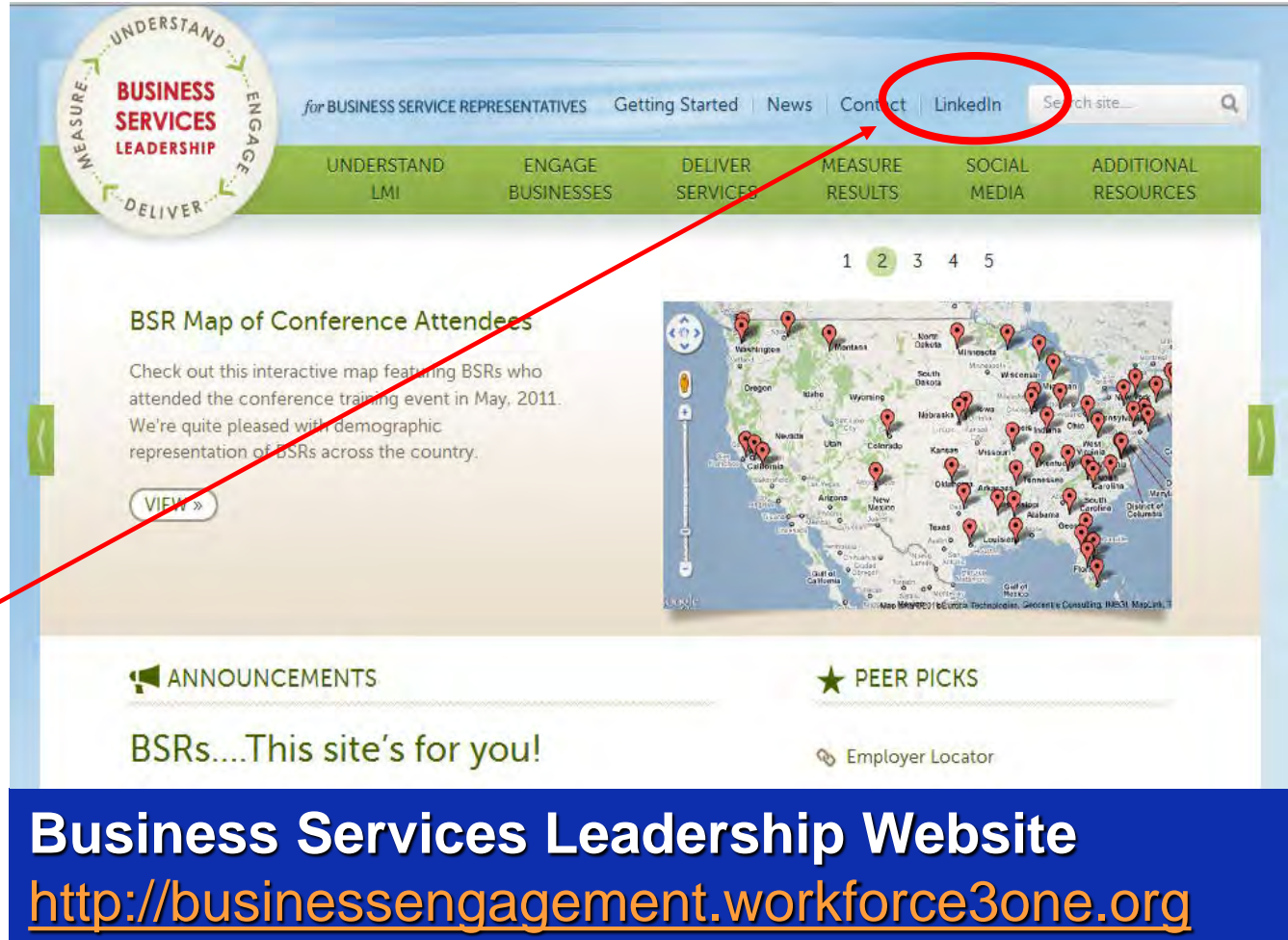
## Ten Characteristics of Business Representatives

8. Provide timely labor market information.
9. Act as a resource consultant – especially for small to mid-sized companies:
  - Assist businesses by providing information how to effectively hire, train, re-train, and retain workers.
  - Offer expertise the business doesn't have (e.g., training - WTFP).
  - Share and customizing labor market information.
  - Present options and service linkages to help solve specific workplace problems.
  - Help businesses assess information and resources.
10. Have an understanding of local business needs:
  - Know what local labor market information means for business.
  - Understand each of the major industry clusters.
  - Understand the local business' problems and offer solutions.
  - Know which businesses are hiring or downsizing.



# 4 Roles for Business Service Staff

**Join the  
Linked In  
Community  
and begin  
talking with  
Business  
Service Reps  
from all over  
the country!**



The screenshot shows the homepage of the Business Services Leadership website. At the top, a circular logo reads "BUSINESS SERVICES LEADERSHIP" with the words "UNDERSTAND", "ENGAGE", "MEASURE", and "DELIVER" around it. The navigation bar includes links for "for BUSINESS SERVICE REPRESENTATIVES", "Getting Started", "News", "Contact", and "LinkedIn". The "Contact" link is circled in red, and a red arrow points from the text on the left to it. Below the navigation bar, there are tabs for "UNDERSTAND LMI", "ENGAGE BUSINESSES", "DELIVER SERVICES", "MEASURE RESULTS", "SOCIAL MEDIA", and "ADDITIONAL RESOURCES". The main content area features a "BSR Map of Conference Attendees" with a description and a "VIEW »" button. To the right is an interactive map of the United States with red pins indicating the locations of attendees. Below the map, there are sections for "ANNOUNCEMENTS" (with the text "BSRs....This site's for you!") and "PEER PICKS" (with the text "Employer Locator").

**Business Services Leadership Website**  
<http://businessengagement.workforce3one.org>



# *Mass Biz Works*

## **Building Relationships With The Business Community**

# Building Relationships With The Business Community

**Relationship** [ri-*ley*-shuh n-ship]:

A significant connection between two or more people or groups and their involvement with each other, especially as regards how they feel toward each other and communication or cooperate.





# Building Relationships With The Business Community

## What Strengthens Business Relationships?

1. *On Going Relationship and Services*
2. *Single Point of Contact and Accountability*
3. *Individual Relationships*
4. *Knowledge of Business/Industry*
5. *Customization for Unique Requirements*
6. *Responsiveness and Speed in Service Delivery*
7. *Follow-Through and Follow-Up*



### *Customer Satisfaction and Service Recovery*

- *Partnership*
- *Accountability*
- *Expectations*
- *On-going Contact*
- *Service Recovery*
- *Follow-up*

# Building Relationships With The Business Community

## Four Drivers of Business Customer Satisfaction

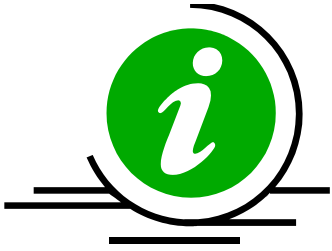
1. **Understanding Needs:** listening, not “selling”
2. **Being Responsive:** customization; speed; ease
3. **Working as Partners:** not just a customer
4. **Knowledgeable Staff:** industry competence

Improvements in these areas lead to the largest improvements in satisfaction scores.

\*Based on your assessment of the customer you should be able to gather information that would improve their business. I.E. Salary surveys, updated industry information and seminars/workshops that would assist them in improving their business.



# Building Relationships With The Business Community



## What Businesses Want

Research identifies several critical areas:

1. Information that would help them improve their business
2. Employees to hire in a quick, convenient, efficient, and reliable process
3. Labor market and regulatory information
4. Choice of service access, service type, and service level
5. Candidates who are job-ready and have positive work attitudes and behaviors
6. Single-point of contact with a staff person who knows their business
7. Post-referral and post-employment follow-up services



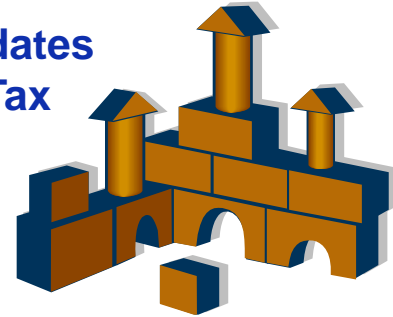
# Building Relationships With The Business Community

## Don't Just Sell!! Build Relationships!!

### 1. Focus on the employer's satisfaction...not just providing services.

Build satisfaction with:

- Discovering what they need
- Explain how your personal services can assist them
- Your system's services, not just job postings or finding candidates but what other tools you have that can help them: i.e. WTFP, Tax Incentives, Job Sharing, Rapid Response, Business Seminars/Workshops
- Satisfaction is the key to getting repeat business



### 2. Be a consultant who solves problems...not just a salesperson.

- Know the business and industry;
- Determine current business situation
- Research the company and gather details that would assist you in your meeting
- Look at yearly reports, news articles, and the company website
- Assess whether or not you can help.

# Building Relationships With The Business Community

## Don't Just Sell!! Build Relationships!!

### 3. Help...even if no immediate gain.

Solutions may be:

- Providing information;
- Making suggestions, giving advice;
- Referral to another resource.



People remember who helped them (especially when there was no personal gain), and like to return the favor.

### 4. Realize the first contact is not the end...just the beginning of a relationship.

Don't just focus on one customer transaction at a time.

Successful business reps know:

- Total service is better than no service.
- Better to lose a placement today, than to lose many potential future placements.
- Quality performance on every job order counts, explain that once a job order is posted on the Internet that any job seeker can respond not just those who are qualified for their open positions. If the employer understands your business and what you can offer you will have repeat business. "Undersell and over serve."

# Building Relationships With The Business Community

## Don't Just Sell!! Build Relationships!!

### 5. Develop credibility...and rapport.

Businesses assess whether or not you know what you are talking about (your credibility) and if they want to work with you (your rapport).

Initially, credibility is most important: not over-promising, being realistic, current and relevant knowledge, following-through on promises, professional behavior.



Then, rapport becomes even more important: being personal and personable, reliable, savvy and solution-oriented, enthusiastically helpful, persistent, with dedicated focus on the businesses' success.

What one employer said in a focus group...

“We have to be partners. Employers want to think this person is really more interested in me and my business rather than just selling me a couple of bodies or services.”



# Building Relationships With The Business Community

## Process Standards Help Increase Customer Satisfaction

- ✓ **Assessing Wants and Requirements**  
Find out what the employer needs are not what you can give them.
- ✓ **Partnering and Prioritizing**  
Create a partnership based on their needs and ask them what is their immediate need.
- ✓ **Package and Customize each business**  
Based on their need you can customize each business with the services they need.
- ✓ **Presenting and Promoting**  
You can present and promote your services and emphasize the ones the customer needs or you think they could utilize.
- ✓ **Assessing Satisfaction**  
If the customer is paying attention to what you are presenting with eye contact and their responses you can usual assume that they are interested in what you are services you can provide.
- ✓ **Upgrading and Retaining**  
Follow-up and continued contact with information that you think they would like to know.
- ✓ **Keep a file of your customers**  
i.e.: travel, vacations, birthdays, weddings, etc. and mention on your next contact.

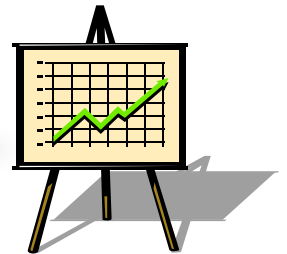




# Building Relationships With The Business Community

## Building Credibility: Your First Shot

1. **References:** Referred by someone the business respects; satisfied past business customer lists and quotes.
2. **Previous experience:** In working with businesses; with other companies in the community; with competitors; with the industry; with the types of jobs to be filled.
3. **Incidence of repeat business:** Businesses who not only used services once, but again and again.
4. **Knowledge of company:** Homework, pre-meeting.
5. **Interest in company:** Genuinely want to learn about the company, its problems, and its needs.
6. **First referral:** Counts the most; shows that you heard what the business said and care about the business; earliest sign of service delivery satisfaction.
7. **Quality and quickness of follow-up:** Did what you said you would do; did it on time; did it well.
8. **Appearance and presentation:** Looked and acted successful; used statistics and gave proof for claims; appropriate business etiquette.



# Building Relationships With The Business Community

## Methods to Stay in Touch...

**At Least 7 Times in 12 Months!**

- ✓ Forwarding copies of relevant resumés (even if not hiring) or sending information they would be interested in receiving, articles you might have seen in the newspaper or online about their business.
- ✓ Career Center or Business Services newsletters
- ✓ Forwarding “complimentary” copies of LMI Newsletters
- ✓ Forward news articles of relevance
- ✓ Invitations to hiring events
- ✓ Invitations to special seminars
- ✓ Ask for recommendations or testimonies
- ✓ Personal visits -- to check on customer satisfaction



# Building Relationships With The Business Community

## Managing Customer Relationships

*Possible Indicators of Focus on Maintaining “Current Customer” Status and Building Relationships:*

- The incidence of repeat business. Crystal Reports.
- (Average) number of services received annually by current customers.
- The conversion rate of turning listings into employment.
- The number /percentage of current customers willing to volunteer for activities with Center.
- The number of referrals that current customers provide for new customers.
- Business evaluations demonstrate high service quality and satisfaction.
- Referrals to other business partners.



# Building Relationships With The Business Community

**Businesses Can Be Involved With Your Career Center...**



1. Ask them to give referrals and endorsements or to participate in a workshop for job seekers.
2. Give them copies of your marketing materials to distribute.
3. Invite them to participate in your job clubs or other events.
4. Seek a testimonial for your next brochure.
5. Maybe they would speak to a group of job seekers about: interviewing, presentation, applications.



# Building Relationships With The Business Community

## Summary

### Choose Your Method to Strengthen Relationships:

- ♦ *Continuity of Relationship and Services*
  - ♦ *Frequency of Contact and Services*
  - ♦ *Single Point of Contact and Individual Relationships*
  - ♦ *Knowledge of Business/Industry*
  - ♦ *Added Value (Reduced Costs) & Interventions*
  - ♦ *Responsiveness & Speed in Service Delivery.*
- 
- ♦ *Follow-Through and Follow-Up*
  - ♦ *Customer Delight and Service Recovery*
  - ♦ *Quality as Defined by Business*
  - ♦ *Accountability*
  - ♦ *Advice and Continuous Improvement*

**Goal:** Making Businesses Satisfied, Life-Long Partners and Customers

**Strategy:** Relationship Management Customers and Partners

# *Mass Biz Works*

## **Business Outreach**

- **Tips, Tools & Tactics**
- **Target Marketing & Account Management**
- **Marketing Best Practices**



# Tips, Tools, & Tactics

## Topics

1. Review principles of the marketing element: “promotion” and “promotional mix.”
2. Discuss strategies for outreach and promoting – “Relationship Marketing & Management”.
3. Check List for your sales and promotion activities and campaigns.





# Tips, Tools, & Tactics

## Promotion is...

1. Communications aimed at informing, influencing and persuading customers to use your services.
2. Relevant “packaging” of the services, and by selling the benefits, and not the features.
3. Manage - increase positive word-of-mouth; decrease negative word of mouth.

***Promotion =  
Marketing  
Communication***

# Tips, Tools, & Tactics

## Promotional Objectives

### *Primary Objectives*

- Differentiate a product
- Increase new customers
- Increase service usage



### *Additional Objectives*

- *Build awareness*
- *Create interest*
- *Provide information*
- *Reinforce the brand*
- *Encourage customer loyalty*
- *Change attitudes*
- *Create an image*

# Tips, Tools, & Tactics

## Promotional Mix

- ✓ *Personal Selling*
- ✓ *Public Relations*
- ✓ *Direct Marketing*
- ✓ *Advertising*
- ✓ *Online Marketing*
- ✓ *Sales Promotion*
- ✓ *Trade Fairs and Exhibitions*
- ✓ *Sponsorship*

- The promotions mix (the marketing communications mix) is the specific blend of promotion tools that you use to persuasively communicate customer value and build customer relationships.
- An effective mix of promotional strategies requires the marketer to understand how promotion fits with other pieces of the marketing puzzle (e.g., target markets, product, place, etc.)

# Tips, Tools, & Tactics

## Promotional Mix Considerations

- *Your goals, intended outcomes and performance measures*
- *Overall marketing strategy*
- *Nature of the services to be promoted*
- *Target markets*
- *Account Management strategy*
- *Funding*

# Tips, Tools, & Tactics

## Relationship Management

- ✓ Focus on people: people do business with people
- ✓ Build relationships: create and nurture life-long, mutually beneficial bonds with customers
- ✓ Influence choice: selection of vendors often driven by the customer's attitude towards the people who work at your organization/Center
- ✓ Beyond services and processes to personal and emotional: building feelings of trust, goodwill and respect
- ✓ Gain leeway: having strong relationships gives you the opportunity to be less than perfect; everyone makes mistakes -- relationships allow you to recover

- ✓ *A Marketing Tool*
- ✓ *A Business Strategy*
- ✓ *An Attitude*



# Tips, Tools, & Tactics

## Relationship Marketing

- **A communication process:** dialogs with prospects and customers -- to learn what they want and need, and how to best be of service
- **A relationship marketing campaign credibly demonstrates that you:**
  - ◆ Understand your businesses' challenges
  - ◆ Sincerely have their best interests at heart
  - ◆ Are capable of delivering real solutions
- **Communicate with key decision-makers on a regular basis, share insights, develop trust, and seek opportunities for mutual benefit**
- **Position yourself as a partner who solves problems, an expert in your field**

*...Requires staying in contact with every customer, every prospect and every source of influence on a regular basis*

Training Resource: Online Professional Certification in Customer Relationship Marketing/Management; The Association for the Advancement of Relationship Marketing/Relationship Management - AARM: [www.aarm.org/CM/](http://www.aarm.org/CM/)





# Tips, Tools, & Tactics

## Reactivating/Preventing Dormant Customers

<i>Most common reasons that customers become inactive:</i>	<i>Methods to prevent/respond:</i>
<i>No contact (from Business Reps)</i>	<ol style="list-style-type: none"><li><i>1. Job vacancy follow-up contact and service standards.</i></li><li><i>2. Minimum of 7 – 12 contacts per year to be met for premier customers.</i></li></ol>
<i>New HR staff</i>	<ol style="list-style-type: none"><li><i>1. At least one annual visit to “make sure I know all the HR staff.”</i></li><li><i>2. Annual mailing to current customers: “Take me with you if you go to a new job.”</i></li></ol>
<i>Change to/only using other recruitment methods</i>	<ol style="list-style-type: none"><li><i>1. Follow up standard to check for satisfaction with service and processes.</i></li><li><i>2. “Recovery” actions for any dissatisfied customers.</i></li><li><i>3. Ongoing promotion of business services, business reps and website/job board.</i></li></ol>
<i>Not hiring</i>	<ol style="list-style-type: none"><li><i>1. Cross-marketing of other Business Solutions products (training, information, etc.)</i></li><li><i>2. Minimum of 7 – 12 contacts per year to keep “presence of mind” when hiring.</i></li></ol>
<i>Dissatisfied</i>	<ol style="list-style-type: none"><li><i>1. Follow up standard to check for satisfaction with service and processes.</i></li><li><i>2. “Recovery” actions for any dissatisfied customers.</i></li></ol>
<i>Out of business</i>	<ol style="list-style-type: none"><li><i>1. Disable employer account in employer database.</i></li><li><i>2. Find HR staff at new jobs; create new account.</i></li></ol>

# Tips, Tools, & Tactics

## Maintain and Grow Relationship With Current Customers

WHY BUSINESS IS LOST
Indifference by the Supplier 68%
Dissatisfaction with Service 14%
Price 9%
New Business Friend 5%
Move or Close 4%

- Say thank you
  - Have some fun
  - Collect market research
  - Other creative ways to stay in touch
- 7 - 12 times per year

- Provide proactive service
- Use traditional tasks as reasons to visit
- Deliver useful information

# Tips, Tools, & Tactics

## Relationship Marketing: Promote by Customer Status

### 1. Spend significant amount of time with your current customers.

Make sure you have and maintain an updated list of current business customers and incidence of repeat usage. Stay in touch frequently, nurture the relationship. Ask for referrals. Deliver additional services; ask for more/better job listings. Find any way to help you can.

### 2. Spend time on referred employers.

Work on making “luke-warm” calls. Generate as many referrals from current business customers as possible to get your foot in the door. When you contact by referral, you make the first contact with some initial built-in credibility and you are more likely to be responded to.

### 3. Next, spend time on “competitors” and “clones” of current customers.

Your current business customers have given you experience in working other companies in that type of business/industry, and your services have proven to be relevant and satisfactory. This means it is likely you will be able to help similar businesses as well -- the clones and competitors of your current customers.

Promote outward from relationships!

#1. Customers



#2. Referrals



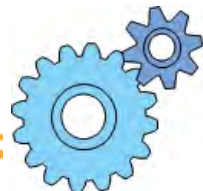
#3. Competitors



#4. Customer Clones



#5. Other Employers



# Tips, Tools, & Tactics

## Promotion within Targets

### *Target Individuals within the Businesses*

Who do you need to contact?

- The CEO?
- The Owner?
- A member of the HR Department, a Recruiter?
- A Manager or Supervisor?



Always start...

- ✓ *with the easiest entry;*
- ✓ *when possible, with a personal contact; and,*
- ✓ *leverage outward from your contact.*

# Tips, Tools, & Tactics

## Promotion “Positioning”

*Beyond delivering exceptional service, what makes you unique?*

- Range of services
- Problem-solving capacity
- Specialty/niche services
- Recruiting capability, talent bank
- Reliability
- Unique service processes
- Accuracy -- quality of candidates
- Technology
- Size, Location

### **Promote:**

- ✓ People (not programs)
- ✓ System (not individual partners)
- ✓ Service (not menu)
- ✓ Entry product (then add)
- ✓ Benefits (not features)
- ✓ Service (then subsidy)
- ✓ You (not just system)

# Tips, Tools, & Tactics

## Sell the Benefits...and not the Features

### *9 tips for effective benefit statements:*

1. Use the "So What?" test.
2. Talk and write with plenty of "You's".
3. Explain what customers will gain. But, also explain what will not be lost.
4. Go for the emotional benefit, as well as the logical reasons.
5. Use short, easy to understand words.
6. Never deny the customer's esteem and current satisfaction; build on it.
7. Pile the benefits on...
8. Be certain about the benefits. "Tentative" language does not sell.
9. Pump up benefits by communicating value.

### **Benefits =**

- ✓ *How the Product/Service will solve the Problem...*
- ✓ *What problems the Product/Service will solve...*

### **Features =**

- ✓ *What the Product/Service is...*
- ✓ *How the Product/Service is made ...*
- ✓ *How the service is funded...*



# Tips, Tools, & Tactics

## Relationship Marketing...



# Tips, Tools, & Tactics

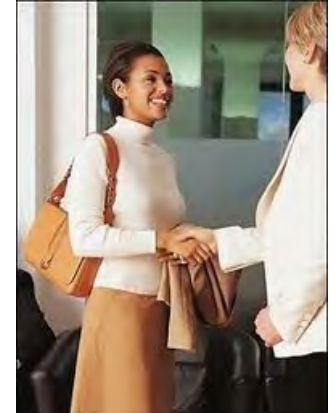
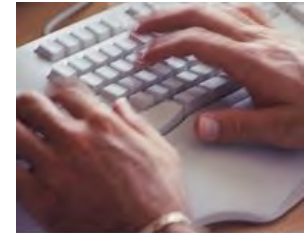
**No-cost,  
Low Cost  
Methods  
to Promote,  
Market  
Relationship,  
Stay “Top of  
Mind,”  
Educate and  
Position on  
Expertise**

- *Email*
- *Email signature promotion*
- *Postcards*
- *Personal letters*
- *Monthly “account statements”*
- *Forward labor market reports*
- *Forward relevant news articles*
- *Greeting and Special Occasion Cards*
- *Faxing*
- *Seminars*
- *Testimonials*
- *Surveys*
- *Interns*
- *Promote on every “form”*
- *Speaking engagement*
- *Join business groups*
- *Monthly economic news press release*
- *Blogging “Staffing Stats and Expertise”*
- *Awards and recognition*

# Tips, Tools, & Tactics

## Successful First Meetings: Checklist of Tips and Tactics

- *Before the Meeting...*
  - *Materials Customized to the Business Customer...*
- *Opening the Meeting...*
- *During the Meeting...*
  - *Establish Credibility...*
- *Promoting Your Service Solutions:*
- *At the End of the Meeting:*
- *Immediately After the Meeting:*



# Tips, Tools, & Tactics

## Writing Promotional Messages

1. The Yale University Psychology Department has found that the following words are those that trigger the best response from people:

*-Discovery*

*-Introducing*

*-Proven*

*-Easy*

*-Love*

*-Results*

*-Guarantee*

*-Money*

*-Save*

*-Help*

*-Now*

*-Today*

*-You*

*-New*

*-Win*

2. People don't read. At best...they scan.
3. "Will" is better than "Can". "You" is better than "We".
4. Generalities are unbelievable.  
Facts. Figures. Examples. Dates. Places. Names. Sell!
5. People are more interested in other people than you. Use stories. Before's and after's. Testimonials. Examples. Pictures. Anecdotes.
6. Customers buy the outcome, not the process.

# Tips, Tools, & Tactics

## Don't Just Sell: Build Relationships

1. Focus on the business customer's satisfaction...not just providing services.
2. Be a consultant who solves problems...not just a salesperson.
3. Help...even if no immediate gain.
4. Realize the first service, or first placement is not end...just the beginning of a relationship.
5. Developing credibility...and rapport.
6. Stay Persistent

# Tips, Tools, & Tactics

## Quick Tips for Successful Staffing Strategy

1. Know your audience.
2. Grab their attention.
3. Get your message across, and keep their interest.
4. Ask for response, action.
5. Be persistent.
6. Be consistent.



# Tips, Tools, & Tactics

## Resources

### ***Internet learning tutorials:***

[www.knowthis.com/principles-of-marketing-tutorials/promotion-decisions/what-is-promotion/](http://www.knowthis.com/principles-of-marketing-tutorials/promotion-decisions/what-is-promotion/)

### ***Internet learning site:***

[www.marketingteacher.com/lesson-store/lesson-promotion.html](http://www.marketingteacher.com/lesson-store/lesson-promotion.html)

***Marketing Best Practices Guide;*** The Haley Marketing Group;

[www.haleymarketing.com](http://www.haleymarketing.com)

### ***Online Professional Certification in Customer Relationship***

***Marketing/Management;*** The Association for the Advancement of Relationship Marketing/Relationship Management - AARM:

[www.aarm.org/CM/](http://www.aarm.org/CM/)

#### **Promotion Decisions**

Marketing Tutorials

Promotion Decisions

What is Promotion?

Targets of Marketing Promotions

Objectives of Marketing Promotions

Types of Promotion Objectives

The Communication Process

Communication Participants

Communication Delivery

Obstacles to Effective Communication

Keys to Effective Communication

# *Mass Biz Works*

## **Target Marketing and Business Account Management Strategies**



# Target Marketing & Account Management

**Most Common  
Challenge:  
*Trying to Be  
All Things to  
All People***

## ***Significance***

It's important for businesses to use market segmentation to identify their target market so that they know how to tailor their market activities to strategically reach the appropriate audience.

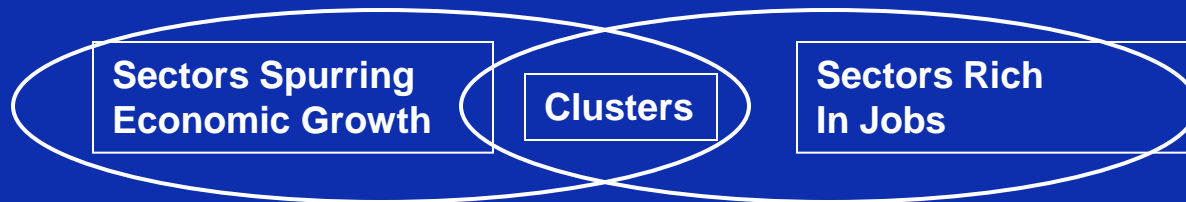
## ***Considerations***

Many businesses have more than one target market; therefore, they have to adjust their marketing activities accordingly. Often, they put together a varied plan for each target market they plan to pursue.

# Target Marketing & Account Management

## Target Businesses by Key Sectors

- ✓ Greatest potential for wealth creation
- ✓ Return exceeds investment
- ✓ Sector assistance aids all components
- ✓ Common response for common good



*Sector strategies are organized around firms in one or more industries that have competitive advantage in a region; this may be based on resources, shared labor pool, access to research or other institutions, presence of significant customers or suppliers in the region, and innovation within the cluster.*

# Target Marketing & Account Management

## Additional Targeting Criteria Options

### *The Business Market/Job Seeker Market Connection*

- Job seekers' job preferences
- Availability of job seekers who are appropriate for target businesses
- Retention of previous job seekers hired
- Satisfaction of job seekers with employers who have hired them

### *The Buying Capacity of the Business*

- Many entry-level jobs
- Wide variety of jobs available
- Quality of jobs available is high
- Frequent appropriate job openings
- Hire in bulk quantity; multiple-hires at the same time

### *The Need to Meet Performance Standards*

- Wage levels
- Probability of retention
- Placement requirements

# Target Marketing & Account Management

## *Demonstration of and Capacity to Support the Center*

- Membership on Workforce Investment Boards or closely connected with members
- Preference for hiring your types of job seekers
- Past buying behavior: hires, on-the-job training contractor, etc.
- History of involvement with employment and training programs
- Willingness to refer other employers to you

## *The Center's Capacity to Serve the Targeted Businesses*

- Types of job seekers you have or can recruit
- Your knowledge and record with that type of business
- Your ability to provide business services as well as job development/job listing services

## *The Center's Desired Market Position*

- Short-term needs: quick jobs, many jobs
- Long-term needs: quality jobs and jobs in a down-turn economy
- First entry difficult, but long-term gain potentially high
- Most likely to buy your products; easiest sell
- Business seen as a community leader; influencer of other target employers
- New businesses with growth potential; the employer of tomorrow



# Target Marketing & Account Management

## Determination of Market Segments to Target

- Identify your desired “unique service positioning”
- Establish criteria for 1) market segments -- sectors and/or industries and 2) businesses to target
- Partners agree on criteria to be consistent across all workforce development and related programs
- Estimate size of targeted markets within segments; further define if market is too big to target
- NOTE: Targeting strategy is for emphasis -- not exclusion; does not restrict flexibility in pursuit of opportunities outside of target industries/sectors

***Sample: Small business human resources and staffing support in the Healthcare, Tourism and Information Technology sectors.***

# Target Marketing & Account Management

## Use Targeting Criteria to Establish Accounts Levels

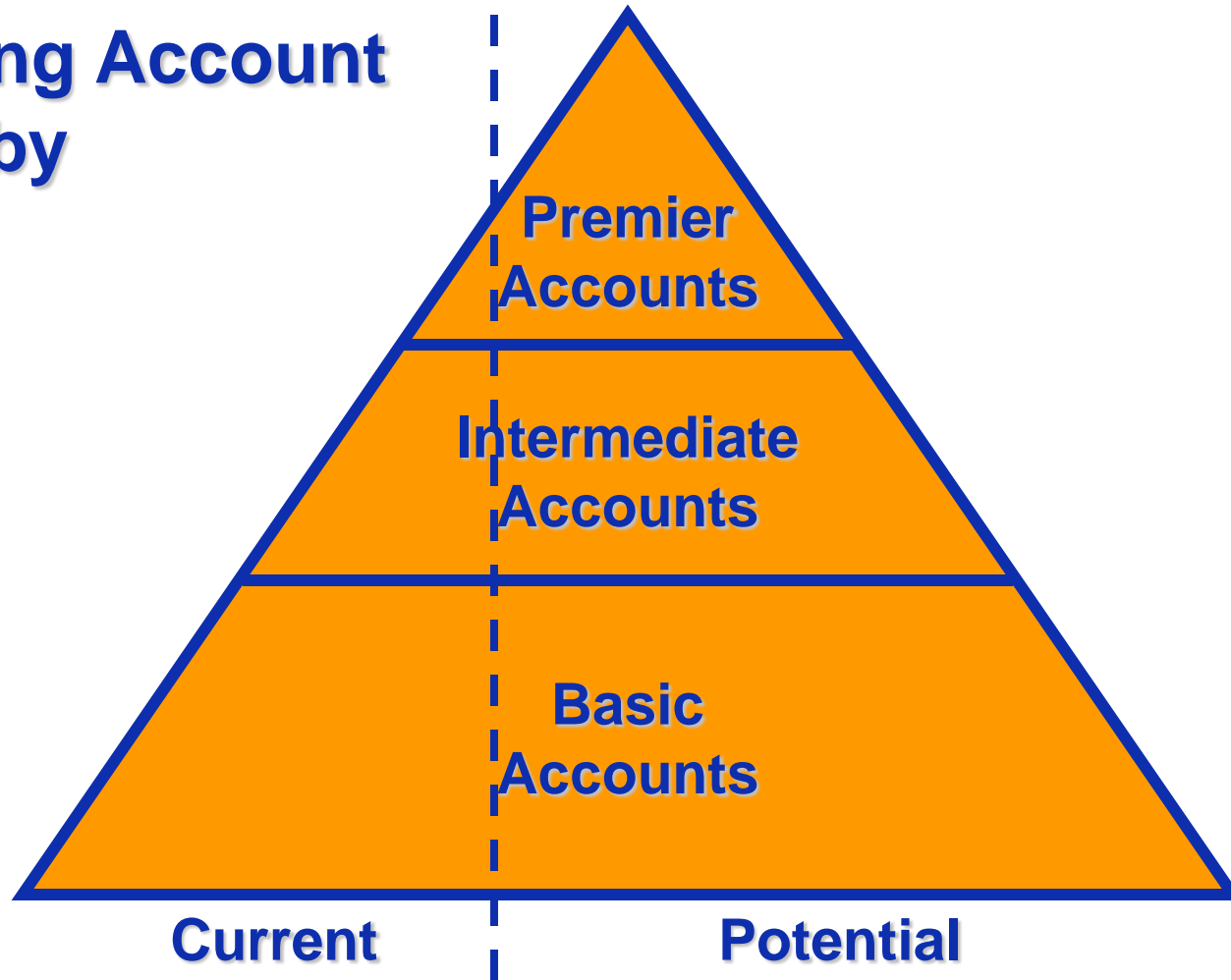
### Account Levels:

- Premier/Key Accounts: 8 – 10 points
- Intermediate : 5 – 7 points
- Basic : > 5 points

Value	Criteria
1 point	1. Business in one of the region's target industries.
1 point	2. Average entry level wage target at \$ ____ hour
1 point	3. ____ (#) full time positions (at one site or multiple sites, treated as one account)
1 point	4. Growing, as measured in number of jobs.
1 point	5. Multiple occupations on site, several of which match center's job seeker pool.
1 point	6. Hiring volume, not less than ____ annually.
1 point	7. At least health care benefits, employer subsidized by at least ____ percent.
1 point	8. Business supports employee training (i.e., offers tuition reimbursement, structured skill advancement training, or outside training.)
1 point	9. Promotional opportunities within company, or identified/structured career paths with income and skill advancement
1 point	10. If high turnover, identify cause. Business gets point if turnover leads to identifiable advancement opportunities.

# Target Marketing & Account Management

**Managing Account  
Levels by  
Volume**



# Target Marketing & Account Management

## Organize Services by Account Level

*Consider organizing business services into core, intensive and enhanced/training service levels. The benefits include:*

- **Emphasis** Ability to offer the greatest number of services to the most significant businesses in the community.
- **System** This model can be applied to the system as a whole versus being owned or associated with any one program.
- **Staffing** Working as partners, staff can organize into specialty services such as information brokers serving the intermediate accounts and business consultants to deliver intensive human resource services to premium accounts.
- **Targeting** This is an additional strategic component of the targeting concept which encourages strategic service delivery for efficiency and effectiveness in a limited-resource environment.
- **Marketing** Delivering three levels of service to help you customize your marketing efforts: you can better identify what services to promote to what customer group instead of mass marketing all services to all businesses.

# Target Marketing & Account Management

## Account Services and Service Delivery Methods

<i>Account Level</i>	<i>Service Level</i>	<i>Method Featured</i>
<i>Basic</i>	<i>Core</i>	<i>Self help</i>
<i>Intermediate</i>	<i>Intensive and core</i>	<i>Group and self help</i>
<i>Premier</i>	<i>Core intensive and enhanced/training</i>	<i>One-on-one, group and self help</i>

### ***Business Solutions Core Services***

- Local, regional and state-wide job posting website
- Assistance with job description development
- Access to local, regional and statewide worker database
- Employment application distribution and application/resume collection
- Interview space at local Career Centers
- Participation in local or regional job fairs
- Access to current local and regional wage and staffing data and trends
- Customized recruitment services for hard-to-fill occupations
- Package of customized recruitment services for any business opening up area

# Target Marketing & Account Management

## Organize Accounts by Customer Status

**Current customers** are businesses that have listed jobs with you or used another service within the last 12 months. These customers fall into two categories:

**Growth accounts** - Current business customers the center may be able to work with to increase the quality and/or quantity of job listings, increase service usage.

**Maintenance accounts** - Current business customers less likely to be candidates for increasing the quality and/or quantity of job listings.

**New customers** are businesses who have used services, or have used any service in 25 months or more. These customers are described as:

**Acquisition accounts** – New customers are potential candidates for outreach and service development.

**Past customers** are defined as businesses who have listed jobs in the past, but not in the most recent year (last used services 13 - 24 months ago). This customer category can be described as:

**Dormant accounts** - Past customers who are targeted for re-assessment of status and potential re-activation.

# Target Marketing & Account Management

## Relationship Management and Relationship Marketing: *Two Important Service Marketing Tools*

***Customer relationship management*** (CRM) is a model for managing a company's interactions with customers, clients, and sales prospects. The overall goals are to find, attract, and win new clients; nurture and retain those the company already has; entice former clients back into the fold; and reduce the costs of marketing and client service. It typically involves using technology to organize, automate, and synchronize business processes — principally sales activities, but also those for marketing, customer service, and technical support.

***Relationship marketing*** differs from other forms of marketing in that it recognizes the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages.



# Target Marketing & Account Management

## Relationship Marketing

- *A communication process:* dialogs with prospects and customers -- to learn what they want and need, and how to best be of service
- A relationship marketing campaign credibly demonstrates that you:
  - ◆ Understand your businesses' challenges
  - ◆ Sincerely have their best interests at heart
  - ◆ Are capable of delivering real solutions
- Communicate with key decision-makers on a regular basis, share insights, develop trust, and seek opportunities for mutual benefit
- Position yourself as a partner who solves problems, an expert in your field

*...Requires staying in contact with every customer, every prospect and every source of influence on a regular basis*

Training Resource: Online Professional Certification in Customer Relationship Marketing/Management; The Association for the Advancement of Relationship Marketing/Relationship Management - AARM: [www.aarm.org/CM/](http://www.aarm.org/CM/)



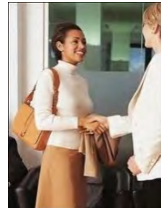
# Target Marketing & Account Management

## One of the Most Important P's of Service Marketing

- *Public*
- *Product*
- *Price*
- *Place*
- *Promotion*
- ***People***
- *Process*
- *Proof*

**People:** Those involved in delivery of a service help define the service -- their interpersonal and customer service skills, attitude, reputation, etc. In the case of service marketing, people can make or break an organization.

- Credentials
- Expertise
- Experience
- Personal Recommendations
- Knowledge
- Credibility and Rapport



# Target Marketing & Account Management

## Preventing Dormant Customers

<i>Most common reasons that customers become inactive:</i>	<i>Methods to prevent/respond:</i>
<i>No contact (from Business Reps)</i>	<ol style="list-style-type: none"> <li><i>1. Job vacancy follow-up contact and service standards.</i></li> <li><i>2. Minimum of 7 – 12 contacts per year to be met for premier customers.</i></li> </ol>
<i>New HR staff</i>	<ol style="list-style-type: none"> <li><i>1. At least one annual visit to “make sure I know all the HR staff.”</i></li> <li><i>2. Annual mailing to current customers: “Take me with you if you go to a new job.”</i></li> </ol>
<i>Change to/only using other recruitment methods</i>	<ol style="list-style-type: none"> <li><i>1. Follow up standard to check for satisfaction with service and processes.</i></li> <li><i>2. “Recovery” actions for any dissatisfied customers.</i></li> <li><i>3. Ongoing promotion of business services, business reps and website/job board.</i></li> </ol>
<i>Not hiring</i>	<ol style="list-style-type: none"> <li><i>1. Cross-marketing of other Business Solutions products (training, information, etc.)</i></li> <li><i>2. Minimum of 7 – 12 contacts per year to keep “presence of mind” when hiring.</i></li> </ol>
<i>Dissatisfied</i>	<ol style="list-style-type: none"> <li><i>1. Follow up standard to check for satisfaction with service and processes.</i></li> <li><i>2. “Recovery” actions for any dissatisfied customers.</i></li> </ol>
<i>Out of business</i>	<ol style="list-style-type: none"> <li><i>1. Disable employer account in employer database.</i></li> <li><i>2. Find HR staff at new jobs; create new account.</i></li> </ol>

# Target Marketing & Account Management

## Reactivating Dormant Customers

- Identify dormant premier accounts
- Depending on size of group, schedule activities so as to be manageable (i.e., may approach one sector at a time)
- Depending account level, determine initial method of contact:
  - Mail: larger group, relatively unfamiliar customer names
  - Email: smaller group, relatively familiar customer names
  - Telephone: smaller group, familiar customer names

**In order to reactivate dormant customers, the customer must receive a service:**

- Job vacancy on job board
- On-site recruitment, i.e., interview space at local Career Centers
- Participation in local or regional job fairs
- Participation in workshops
- Customized recruitment services, including OJT
- Employer-based training
- Participation in region's sector-based advisory meetings or committees

# Target Marketing & Account Management

## Sample Content for Dormant Customer Contact

*(Letter, email text or script)*

### **Put Business Solutions Back to Work For Your Company**

I have not heard from you in some time; and I want to see if (Location) Business Solutions may be of service to you. From my records I understand we have been included in your recruitment strategies; and I would like the opportunity to reestablish our working relationship.

### **No-cost Recruitment Advertising**

At a minimum, if you are hiring, your vacancies will benefit from eClassified advertising on (insert name) job board. At no cost to you, your vacancy can be on our job bank for 30 days, reaching hundreds of local, regional and national job seekers. In addition, we will conduct automated searches to increase your success. Only candidates that match your vacancy description will be contacted and referred to you.

### **“On-the-Job Training” Funds**

If you are having difficulty finding qualified candidates, one Business Solution that may work for you is “on-the-job” training, with a wage subsidy used to offset the costs associated with you providing training to bring skills up to the level required for the position.

### **Other Business Solutions Available**

If you are not hiring, Business Solutions has a variety of other services that may be beneficial to your company, including several options for partnering on employer-based training.

### **Call Today**

(If letter or email) I will plan on contacting you in the next three days to determine how best to meet your needs. Or you are welcome to call me; my contact information is below.

(Your Name)

(Area) Business Services Team

(Telephone and email address)



# Target Marketing & Account Management

## Account Management Outcome Indicators

- ✓ Leveraging of more and better listings from current “growth account” customers
- ✓ The number of dormant customers converted to current customers
- ✓ The number of current customers who become dormant customers
- ✓ The number of acquisition customers who are converted to current customers
- ✓ The incidence of repeat business
- ✓ The amount of staff resources (costs) expended to gain each of the results measured
- ✓ Business evaluations of service quality
- ✓ Others...



# Target Marketing & Account Management

**Sample of Business Services**

Core Services for All Customers	Intensive Services for Intermediate and Premier Customers	Training Services for Premier Customers
<ol style="list-style-type: none"> <li><b>Recruiting and hiring</b> <ul style="list-style-type: none"> <li>Internet recruitment &amp; resume search</li> <li>Referral of qualified applicants</li> <li>Job postings</li> <li>Job fairs</li> <li>Interview space</li> <li>Employment information for targeted populations</li> <li>Arrangement/scheduling of interviews</li> <li>Single point of contact for all programs</li> </ul> </li> <li><b>Training — information &amp; referral to:</b> <ul style="list-style-type: none"> <li>Colleges, Universities, Technical Schools</li> <li>Financial assistance &amp; aid available</li> <li>Literacy/Adult-based education</li> <li>Apprenticeship programs</li> </ul> </li> <li><b>Labor market information</b> <ul style="list-style-type: none"> <li>Economic data, trends etc.</li> <li>Skills of available workforce</li> <li>Wage &amp; salary information</li> </ul> </li> <li><b>Legal, regulatory, and taxation information</b> <ul style="list-style-type: none"> <li>ADA, Civil Rights, FMLA</li> <li>Unemployment insurance and wage &amp; hour</li> <li>Worker's compensation, OSHA</li> <li>ERISA, COBRA, Fair Labor Standards</li> <li>Federal &amp; state employment taxes</li> <li>Immigration &amp; Naturalization</li> </ul> </li> <li><b>Retaining &amp; supporting employees</b> <ul style="list-style-type: none"> <li>Childcare, transportation, employee assistance</li> <li>Domestic violence, health insurance</li> <li>Investment and retirement plans</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li><b>Recruiting and hiring</b> <ul style="list-style-type: none"> <li>ADA assistance</li> <li>Background checks</li> <li>Job development and task analysis</li> <li>Pre-screening of applicants</li> <li>Recruitment of qualified applicants</li> <li>Resume screening</li> <li>Single point of contact</li> <li>Skills standard and certification</li> </ul> </li> <li><b>Assessment</b> <ul style="list-style-type: none"> <li>Skills and aptitudes for occupations</li> <li>Skills for incumbent workers</li> <li>Job profiling, job task analysis</li> </ul> </li> <li><b>Labor market information</b> <ul style="list-style-type: none"> <li>Customized job descriptions with specialized wage/salary surveys</li> </ul> </li> <li><b>Assistance in complying with legal, regulatory and taxation requirements</b> <ul style="list-style-type: none"> <li>Affirmative action plans</li> <li>Personnel policies</li> <li>Personnel manuals</li> <li>Assistance in ADA accommodations and compliance with federal/state employment laws</li> </ul> </li> <li><b>Support and retention of employees</b> <ul style="list-style-type: none"> <li>Climate surveys (turnover etc.)</li> <li>Downsizing/layoff assistance</li> <li>Human resource consultation (benefits, child care, domestic violence, drug &amp; alcohol abuse, employee assistance, health care insurance, investment plans, retirement plans, transportation services)</li> <li>Targeted employee services</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li><b>General</b> <ul style="list-style-type: none"> <li>WIA training</li> <li>Entrepreneurial training</li> <li>Workplace literacy</li> <li>Work study programs</li> </ul> </li> <li><b>New hire</b> <ul style="list-style-type: none"> <li>Apprenticeships</li> <li>On-the-job training</li> <li>Vocational training</li> <li>Job specific training</li> </ul> </li> <li><b>Incumbent</b> <ul style="list-style-type: none"> <li>Upgrading and retraining</li> <li>Customized training</li> <li>Industry training partnerships</li> <li>Supervisory training for new workforce</li> </ul> </li> </ol>



# *Mass Biz Works*



## **Marketing Best Practices**

# Marketing Best Practices

**FREE RESOURCES!** [www.haleymarketing.com](http://www.haleymarketing.com)

**IDEA CLUB MEMBERSHIP  
PROVIDES ACCESS TO :**

***EBOOK TOPICS  
(PDF FORMAT ONLY)***

- White papers
- *How To* tips
- Newsletters
- Webinars
- Blogs
- Social Media
- Guide to Email Marketing Success
- *Marketing Best Practices Guide*

# Marketing Best Practices

## How Can *Mass BizWorks* Partners Compete?

**COMPETITION  
WITHIN THE  
RECRUITMENT  
SERVICES  
INDUSTRY IS  
FIERCE**



- Recruitment is more **technology-driven** than ever – it literally changes **ALL** the time
- Our Partners have **less resources** and face **significant** competition from the private sector

# Marketing Best Practices

## Our Competition Includes:

- **Internet Resources:**  
general/niche job boards, social networking sites
- **Business Websites:**  
corporate career pages and online applications
- **Head Hunters & Staffing Firms** target occ/industry niches
- **Non-Profit CBO's** must place their clients
- **Training Providers** must place their graduates

# Marketing Best Practices

What Sets **Mass BizWorks** Partners Apart AND Provides Businesses Real Value?

(1) Ongoing **CONNECTIONS**

(2) Partner support of company needs throughout the **ENTIRE** business cycle via:

➤ **Direct Assistance**

➤ **Referrals**



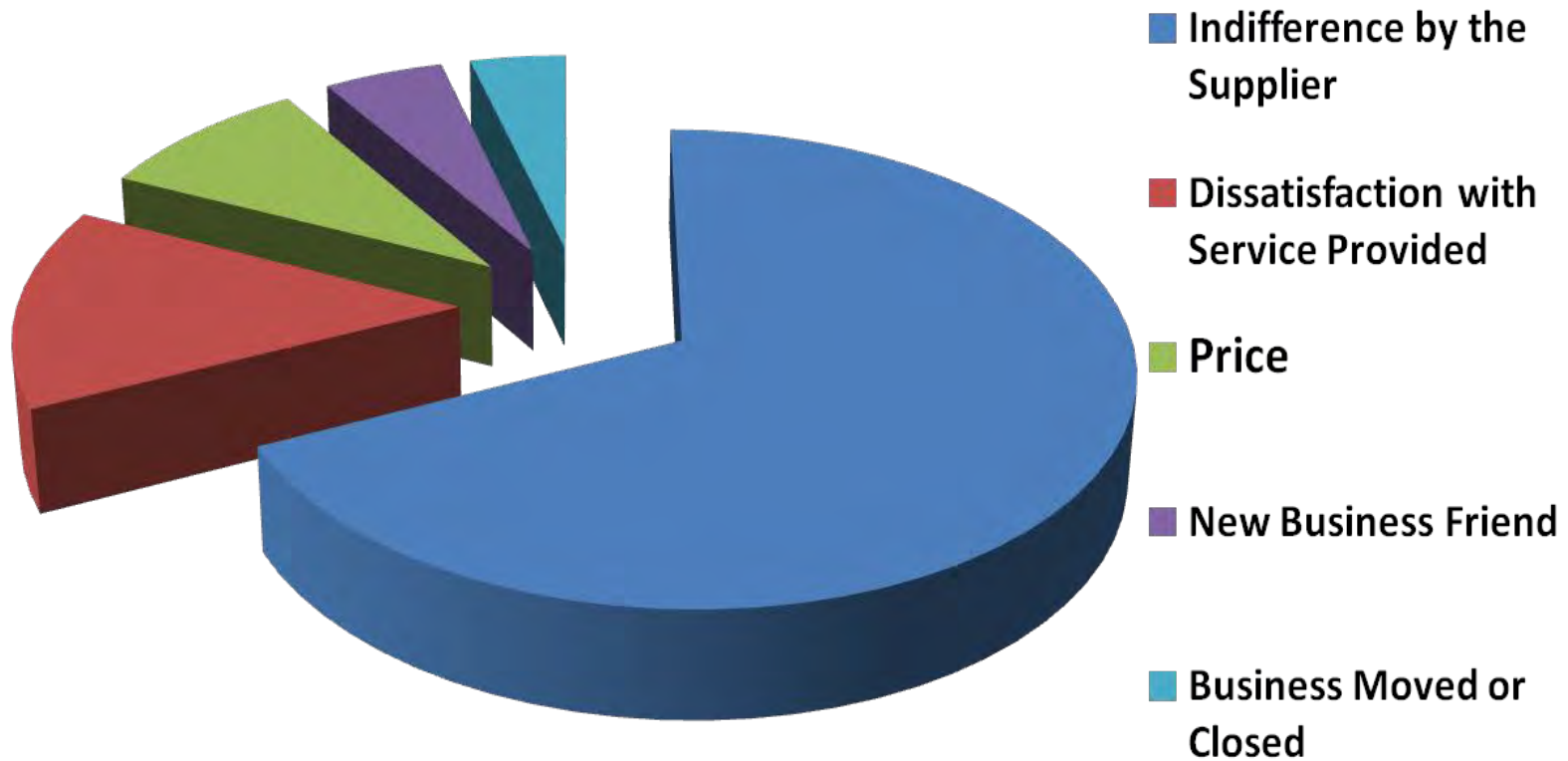
# Marketing Best Practices

## Overview

- **A New Marketing Paradigm**
- **Relationship Marketing**
- **Marketing Strategy Essentials**
- **Low Cost Marketing Ideas**

# Marketing Best Practices

## A New Marketing Paradigm





# Marketing Best Practices

## Relationship Marketing



*TREATING  
BUSINESSES  
AS  
**SUPPLIERS  
OF JOB  
OPENINGS!***

- Relate to companies as a **Business**
- What can you do to **Help Their Business Succeed?**
- **Collaborate and Coordinate** with partners to work smarter

# Marketing Best Practices

## Relationship Marketing

IS A  
**LONG TERM**  
COMMITMENT



- **People** over products / services
- Trust based on **Past Performance**
- Ongoing communication to remain **Top of Mind.....**
- So that when assistance is needed, you'll hear from the business client!

# Marketing Best Practices

## Relationship Marketing

**#1 RULE:**

**DON'T  
LOSE**

**THE  
CLIENTS  
YOU  
ALREADY  
HAVE!**

- Reconnect, re-assess needs, identify **New Ways** to be helpful
- Be **Creative And Persistent . . .** But not a pest!
- Use a **Variety** of communication tools – **MIX IT UP!**

# Marketing Best Practices

## Relationship Marketing: New Business

- **Be Patient** . . . It takes time for a business to know & trust you
- Don't assume . . . **Ask!**
- **Don't Overpromise / Oversell**
- **Be Honest** . . . mutual trust sustains long term relationships



# Marketing Best Practices

## Relationship Marketing



**BE STRATEGIC**

**BE PICKY**

- Target businesses that **Make Sense**
- **Stand Out As An Expert** within a business segment:  
Call on other partners' expertise when needed
- Find ways to contact 'Targeted' businesses **More Frequently**

# Marketing Best Practices

## Marketing Strategy Essentials

*IT TAKES 2:*

*the right tools*

*+ the right strategy*

---

*The **most** effective  
promotion*

- Direct Marketing
- Branding
- Relationship Marketing
- Marketing to Influencers
- Content Marketing / Inbound Marketing



# Marketing Best Practices

## Marketing Strategy Essentials

### Online Marketing

- Websites
- Email
- Social Media
- SMS (text messaging)
- Banner Ads

### Direct Marketing

- Direct Sales
- Drop Offs
- Direct Mail
- Faxing
- Direct Response Advertising
- Trade Shows/Job Fairs
- Referrals
- QR Codes

### Branding

- Print ads
- Broadcast media
- Outdoor ads
- PR
- Market research
- Event marketing
- Professional Association
- Membership
- Community activism
- Customer Publications



# Marketing Best Practices

## Direct Marketing Tools include:

**Sales Letters**

**Postcards**

**Greeting  
Cards**

**Flat Mailers**

**Dimensional  
Mail**



# Marketing Best Practices

## Low Cost Marketing Ideas: Email

### BEST CONTENT:

CASE STUDIES

STATISTICS

“HOW TO”

SPECIAL  
OFFERS

### ***BEST USES:***

- Education
- *Last Minute* Special Offers
- One-to-one follow-up
- Candidate marketing
- To test offers & pricing options
- Market research

# Marketing Best Practices

## Low Cost Marketing Ideas: Email

Email should be:

- Relevant
- Something the receiver **WANTS** to receive

**Cheap, Fast & Effective**

- (1) To share information
- (2) To sustain relationships
- (3) To generate inquiries to start new relationships



# Marketing Best Practices

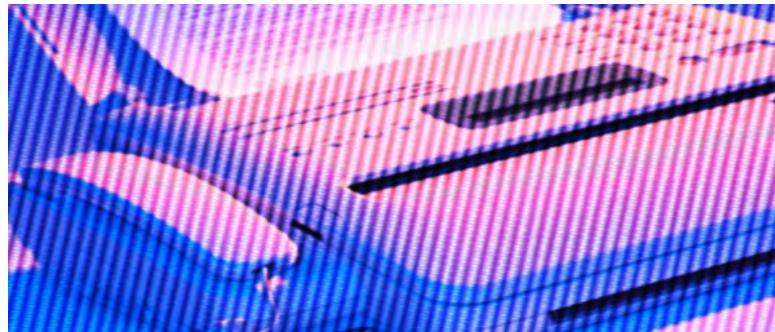
## Low Cost Marketing Ideas: Faxes

**CHEAP  
LESS  
COMMON**

.....

**CAN  
STAND  
OUT**

- When done incorrectly - it **Can Backfire!**
- Use it for **Existing** relationships
- **Ask First** for permission to send
- Best for **Up-To-The-Minute** information, invitations, and offers



# Marketing Best Practices

## Low Cost Marketing Ideas: Postcards

**LEAST** costly  
direct mail  
option

Treat as a  
**TINY**

**BILLBOARD**

Great  
**ATTENTION**  
grabber

- Drive participants to **Your Website**
- **Less Is More** . . . keep copy short



- Focus on no more than **ONE** Point
- Consider **An Offer** to encourage a direct response

# Marketing Best Practices

**Social Media Tools include:**

**LinkedIn**

**Facebook**

**Twitter**

**Blogging**

**Industry-specific  
forums**



# Marketing Best Practices

ALL SOCIAL MEDIA LEADS TO . . .

*THE CORNERSTONE OF A LOW-COST MARKETING STRATEGY . . .*

**YOUR WEBSITE!**

- While not low-cost, it is **One Of The BEST Investments**
- A **Well Designed** website with valuable content:
  - **Supports** your strategies
  - **Builds Credibility** for prospects; **Maintains** credibility for current clients
- Enhances your organization's **Image**



# Marketing Best Practices



## Testimonials

Collect testimonials that  
**Support Your Positioning Message**

- Instead of XWZ Career Center  
Provides Great Service!" . . .
- . . . "ABC Career Center Helped Us  
Find 3 Excellent Hires last year"

**WHILE MANY  
BUSINESSES  
COLLECT  
THEM . . .**

***FEW USE  
THEM!***

# Marketing Best Practices

## Testimonials

- **Emails** (as part of signature or within body of message)
- On **Fax Cover Sheets**
- On **Invoices / Receipts**
- On your **Website**
- In your **Promotional Materials**
- In **Educational Materials** you create and share



**Q: WHERE CAN I USE THEM?**

**A: LOTS MORE PLACES THAN YOU  
ARE PROBABLY ARE USING NOW!**

# Marketing Best Practices

## Barter

When long  
on **NEEDS**  
and short on  
*CASH . . .*

**TRADE!**

Example: Offer **Volunteerships** to Career Center jobseekers with the skills you need to:

- Conduct **Market Research**
- Develop **Prospect Lists**
- Clean up out-of-date **Contact Information**
- **MARCOM**: Website, flyer, email copy, letter copy, development



# Marketing Best Practices

## Barter

**IN RETURN, CONSIDER OFFERING....**



- Fee-based workshops...**For Free!**
- 1:1 **Job Search Coaching** services
- **Direct Referrals** to business contacts
- **Letters of Recommendation** and interview preferences
- Get **CREATIVE!**

# Marketing Best Practices

**Dig Deeper Into FREE Content at:**



[WWW.HALEYMARKETING.COM](http://WWW.HALEYMARKETING.COM)



# *Mass Biz Works*

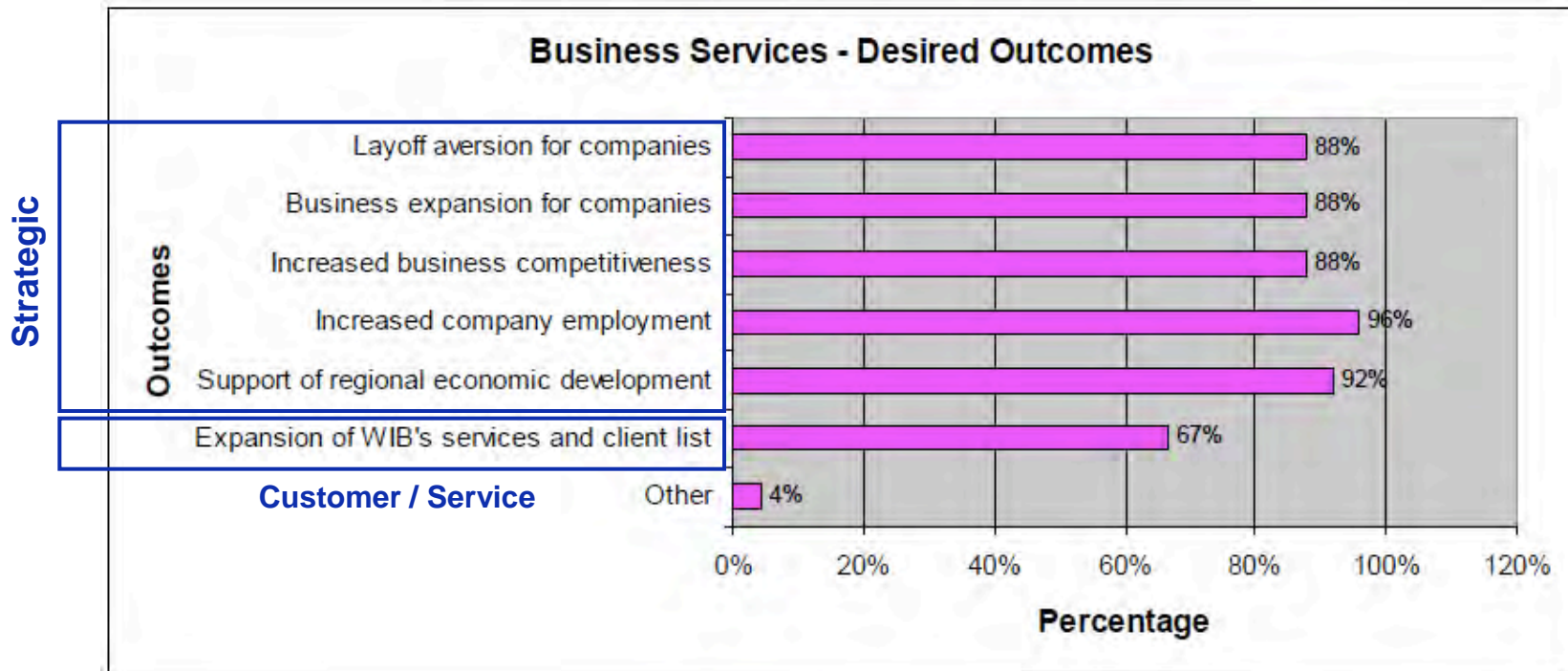
## **Business Services, Goals, & Measurements**

- **(Re)Defining Business Services**
- **Collecting Information and Ensuring Business Satisfaction**

# (Re)Defining Business Services

## What Are Your Business Service Goals?

- **Challenge: Create and operate workforce development systems with outcomes that mirror business needs**





# (Re)Defining Business Services

## Business Services Options

**1.**

***Discontinue.***

**2.**

***Continuously improve.***

**3.**

***Start.***

# (Re)Defining Business Services

## Sample Business Service Goal Planning

<b><i>Discontinue</i></b>	<p><i>Any business services, processes, partnerships and/or service delivery methods that are no longer:</i></p> <ul style="list-style-type: none"><li><i>• In demand, effective, worth return on investment, or otherwise not making a significant/positive contribution to serving businesses</i></li></ul>
<b><i>Continuously Improve</i></b>	<p><i>Services annually:</i></p> <ul style="list-style-type: none"><li><i>• Especially those most important to businesses from the current list of services</i></li></ul>
<b><i>Start</i></b>	<p><i>New services to businesses based on current needs. Development options include:</i></p> <ul style="list-style-type: none"><li><i>• Collaborate delivery of services with external partners;</i></li><li><i>• Adopt/customize services with best practices from other workforce areas (in region, in state, across nation);</i></li><li><i>• Create/develop a plan to review new business service needs</i></li></ul>

# (Re)Defining Business Services

## Service Category Names

### Proposed Services

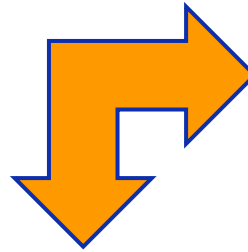
### MOSES Equivalent

- **Information Services:** regulations; wage data; industry & occupation estimates / projections; labor force demographics
- **Recruitment Support:** vacancy writing; recruitments & job fairs; access to job seekers/skill bank/job matching; hiring process support; incentives for hiring non-traditional workers (tax credits); etc.
- **Skills Development:** On-the-Job Training; Customized Training (pre/post); incumbent worker training; apprenticeship, etc.
- **Worker Readiness Development:** work readiness training; basic skills training and certification; pre-employment certified vocational and occupational training; supported work, internships, work experience; etc.
- **Retention Support:** Ladders/Lattices/Paths, Skill Based Advancement, etc.
- **Economic and Business Stabilization Services:** layoff aversion, Rapid Response, layoff Support – Outplacement Services (Rapid Response); individual layoff claim processing
- **Business Development:** human resource services, brokering and navigating other business services, economic development services

- **Business Information and Incentives; LMI**
- **Job Fairs & Recruitments; Business Information and Incentives; LMI**
- **Education and Training; Business Information and Incentives**
- **Education and Training**
- **Business Information and Incentives**
- **Business Information and Incentives; LMI**
- **All**

# (Re)Defining Business Services

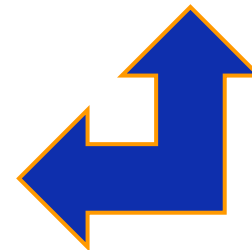
## Ex: Developing Social Media Services Based On Need



- **Current employee challenges:**
  - Engagement, productivity, morale
  - Retention of talent
  - Leadership development
  - Talent shortages, technical skills
- **Recruitment focus:**
  - Rapid technology adaptations
  - Connecting, friending and tweeting
  - Employee referral systems
  - Company internet image

### Develop:

- Seminars,
- Tip Sheets,
- Videos,
- Website Links and
- Staff Knowledge
- related to:



# (Re)Defining Business Services



## Social Recruiting Trends



- Screening
- Referrals
- Vacancy Posting
- Sourcing
- Talent Pipeline

Percent of businesses who use social media for recruitment:

2008: 78%

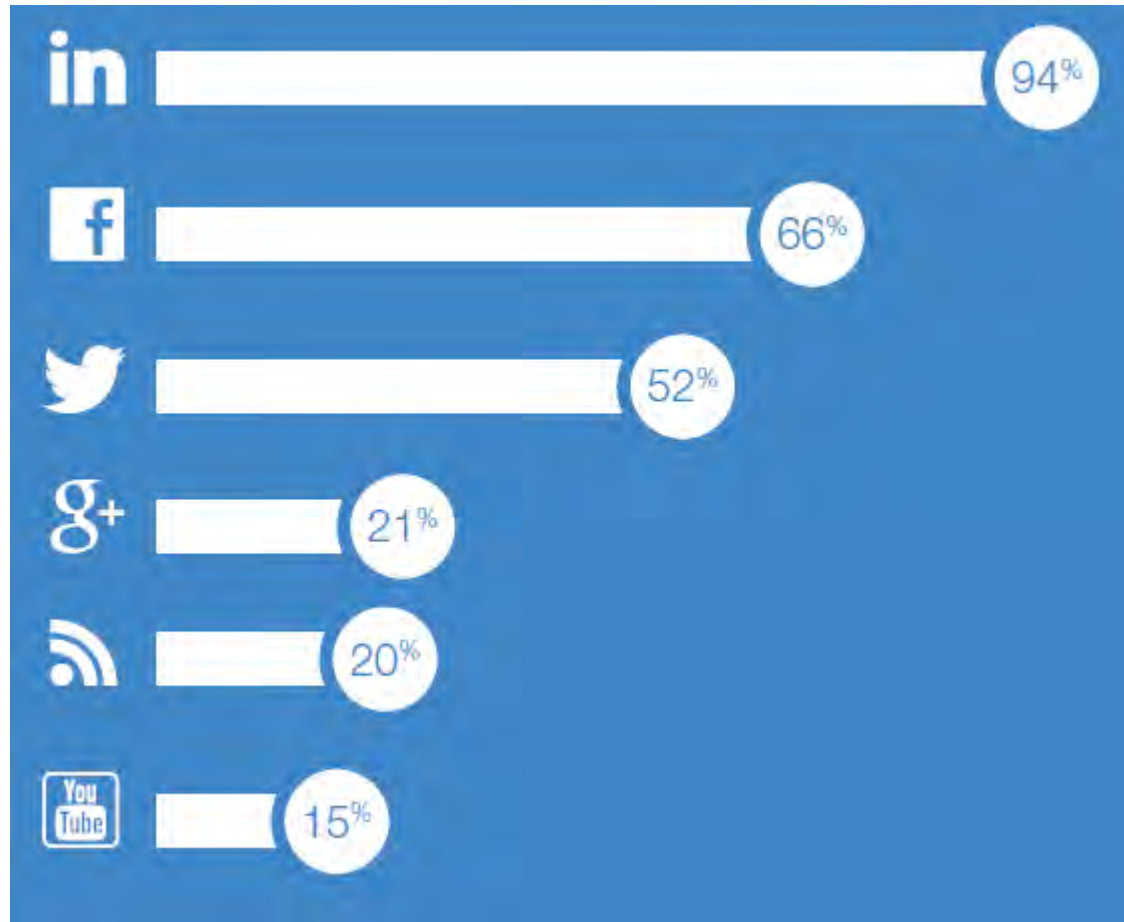
2011: 89%

**2014: 92%**



# (Re)Defining Business Services

## Do Businesses Really Use Social Media to Recruit?



# (Re)Defining Business Services

## The Top Three

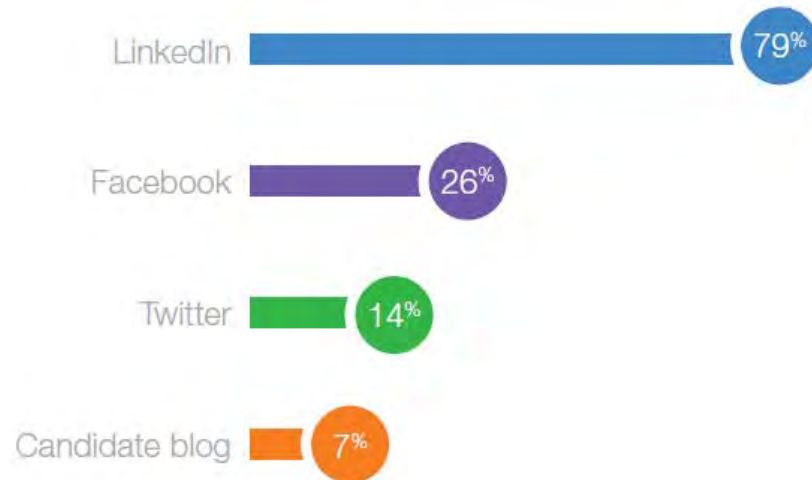




# (Re)Defining Business Services

73% of recruiters have hired a candidate through social media.

Q. Which of the following networks have you hired through?



# *Mass Biz Works*

## **Collecting Information & Ensuring Business Satisfaction**

# Collecting Information & Ensuring Business Satisfaction

## Why Measure Customer Satisfaction?

- ✓ Understand your customers' level of satisfaction and what drives it
- ✓ Increase customer retention
- ✓ Understand your customers' loyalty criteria
- ✓ Use data to increase customers, usage of additional services
- ✓ Collect an overview of unfulfilled customer needs
- ✓ Continuous improvement direction
- ✓ Your satisfaction in job well done
- ✓ Public support for public services



# Collecting Information & Ensuring Business Satisfaction

## Satisfied and Dissatisfied Customers Talk!

### *Who tells whom?*

- ✓ Every **satisfied customer** tells **3** people positive things.
- ✓ Every **dissatisfied customer** tells **12-15** people negative things.
- ✓ Only one of every **26** **dissatisfied customers** ever complains to you...the others just tell everyone else.

*This Means: only 1 complaint = 26 complaints  
x 12 negative words-of-mouth  
= 312 negative words-of-mouth!*

- ✓ If you resolve the complaint of a **dissatisfied customer**, that **newly satisfied customer** tells **9-12** persons of his or her satisfaction.
- ✓ If you are told --- and do nothing to bring about satisfaction --- that complaining **dissatisfied customer** will now tell up to **35** about his or her dissatisfaction.

# Collecting Information & Ensuring Business Satisfaction

## How To?

*To capture satisfaction, reduce dissatisfaction, be customer-driven, and make continuous improvements...you need a combination of:*

<b>Suggestion systems</b>	Throughout the program (both formally and informally), ask the customers (and those who serve them) what they think.
<b>Complaint systems</b>	Always seek and welcome complaints from customers and move to correct or ameliorate immediately.
<b>Feedback systems:</b> transactional satisfaction	At the conclusion of each process step/service and/or program activity, seek formal assessment from customers.
<b>Evaluation systems:</b> overall satisfaction	At the completion of the program, formally assess the final satisfaction and/or dissatisfaction with the final results.

# Collecting Information & Ensuring Business Satisfaction

## Customer Research and Feedback Options

- Interviews
- Surveys
- Focus Groups
- Suggestion and Complaint Systems
- Statistical Analysis of Behavior



# Collecting Information & Ensuring Business Satisfaction

## Start With the Basics

### ***Customer Satisfaction***

- How satisfied are you with our agency/organization overall?
- How satisfied are you with the product or service?
- How satisfied with the process and staff?

### ***Customer Loyalty/Advocacy***

- How likely are you to use our service(s) again?
- How likely are you to recommend our product/service to others?
- How likely are you to recommend our company to others?

### ***Continuous Improvement Specifics***

- Ask what the customer liked and didn't like about the product, your service, and your organization; and what you can do to improve.



# Collecting Information & Ensuring Business Satisfaction

## Focus Groups

### *Conduct focus groups when...*

- You Need To Explore Multiple Topics
- The Dynamics of A Group Would Best Elicit Respondent Opinion
- You Want To Personally View Consumer Reactions To The Subject
- You Want To See Results Quickly
- Relatively Little Is Known About A Given Subject (Product or Service)
- You Want To Develop A Survey For Subsequent Quantitative Research

# Collecting Information & Ensuring Business Satisfaction

## Focus Group Guides / Toolkits

- Selecting participants
- Number of groups conducted
- Organizing the meeting
- Setting considerations
- Structured vs. Unstructured Focus Groups
- Information-Recording Strategies
- Analyzing Information Resulting From Focus Groups

Preparing for Session  
Developing Questions  
Planning the Session  
Facilitating Session  
Immediately After Session  
  
General Information and Resources  
Ethics and Conducting Research

# Collecting Information & Ensuring Business Satisfaction

## Online Survey Tools

### *Sample templates:*

[www.surveymonkey.com/mp/lp/freesurveys](http://www.surveymonkey.com/mp/lp/freesurveys)

- Overall satisfaction
  - An open-ended probing into the reason for the satisfaction rating
- Likelihood of recommendation
  - An open-ended probing into the reason for the likelihood of recommendation
- Likelihood of repeat purchase
  - Satisfaction with specific attributes of the product or service
- An opportunity to provide additional feedback

**Examples:**  
SurveyMonkey  
SurveyGizmo  
PollDaddy  
Checkbox  
ConstantContact (fee)

### *Good “Primer” Article:*

[www.zoomerang.com/whitepapers/customersat.pdf](http://www.zoomerang.com/whitepapers/customersat.pdf)



# Collecting Information & Ensuring Business Satisfaction

## SurveyMonkey Samples and Tour

▼ Creating a Survey

Getting Started

Question Types

Survey Templates

Customization

Response Validation

Skip Logic

Printable PDFs

▶ Get Responses

▶ Analyze Results

▶ Use Cases

Overall, how would you rate this employee?

☐ Exceeds expectations

☐ Exceeds expectations

☐ Meets expectations

☐ Meets expectations

☐ Does not meet expectations

Include comments

How satisfied are you with the product?

☐ Extremely Dissatisfied

☐ Very Satisfied

How likely are you to recommend our service to a friend?

☐ Extremely Likely

**My New Survey**

Design Survey Collect Responses

Select the method you would like to use to collect responses. We refer to the method that you use to collect responses as a single collector, you may want to use multiple collectors if you are sending your survey to different groups of people. Each collector has its own settings, and can be closed and opened independently. For more information about collectors, visit the [help center](#).

**How Would You Like to Collect Responses?**

- ☒ Create a link to send in your own email. The simplest and fastest way to collect responses.
- ☐ Upload your own emails and have us email the survey to you. You can upload your emails, and we will email the survey to you.
- ☐ Create a popup invitation for your website. We give you the code to generate a popup invitation.

**Sample Survey** Edit

Design Survey Collect Responses Analyze Results

View Summary

Browse Responses

Filter Responses

Crosstab Responses

Download Responses

Share Responses

Default Report: [v] + Add Report

**Response Summary**

PAGE: ICE CREAM

1. What's your favorite ice cream flavor?

Create Chart Download

	Response Percent	Response Count
Vanilla	50.0%	5
Chocolate	40.0%	4
Strawberry	10.0%	1
answered question		10
skipped question		0

**SurveyMonkey®**

The most trusted online survey tool, used by 100% of the Fortune 100 companies. [Learn more »»](#)

**Sign Up FREE ▶**

# Collecting Information & Ensuring Business Satisfaction

## Use Existing Surveys/Questions and Repeat for Comparison

2a. Please indicate all business service(s) you have received from Workforce Solutions-URG. For each service you have received please indicate your level of satisfaction:

Service	Received	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Job postings;	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing specialized testing to job seekers on behalf of an employer;	<input type="checkbox"/>					
Employer site recruitment;	<input type="checkbox"/>					
Job Fairs;	<input type="checkbox"/>					
Hiring Fairs;						
Providing employer meeting or interview space;	<input type="checkbox"/>					
Customized or incumbent worker training;						
Entering into a subsidized/unpaid employer agreement;	<input type="checkbox"/>					
Providing Rapid Response;	<input type="checkbox"/>					
Preparing customized LMI reports in response to specific employer requests; or	<input type="checkbox"/>					
Services provided to employers for a fee	<input type="checkbox"/>					
Other (Please Specify below)	<input type="checkbox"/>					

### Employer Customer Satisfaction Survey Utah Department of Workforce Services

Office Code: 3122  
Office Name: Brigham City

Survey Number:

Thinking of your contact with the Department of Workforce Services (DWS) during the past year, please rate the following statements using the 1-5 scale at the right.

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree  
□ = Does not apply.

Please mark "Does not apply" if you do not understand a statement or if it does not apply to you.

Shade circles like this: ●

Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Does not apply
-------------------	----------	---------	-------	----------------	----------------

1. It is easy to reach Workforce Services employees ..... 1 2 3 4 5 ○
2. Workforce Services employees respond quickly to my requests or questions ..... 1 2 3 4 5 ○
3. After I place a job order, Workforce Services refers applicants to my organization quickly ..... 1 2 3 4 5 ○
4. I know whom to contact at Workforce Services when I have questions ..... 1 2 3 4 5 ○
5. Workforce Services employees follow up with me on job orders I have placed ..... 1 2 3 4 5 ○
6. Workforce Services employees understand my employment needs and requirements ..... 1 2 3 4 5 ○





# Collecting Information & Ensuring Business Satisfaction

## Survey Considerations



### Customer Satisfaction Survey

1 What is your **overall** satisfaction rating with our company?

5	4	3	2	1
Very Satisfied	Somewhat Satisfied	Neither Satisfied Nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied

5

4

3

2

1

2 Please tell us why you feel that way:

3 Please rate your level of satisfaction with your **sales representative** in the following areas:

5	4	3	2	1
Very Satisfied	Somewhat Satisfied	Neither Satisfied Nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied

Responsiveness

5

4

3

2

1

Professionalism

5

4

3

2

1

Understanding of my needs

5

4

3

2

1

- Type of survey, issues
- Timing/Intervals
- Sample size: confidence level, margin of error
- Distribution: speed, candor, cost
- Design, questions, answer scale
- Results analysis, distribution
- Response and action

# Collecting Information & Ensuring Business Satisfaction

## Social Media Polling Applications

### Are you familiar with ValleyWorks Career Center?\*

- ☐ Yes - have used your services
- ☐ Yes - have heard of you but have not used your services.
- ☐ No - but would like to hear more
- ☐ Not interested in your services at this time

### Job Posting

VWCC can help you post your positions in the Job Quest website, a statewide job bank sponsored by the Department of Career Services. This service is free of charge and reaches job seekers statewide, as well as those in our border states.

- ☐ I am interested in learning more about this service
- ☐ I already use Job Quest for Employers
- ☐ I am not interested in this service

### Job Fairs

VWCC holds 4-6 Job Fairs in the Lower Merrimack Valley each year. Job Fairs are a great way to recruit talent for your open positions! We do charge a modest fee for our job fairs. We will market the job fair, will list your company name on all of our flyers, and will provide your company's logo and description on our job fair Business Directory. We'll also notify job seekers via email (approximately 8K+ on our list) as well as 280 community service providers in the area.

- ☐ I am interested in learning more about your job fairs
- ☐ I am not interested at this time

### Recruitments

VWCC can set up an individual recruitment for your company at one of our offices in Lawrence or Haverhill. You provide the recruiter(s) and we'll do the rest. We will advertise and promote your recruitment and our staff will work with our job seekers to refer qualified candidates to meet with you. We do charge a small fee for this service.

- ☐ I am interested in learning more about recruitments
- ☐ I am not interested at this time



branded twtpolls | follow @btwpoll | contact us  
Create a poll | Search/Browse | My twtpoll

### Create Twitter Polls!

Find out what your followers are thinking.  
Engage with your customers.  
Get feedback.



Are you having problems seeing a #twtpoll?



Total: 310 votes

- If I'm answering this, I can see it, fool!  
( 50% (154 votes) )
- No, never, you guys rock!  
( 40% (124 votes) )
- Yes, I've had problems before :(  
( 10% (32 votes) )

**Twtpoll** is a feedback tool that helps you to create and distribute polls on Twitter, Facebook and other social media sites.

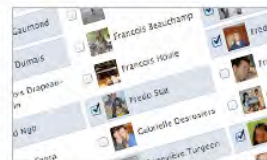
Create a Poll!



### Polls for Facebook

The easy way to create and share a poll on Facebook.

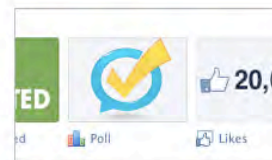
Try it free



Invite your friends, publish the poll on your Facebook Timeline and get all the results.



Add images to your questions, keep the results private or share them publicly.



Publish your poll on your Page and get feedback from your fans.





# Collecting Information & Ensuring Business Satisfaction

## What to Assess?

### *Information and Data to Collect From Customers*



Needs assessment: “talent”; services; information



Service usage, frequency, intent to use in future



Satisfaction: relationship/overall and transactional; with services and with staff



What’s expected and/or wanted; “definitions:” of services, service quality, service delivery standards; preferences, etc.



Causes of dissatisfaction



Recommendations for improvement

### *What else to assess? Information From Non-Customers*

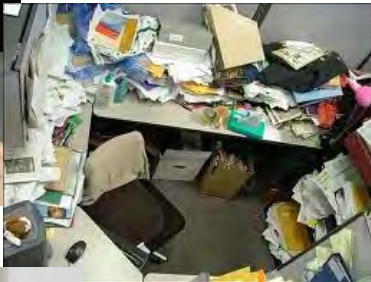
- ✓ Know about don’t use; don’t know about
- ✓ Why don’t use
- ✓ Preferred way to learn about

# Collecting Information & Ensuring Business Satisfaction

## Customer Expectations



***Their perception  
is their  
REALITY***



*Customer satisfaction is determined by how the reality meets the expectations.*

*If expectations are met or exceeded, the customer is satisfied.*

### ***Customers come with expectations:***

- Past customers have had expectations set by previous experiences.
- New customers may have unreasonable expectations or no expectations.
- You set expectations by what you say and do, how you look, other indicators.

***Under-promise and over-deliver!***

# Collecting Information & Ensuring Business Satisfaction

## Do You:

- Survey Your Business Customers?
- Review the Survey Results?
- Read the Comments (Not Just the Percentages)?
- Create Action Items Based on Results?
- Use the Information to Improve Services?
- Use the Information to Improve Yourself?
- Share the Results?

# Collecting Information & Ensuring Business Satisfaction

How Survey Information Could Turn  
Into A Best Practice



# Mass Biz Works

Lunch....



# *Mass Biz Works*

## **Business Systems Development & Metrics**

- **Systems Development**
- **Revised Employer Services in MOSES**
- **BSR Activities**

# Systems Development

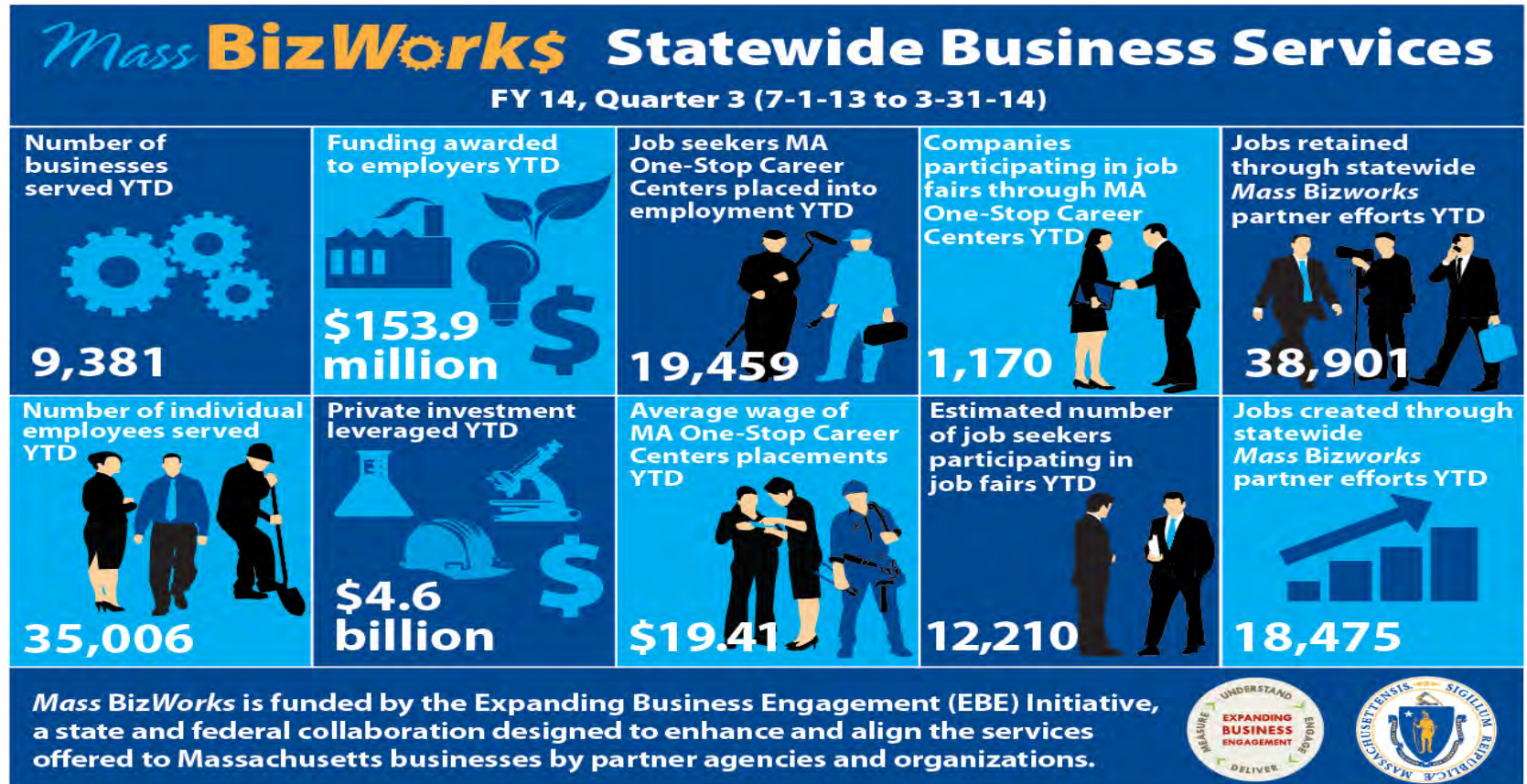
## Professional Protocol

- Check in MOSES for employers previous history
- Check with initial workforce development partner if contact was already made with employer, particularly within the past 6 months
- Don't be afraid of referring employer to a program specialist when needed
- Try not to exclude partners
- Develop a local strategy for outreach (Regional Assessment Tool)
- Participate in and contribute to Mass BizWorks regional meetings
- Invite appropriate partners to regional meetings



# Systems Development

## Business Services Statewide Dashboard



# Systems Development

## Mass BizWorks Inter-Agency Memorandum of Agreement

This Memorandum of Agreement (MOA) is intended to express a commitment among the business services partner(s) within the Commonwealth of MA, such as but not limited to:

Those agencies under the Executive Office of Labor and Workforce Development, The Department of Career Services (DCS), Massachusetts Office of Business Development (MOBD), Regional Workforce Investment Boards (WIB's) and various other state, local, and private agencies. This agreement hopes to formalize a commitment to expand business engagement throughout the State of Massachusetts.

The Mass BizWorks Initiative is a collaborative effort designed to:

- *Engaging a larger portion of the business community to connect to services and programs offered by the commonwealth that will assist businesses throughout their entire business cycle*
- *Build stronger communications/collaborations among all agencies that offer business services*
- *Building a process that would allow business service providers to have one tracking system that will interface with all services providers and will capture all services provided to Massachusetts companies*
- *Attempt to reduce the potential of duplication of services, eliminate the existing confusion to our business customers and allow more time for business services expansion*
- *The training all business services staff on all available services and resources as well as providing them with a better understanding on how our services can fit a business needs*
- *Developing a consistent marketing plan with appropriate materials on all the commonwealth's business services and resources*
- *Building an integrated tracking system to allow for timelier follow-up, keeping business relationships more current*
- *Develop metrics that will demonstrate a clear return on investment: stronger and more effective Business Engagement = more business expansion = employment gains = unemployment funds saved = increased layoff aversion.*

*The Mass BizWorks Systems Development Committee has met with members of various agencies and departments. It has been unanimously agreed upon that a system that shares information is critical to ensuring better and more consistent business services to our customers. A system that shares information would eliminate duplication as well as embarrassing situations where grants might be given to businesses that are laying off employees or are ineligible for particular resources. In order to accomplish the above goals, Massachusetts Department of Labor*

# Systems Development

## Mass BizWorks Inter-Agency Memorandum of Agreement

*and Workforce Development (EOLWD) in the spirit of the Mass BizWorks initiative needs the coordination of all state agencies that provide services to business customers.*

*The Mass BizWorks System Development Committee has developed a preliminary (attached), dashboard that captures information from various agencies in one document. Unfortunately the process utilized to accumulate the information is labor intensive, cumbersome and inconsistent. The present method of gathering data has been via phone calls, and emails. The information is sometimes sent in, sometimes not, very often not timely. The information is then entered into an excel spreadsheet for dissemination. Although this “ dashboard “ has been recognized as quite useful by a number of entities including the United States Department of Labor, as a best practice, it is very cumbersome process. The ultimate goal of the participating partners would be to develop a system that all could agree upon in order that a simple report could then be developed.*

*With the goal of a more effective, comprehensive and more customer oriented business services delivery system in mind we are asking that as the leader of a partnering agency you sign this Memorandum of Agreement. This would acknowledge your ongoing commitment to continue to work together, to continue to develop a system that communicates more effectively what we all do for the business community within the commonwealth and to share those successes with the agencies that have signed this agreement.*

*With the signing of this agreement all parties agree to:*

*Respect and abide by any/all confidentiality restraints that each agency may have in place*

*Be willing to explore ways where we can share data related to services that are provided your business customers with participating partners of this initiative.*

*Collaborate with other partners by faithfully attending meetings, contribute to the implementation of an inter-organizational system of tracking activities, and provide feedback regarding the development of that system.*

*Forward on a quarterly basis your agencies activities report for input into the Statewide Mass BizWorks Business Services Dashboard, attachment while a more streamlined tracking system is developed and implemented*

*Signatures:*

---

*Executive Office of Workforce Development*

---

*Massachusetts Office of Business Development*

---

*Commonwealth Corporation*

---

*Mass-MEP*

# *Mass Biz Works*

## **Revised Employer Services In MOSES**

# Revised Employer Services

## Employer Services Data Entry

- Posting Business Services (on Services tab)
- Employer Mass Services Entry
- Employer Events

# Revised Employer Services

## Employer Service Categories

- **Administrative Activities**
- **Business Information and Incentives**
- **Education and Training**
- **Job Fairs and Recruitments**
- **Labor Market Information**



# Revised Employer Services

## Administrative Activities

<b><i>Business Contact</i></b>	Career center staff contact a business to provide information regarding career center services and business follow-up .
<b><i>Distribution of Career Center Information</i></b>	Distribution of Career Center Information.
<b><i>Job Development Contacts</i></b>	Career center staff cold-call (email, phone, visit) businesses to identify potential job openings on behalf of one or more specific job seekers in order to fill a gap in industries/occupations in the job bank. Must document industry/occupation gap being addressed and include contact name. Does not include blanket solicitation of listings, must be 2-way contact.
<b><i>Join Career Center</i></b>	Enroll the business as a member of your career center.
<b><i>Paper Postings to the CRL (Career Resource Library)</i></b>	Job postings are posted in the career resource library.
<b><i>Room Accommodations/Rentals</i></b>	Provide/rent career center room to a business or groups of businesses.
<b><i>Sponsorships</i></b>	Business provides financial or in-kind support for career center activities. In-kind support could include donation of business staff time, equipment, space, etc.



# Revised Employer Services

## Business Information and Incentives

<i>Business Assessment Off-Site</i>	Career center staff meet with business representative to assess needs and provide information on pertinent services.
<i>Business Assessment On-Site</i>	Career center staff meet with business representative to assess needs and provide information on pertinent services.
<i>Grant Information</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Mass Manufacturing Extension Partnership (MEP)</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Mass Office of Business Development</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Other Public Incentives Information For Hiring</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Referral to Incentives and Other Service Providers</i>	Make a referral to an incentive or other providers of services to businesses.
<i>Unemployment Insurance Programs Information</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Work Opportunity Tax Credit (WOTC)</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Work Sharing Information</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".
<i>Workforce Training Fund (WTFP)</i>	Provide in depth information and further assistance to a business. Otherwise it is a referral and should be entered as "Referral to Incentives or Other Service Providers".

# Revised Employer Services

## Education and Training

<i>Apprenticeship/Internship</i>	Provide information, referral, and/or help set up one or more of these sponsored training opportunities for job seekers.
<i>Info Session for Businesses</i>	Bring together businesses for a broad range of workforce development related topics.
<i>Mentoring/Job Shadowing/School-to-Work</i>	Provide information, referral, and/or help set up one or more of these sponsored training opportunities for job seekers.
<i>On-the-Job Training (OJT)</i>	Develop On-the-Job Training (OJT) that results in a contract. Enter once per contract.
<i>Testing for Businesses</i>	Provide testing services to a businesses workforce.
<i>Training/Support Services Fair</i>	Conduct training/support services fair for training vendors and/or support service organizations that do not have job openings.
<i>Workshop/Training for Business Staff</i>	Provide skills training for the staff of businesses.

# Revised Employer Services

## Job Fairs and Recruitments

<b><i>Job Fairs</i></b>	Conduct job fairs for 3 or more businesses that have job openings.
<b><i>Outplacement Services</i></b>	Interview candidates for outplacement. Offer testing, assessment, workshops, and counseling assistance. There must be an agreement with the business to provide services to their employees.
<b><i>Recruitments</i></b>	Provide recruitment event for a business.
<b><i>Specialized Recruitment</i></b>	Career center staff screen job seekers and resumes to provide qualified matches to the business. Entails both screening job seekers to define a subset for outreach in order to solicit resumes for specific openings on behalf of a business AND screening resumes before forwarding to the business.

# Revised Employer Services

## Labor Market Information

<i><b>Job Description Assistance</b></i>	<b>Provide substantial effort in editing or creating job descriptions on behalf of a business. Does not include simple edits.</b>
<i><b>Industry Briefings by Businesses</b></i>	<b>Businesses discuss industry trends, promote their organization, job openings and discuss labor market information with job seekers.</b>
<i><b>Labor Market Information</b></i>	<b>Make presentations about the local labor market to a single business or to a group of businesses which includes customized LMI.</b>
<i><b>Salary Survey Information</b></i>	<b>Career center staff gather salary information on specific occupational groups and provide to a business.</b>

# *Mass Biz Works*

## **Business Service Representative Activities**

# BSR Activity

## BSR Activity (Sample)

<i>Business Activity</i>	<i>Service Category</i>	<i>Service Entered</i>
<i>Cold Calling</i>	<i>Administrative Activities</i>	<i>Business Contact</i>
		<i>Distribution of Career Center Information</i>
	<i>Business Information and Incentives</i>	<i>Business Assessment Offsite</i>
		<i>Grant Information</i>
		<i>Referral to Incentives and Other Service Providers</i>
<i>Take a Job Order</i>	<i>Administrative Activities</i> <i>Business Information and Incentives</i> <i>Labor Market Information</i>	<i>Workforce Training Fund (WTF)</i>
		<i>Job Description Assistance</i>
<i>Schedule Appointment / Visit</i>	<i>Administrative Activities</i>	<i>Business Contact</i>
		<i>Distribution of Career Center Information</i>
<i>Visit to Employer</i>	<i>Business Information and Incentives</i>	<i>Business Assessment Offsite</i>
		<i>Grant Information</i>
		<i>Mass Manufacturing Extension Partnership</i>
		<i>Mass Office of Business Development</i>
		<i>Other Public Incentives Information For Hiring</i>
		<i>Referral to Incentives and Other Service Providers</i>
		<i>Unemployment Insurance Programs Information</i>
		<i>Work Sharing Information</i>
		<i>Work Opportunity Tax Credit (WOTC)</i>
	<i>Education and Training</i>	<i>Workforce Training Fund (WTF)</i>
		<i>Apprenticeship/Internship</i>
		<i>Info Session for Businesses</i>
		<i>Mentoring/Job Shadowing/School-to-Work</i>

# Mass BizWorks

## BizWorks Resource Guide & Cards

- How to Best Use the Guide & Cards
- Examples of How the Guide & Cards are Being Used Now

Download the Guide and Card at:

[www.mass.gov/bizworks](http://www.mass.gov/bizworks)

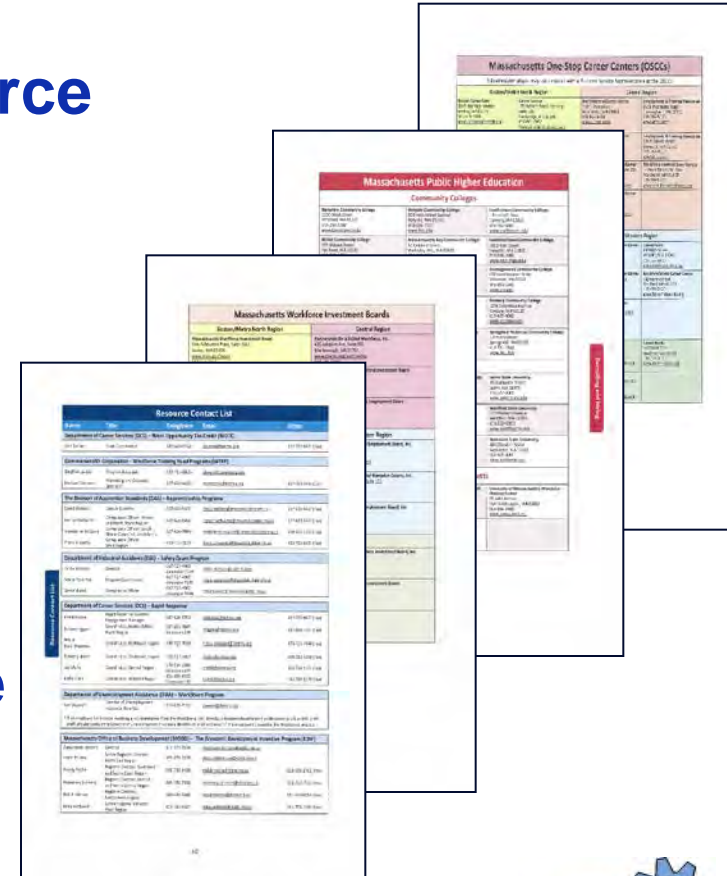




# Resource Guide & Cards

## The Resource Guide is Your Desk Guide

- Review the purpose of each resource
- Know where to find your contacts:
  - *One-Stop Career Centers*
  - *Higher Education*
  - *Workforce Investment Boards*
  - *Multiple Agency Contact List*
- Take time to really understand the services and how each service can fit a particular business need (you can always call a specific service expert).



# Resource Guide & Cards

## Important Websites

### The Commonwealth of Massachusetts

[www.mass.gov](http://www.mass.gov)

The official website of the Commonwealth of Massachusetts has resources for employers and businesses including links to state agencies, labor market information, employer benefit programs, and much more. Highlighted pages include:

#### Mass.gov Business Portal

[www.mass.gov/portal/business](http://www.mass.gov/portal/business)

The Mass.gov business portal is an online resource for current businesses or entities starting up and provides information, tools, and more in an effort to help businesses succeed in Massachusetts.

#### Massachusetts Executive Office of Labor and Workforce Development

[www.mass.gov/lwd](http://www.mass.gov/lwd)

The official website of the Executive Office of Labor and Workforce Development (EOLWD), one of several executive offices of Massachusetts government, which includes links to DCS, DUA, USCOS, and more.

##### Department of Career Services

[www.mass.gov/dcs](http://www.mass.gov/dcs)

The official website of the Department of Career Services (DCS), one of several departments of Massachusetts Executive Office of Labor and Workforce Development.

##### Department of Unemployment Assistance

[www.mass.gov/dua](http://www.mass.gov/dua)

The official website of the Department of Unemployment Assistance (DUA), one of several departments of Massachusetts Executive Office of Labor and Workforce Development.

##### Labor Market Information

[www.mass.gov/lm](http://www.mass.gov/lm)

Online data and statistics on employment, wages, and other relevant labor information.

##### DCS Veteran Employment Representatives Contact List

[www.mass.gov/dcs/vet-rep](http://www.mass.gov/dcs/vet-rep)

The Veteran Employment Reps listing provides contact info for veterans' service professionals in Massachusetts.

#### Massachusetts Executive Office of Housing and Economic Development

[www.mass.gov/hed](http://www.mass.gov/hed)

The official website of the Executive Office of Housing and Economic Development (EOHED), includes links to the Office of Consumer Affairs and Business Regulation, Massachusetts Office of Business Development (MOBD), Department of Housing and Community Development (DHCD), Massachusetts Permit Regulatory Office (MPRO), Massachusetts Office of International Trade and Investment (MOITI), and Office of Performance Management and Oversight (OPMO).

#### Health Connector

<https://www.mahealthconnector.info>

The Health Connector is an independent state agency that helps Massachusetts employers find the right plan for their business including how to contribute toward a Commonwealth Choice plan for employees or receive tax-free savings to buy an independent plan for a business.

#### Massachusetts AFL-CIO Rapid Response Services for Unionized Workers

[www.massafcio.org/rapid-response](http://www.massafcio.org/rapid-response)

The Massachusetts AFL-CIO Rapid Response Team partners with the State Rapid Response team to assist unions and workers who are experiencing layoffs or down sizing.

Important Websites

## Important Websites:

*Please review the  
Important Website section  
so you understand how  
they work.*

*They will help you when  
you are assisting your  
business customer !*



# Resource Guide & Cards

**Does the Desk Guide Fill Your Needs?**

***What Are We Missing?***

# Resource Guide & Cards

## Business Resource Cards

*The Cards are Designed to be Handed To Our Business Customers When We Meet With Them in Many Different Settings:*

- **One on One**
- **Chamber Events**
- **Individual Meetings**
- **Group Settings**



# Resource Guide & Cards

**How Have the Cards Worked For You?**

***Are The Cards Missing Anything?***

# Final Thoughts

**The Training You Received Today  
Has Been a Great Example of a  
Statewide Team Effort**

*You can expect follow-up training on specific  
services and topics*

*What training would you like to see conducted and  
how can Mass Biz Works help make your job assisting  
Businesses easier ?*

# Mass Biz Works

***This Training Was Developed and  
Presented By:***

**Your *Mass* **BizWorks** Staff Training  
& Development Team!**

***Training content is derived from:***

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<http://www.gregnewtonassociates.com/pages/home.php>

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Marketing Best Practices Guide:  
The Haley Marketing Group  
[www.haleymarketing.com](http://www.haleymarketing.com)

