

Backed by 20+ Years Experience

A Launch Global guide to:

Hiring A Player salespeople across Europe in 2020

by Chris Danks , CEO of Launch Global

Introduction

The way to attract, recruit and retain the best sales talent across Europe in the technology sector has changed dramatically in the last 3-5 years.

This guide is designed to give you practical insight into this specific market and some suggestions of how you could adjust your recruiting strategy to attract, recruit and retain the best sales talent in Europe within the technology sector, although I would argue that the vast majority of points in this book could be applied globally and across other market segments .

This book also touches on some of the nuances of hiring in some of the different countries in Europe, which will give you insight into how and where to recruit for your business depending on your goals. If you are a CEO, VP Sales or working in a similar capacity, you have likely considered hiring A player sales talent as one of the top 3 priorities in your business, if not the top priority.

Your ability to attract, hire and retain the best sales talent is usually one of the biggest problems faced during expansion.

It is also very possible and even likely that the recruiting strategies (whether in-house or outsourced) you have used are not fit for purpose in today's market, or at least not entirely effective.

There are three key reasons for this:

'Finding' the best candidates is broadly no longer an issue, the vast majority have a large online footprint. However, attracting them is harder than ever as they usually bombarded with approaches.

The recruiting industry has not matured or 'kept up' with the times and the vast majority of recruiting companies don't understand how to attract or engage the best talent in the market.

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The good news is that with a few adjustments to your recruiting strategy, it is possible to hire the **best people in the market vs your hiring competitors**. The ideas in this book are written from our team's experience over the last 15 years within the recruitment industry in the technology sector and my four years as CEO of Launch Global. It does require an open mind, as many of the ideas set out in this E-book challenge the status quo. However, I trust the ideas set out will make a positive difference to your recruitment strategy moving forward.

The shortage of technology sales talent coupled with many tech businesses inability to attract the best sales talent often cripples scale-up potential.

“Failure to attract and retain top talent” was the number-one issue in the Conference Board’s 2016 survey of global CEO’s and this problem looks likely to increase. Getting this right should be the number 1 priority.

The shortage in figures:

We will come onto this later in the guide, in more detail. You will see from the statistics below the severity of the global problem that is still developing. Almost one-third of senior leaders cite finding talent as their most significant managerial challenge.

Predicted shortage of talent in 2020:

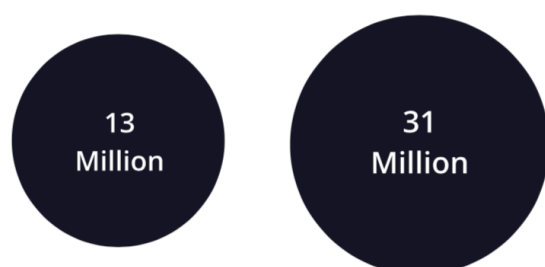
High-skill workers



Advanced economies
(Europe, USA)

China

Medium-skill workers



India

Sub-Saharan Africa
& South Asia

Here's the % of total demand

High-skill workers



Advanced economies
(Europe, USA)

China

Medium-skill workers



India

Sub-Saharan Africa
& South Asia

Also, when surveyed (2012), **82% of Fortune 500 executives don't believe their companies recruit highly talented people. 93% of the same audience believe they fail to retain their talent and 97% believe they don't develop people quickly and effectively.**

For start-up/scale-up companies, this problem could be even more severe because these companies often don't have the brand or resources to gather interest from the best talent in the first place. It pains me to see how many times I hear top sales talent say 'no thanks' before they even get into a dialogue with the recruiter because the recruiter has failed to understand how to pique interest from the get-go which often results in the message from the recruiter to the hiring manager/exec team of 'this is the best we could find'. In my view, this is nonsense; there is a way of attracting the best if you know how to do it.

The real goal should be to focus on attracting and retaining the top 5% of sales talent that ultimately deliver consistently against their number, and also demonstrate the right behaviours of creating a culture of success within your business. The problem is, so many others are trying to do the same, and the question is how?

When creating a growth strategy, factoring in local talent availability in each country coupled with understanding local country legislation could significantly increase your revenue potential and save you a fortune in cost. It also reduces your business risk.

What countries should I focus on?

I would usually suggest that when looking at your goals for expanding your European presence, it's important to drill down into what you believe to be your key countries to focus on, and factor the reality of hiring in each country into your decision making. Here is a very real example that I hear all too often. Germany is one of the booming economies in Europe in the technology sector at this moment in time, meaning it is often a very attractive market for scale-up tech companies to enter, and this remains very logical.

However, what I have seen happen all too often is while the market potential is very high, finding, attracting and retaining the best talent is a real challenge. In this particular case, part of the issue relates to a **shortage of talent vs volume of opportunity and an ageing population of senior enterprise-level salespeople**. The reality is that top candidates often pick their place of work, not the other way round.

In this market therefore it's important to get the message right when engaging top sales talent which is often the difference between gaining or losing the top talent's interest in the first place – when these people normally have several offers of employment to choose from.

Hiring in the United Kingdom

The UK, a leading trading power and financial center, is the third largest economy in Europe after Germany and France.

Working culture: Many similarities to US working culture.

Main airport hubs: Manchester & London



Here are the potential benefits:

- ✓ English native language
- ✓ Short notice periods (7 -30 days)
- ✓ Demand for top sales talent - **Medium**
- ✓ Employment complexity - **Relatively simple**
- ✓ Employment law favours the employer
- ✓ Technology market potential high (\$7.7B invested in 2018)
- ✓ Corporation tax burden is 17% - **Medium**

Potential Risks:

Brexit unpredictability may disrupt talent workforce availability and market potential.

\$7.9bn

raised in the UK for tech startups in 2018

£184bn

digital technology turnover throughout 2018

5th

most innovative place in the world according to the Global Innovations Index.

30

significant technology clusters across the UK

Next Country: Germany >

Hiring in Germany

As Europe's largest economy and second most populous nation. Germany is a key member of the continent's economic organisations

Working culture: Overall very different than US working culture. Main airport hubs: Berlin, Munich & Stuttgart



Here are the potential benefits:

- ✓ German native speakers helpful for selling in DACH
- ✓ 56% of the German population speak fluent English
- ✓ Employment law favours the employee
- ✓ Employment law favours the employee
- ✓ Technology market potential high (\$3.3b invested in 2018)
- ✓ Booming and thriving economy

Potential Risks:

- ✓ Employment complexity - **Complex & different from USA**
- ✓ Corporation tax burden is 23-33% - **High**
- ✓ Potentially long notice periods (30 - 180 days)
- ✓ Demand for top sales talent - **Incredibly high**
- ✓ Market rates are usually 10% higher than most of Europe
- ✓ Non-German speakers could find it hard to sell solutions

€4.4bn

raised in Germany for tech startups in 2018

€160bn

digital technology turnover throughout 2018

9th

most innovative place in the world according to the Global Innovations Index.

30

significant technology clusters across Germany

Next Country: the Netherlands



Hiring in the Netherlands

The Netherlands, is bordered by Belgium and Germany. The Netherlands is divided into 12 provinces, with Amsterdam as the capital.

Working culture: Comparable with the US working culture. There are some differences.

Main airport hubs: Amsterdam & Rotterdam



Here are the potential benefits:

- ✓ Dutch native language is helpful for selling into Belgium
- ✓ English is fluently spoken by almost all salespeople in tech
- ✓ 90% of the entire population speak fluent English
- ✓ Demand for top sales talent - **Medium**
- ✓ Technology market potential medium (\$572M invested in 2018)
- ✓ Employment contract/benefits complexity – **Simple**
- ✓ Notice periods tend to be no more than 30 days

Potential Risks:

- ✓ Employment law – tends to favour the employee overall and can be very complex therefore higher risk.
- ✓ Corporation tax burden is 20-25% - **High**

€572m

raised in Netherlands for tech startups in 2018

€33bn

digital technology turnover throughout 2018

4th

most innovative place in the world according to the Global Innovations Index.

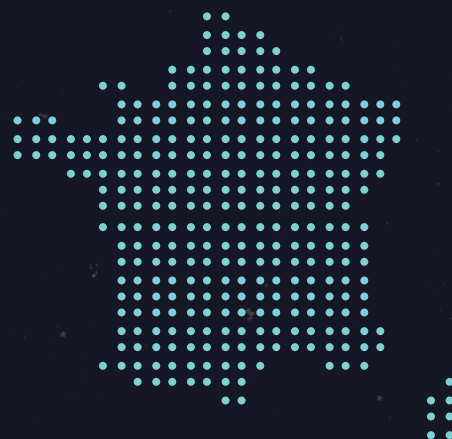
Next Country: France >

Hiring in France

France is the largest country in the EU, stretching from the North Sea to the Mediterranean. The French economy is diversified across all sectors.

Working Culture: Important for the salespeople to speak fluent French to help gain interest and sell.

Main airport hubs: Paris, Bordeaux & Lyon



Here are the potential benefits:

- ✓ French native language is helpful for selling into Belgium and the Luxembourg.
- ✓ English is fluently spoken by almost all salespeople in tech
- ✓ Growing technology hubs throughout France
- ✓ Demand for top sales talent - **Medium**
- ✓ Technology market potential medium (\$3.6bn invested in 2018)

Potential Risks:

- ✓ Employment law – tends to favour the employee overall and can be very complex therefore higher risk.
- ✓ Corporation tax burden is 30-37% - **Extremely high**
- ✓ Employment complexity - **Very complex**
- ✓ Corporation tax burden is 20-25% - **High**
- ✓ Potentially long notice periods (30 - 180 days)

€3.6bn

raised in France for tech startups in 2018

€313bn

record turnover for France in 2018 with tech a large contributing factor

16th

most innovative place in the world according to the Global Innovations Index.

Next Country: Sweden >

Hiring in Sweden

Sweden has the largest population among the Nordic countries and is the third-largest country in the European Union by surface area.

Working culture: Comparable with the US working culture. There are some differences.

Main airport hubs: Stockholm & Malmö



Here are the potential benefits:

- ✓ Most senior salespeople speak fluent English with 86% using it as a second language.
- ✓ Notice periods tend to be one month
- ✓ One of the strongest innovation hubs globally
- ✓ Sweden is the gateway to all Nordic countries
- ✓ Technology market potential medium (\$1.3bn invested in 2018)
- ✓ Corporation tax burden – 22% - **Medium**

Potential Risks:

- ✓ Demand for top sales talent across Sweden – high
- ✓ The maximum income tax rate is 69.8% including social security which must be paid by the employer which can ultimately increase salary market rates.

€1.3bn

raised in Sweden for tech startups in 2018

3.2%

of GDP spent on R&D - more than any country in the European Union

2nd

most innovative place in the world according to the Global Innovations Index.

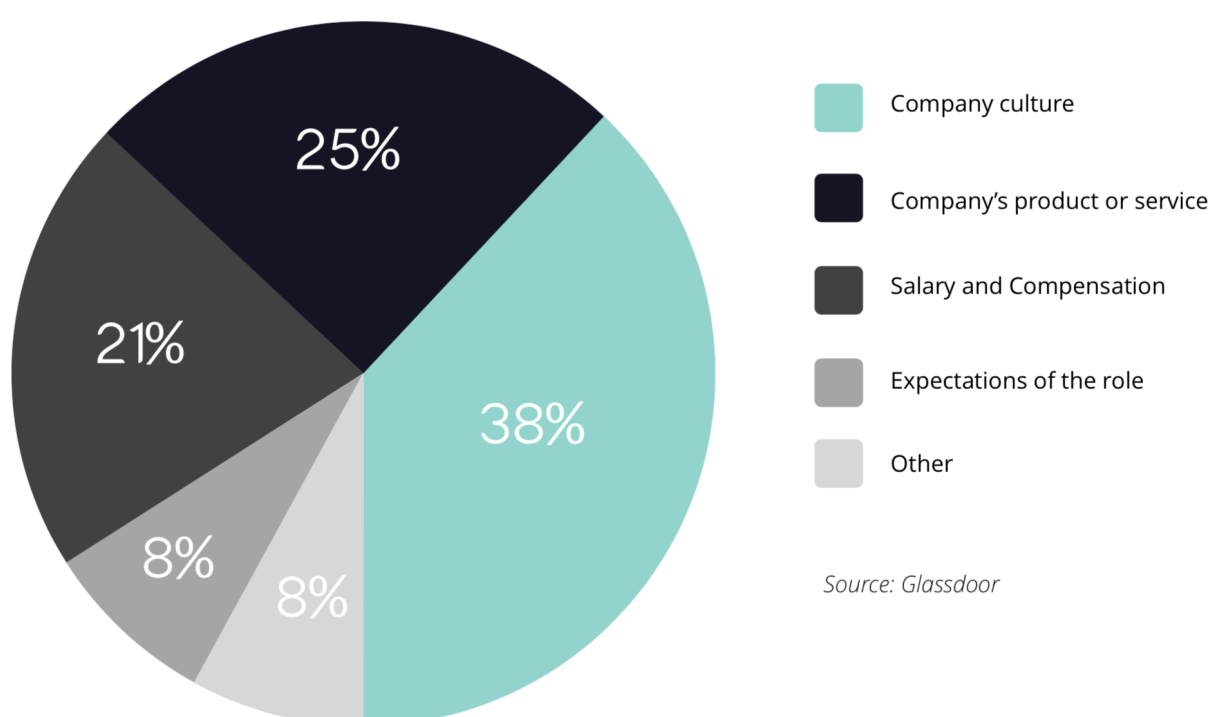
Some tech companies consider hiring an English native speaker (sometimes from other countries such as the UK/Netherlands) to cover the whole Nordic region because salespeople from one country such as Sweden will be speaking their 2nd language (English) in neighbouring countries such as Denmark, Finland, Norway to other 2nd language speakers.

If you understand the key motivations on the top performing 10% of sales talent, candidates are far more likely to accept your offer vs the many others they will likely have on the table.

This section aims to give you some insight into what the best sales talent are looking for when considering their options. It is not uncommon for the best salespeople to weigh up 3-5 job offers, so its of paramount importance for you to understand what makes them tick.

Many senior salespeople have been 'burned' at least once by accepting a role that wasn't for them or was mis-sold to them in the first instance. Therefore as a starting point, focus on describing your company culture, how it's different and ascertain if it's a mutual fit for both parties. Here are results from a recent poll of senior sales people in Europe, when asked about how they evaluate a job offer.

What's the number one thing you look for when evaluating a new job?

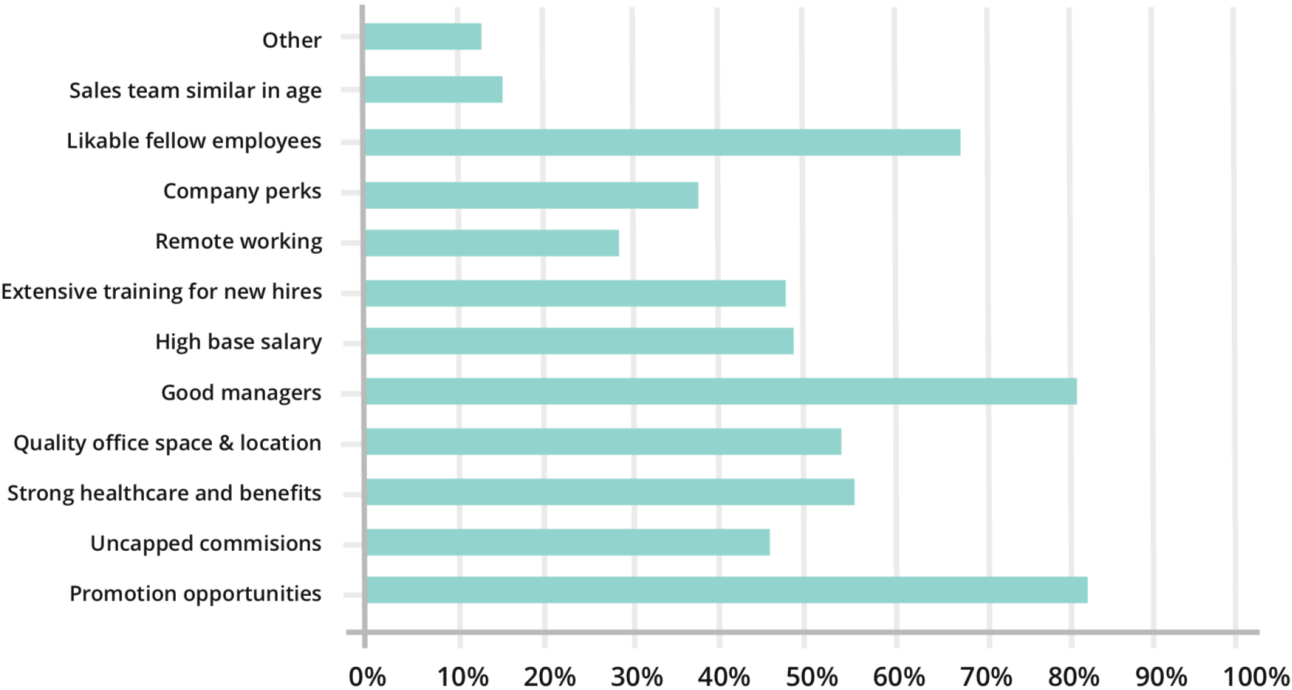


Source: Glassdoor

Predictably, salary/compensation is still high on the motivation list and still hits number two on the charts. In particular, it may be worth considering your compensation split and your compensation plan. It is more typical in some countries that people are accustomed to higher basic vs compensation splits than in others, and some candidates are more risk-averse than others. Of course, I appreciate there are other factors when looking at compensation split such as internal consistency, but it's worth taking into account.

As a general rule, I have found that candidates that ask more questions about the upside to compensation rather than focus too heavily on the basic salary can be a predictor of higher performance.

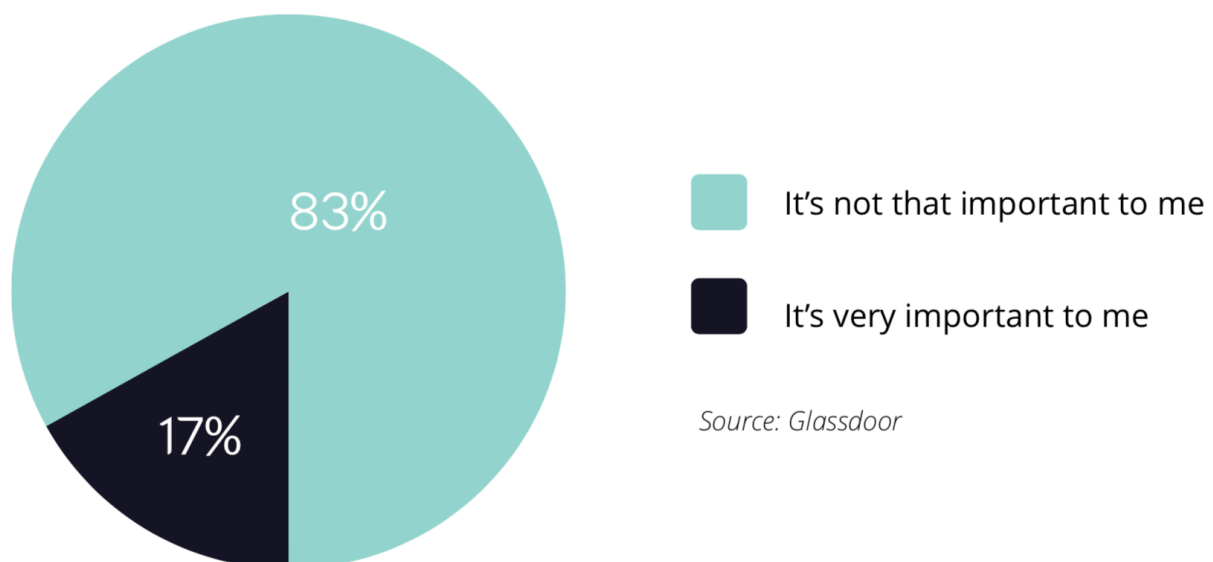
Which of the below are important to you when considering a job?



Source: Glassdoor

My recommendation would be to generally focus on the following areas when you are at the stage of building interest from a candidate. I would subtly make sure that as part of the qualification, that the recruiter/hiring manager focusses on highlighting the business culture, employee culture/personalities within the team, managerial style and promotion opportunities mid and long term. It is also well worth demonstrating the quality of the product and product potential as well as any USP's such as uncapped commission structure and share options.

How important is it for you to work for a “household name”?



The good news for any start-up or scale-up tech company is that your company doesn't have to be a household name to gain interest in top candidates. However, it's important you get candidates 'on the hook' quickly using some of the techniques mentioned above to encourage them into a dialogue. Here are more results from a recent poll of senior sales people in Europe, when asked about how they evaluate a job offer.

What can you take away from this?

It may be worth considering letting candidates interview you and your company before you interview them in today's market. Of course, you will look to have various options yourself and will need to interview top talent as they move through the process rigorously, **but it's important to sell before you buy.**

It is also important to sell the right things. Naturally, every candidate is different, and it's up to the recruiter to investigate every motivator to make sure you pitch correctly; however it's worth factoring in the key drivers discussed in this chapter.

Jargon Buster

Here's a quick breakdown of some of the jargon you will hear regularly in Europe, as well as globally. This breakdown will cover regions and other accronyms you may come across when expanding your team.

EMEA = Europe (E), Middle East (ME) and Africa (A)

BeNeLux = Belgium (Be), Netherlands (Ne) and Luxembourg (Lux)

DACH = Germany (D), Austria (A) and Switzerland (CH)

Southern Europe = Typically Italy, Spain, Greece and others

Eastern Europe = Typically Poland, Bulgaria, Czech Republic and others

If you fail to attract the best sales talent, your competitors will. This not only reduced your potential growth, but increases your competitions potential growth.

Many people often think that 'finding' the best talent is the problem. That part is relively easy in reality. It is the ability to attract them and build up their interest which is pivotal to success. Solving this issue is particularly important in niche markets, and when you only have a small sales team in each Country.

Before the year 2000, finding the best talent involved hours and hours of market mapping. In a nutshell, this involved calling people day after day not to qualify people for job roles, but to find out who the target talent is in the first place.

With the evolution of the likes of LinkedIn, Xing, Facebook, Twitter and a plethora of other online tools and networks, trying to identify the target talent is relatively easy.



There are of course the odd exceptions (for example many types of technical talent such as penetration testers or ethical hackers often doing a good job of hiding themselves!), but even then there are ways to find out who these people are and where they hide.

The real key is how to attract them, not find them

As a point for thought, we here at Launch Global have on no occasion, hired senior sales talent reactively (e.g. adverts). We believe by far the best way in this market is to go out and attract the best. The reason for this is because the best people don't need to look for jobs, the jobs go to them.

The main key stages of attracting the best candidates:

Here are the 6 key stages of trying to attract the best candidates on the market. Effectively planning and distributing this information across your networks will make your company more attractive to the very best candidates across Europe.

#1

Focus on your employment brand.

As a minimum, this involves a well-positioned website. Implement a careers portal/page describing what it is like to work for your business as well as pushing your employment brand content across your LinkedIn and social media accounts. Also, one of the first things many candidates do when considering a position is looking at Glassdoor and other similar sites to decide if they want to pursue an opportunity further.

<http://bit.ly/2OjXSIM> - Great examples of employer branding strategies

#2

What are the key selling points?

Define all key selling points of the position and company outlining all relevant information such as cultural advantages, product, customer testimonials, employee testimonials etc. that the recruiter can use to gain interest from the best.

#3

Learn more about your candidates

Once you have defined and located your target candidate base for any given role/roles, it is then important to gather as much information as possible on each individual (personality, interests, drives, motivation, location, etc.). This information can be found with research on OSINT tools readily available online.

#4

Get creative and personal with approaches

Entirely customise approach using your knowledge about the individual and be creative. As an example, recently we hired someone who we found out to be a Harley Davidson fan. We sent this individual a small Harley Davidson model by post to get attention. They eventually got hired!

#5

Build interest in your role

Build interest between the recruiter and yourselves as a team, work on figuring out the deeper motivators and reasons each candidate would want to work for you and leverage this in all communications with the recruiter and the candidate.

#6

Implement a talent pool programme

Talent pool all interesting candidates that are not interested now, for later. It is highly recommended to set up a keep in touch process in the meantime via email newsletter, regular 'touch base' phone calls and similar to keep them engaged.

When attracting candidates we are Launch Global invest heavily on our attraction process and technology to ascertain all this information before we approach every candidate in a personalized way to significantly increase response rates, and this is one of the early stage keys to success.

What can you take away from this?



The average 'positive' response rate from our control testing ('standard' approaches):

- 16% for senior enterprise salespeople across Europe.

When we implemented the more creative and personalised approach, we now achieve:

- 31% for senior enterprise salespeople across Europe

The positive response rates are measured by the number of people willing to have an initial conversation or meeting about an opportunity and gives you an idea of the power of personalisation and utilizing the best approach.

Getting your employment brand right is particularly essential when attracting the best talent. The first thing many of the best salespeople do when considering a new opportunity is look on Glassdoor.

The good news is that creating a strong employment brand doesn't have to be either expensive or time consuming. Employer branding is often only seen as a priority within a larger fortune 500 type companies. Employer branding (or at least the perception) for start-up and scale-up companies is even more important.

Suggestions on what could be your baseline priorities:

1. Create strong, stand-out, employer brand across the full range of career based social media platforms such as: Glassdoor, LinkedIn, Indeed and others such as Facebook.



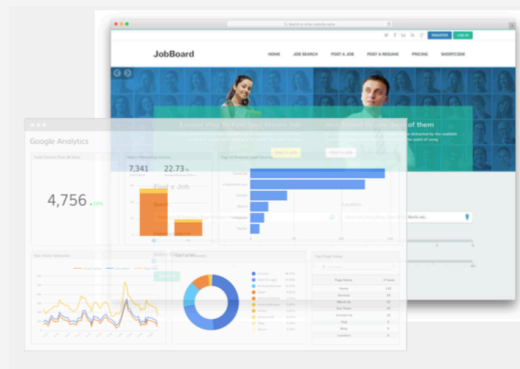
Tip: There are lots of country specific company review sites online - these may be more relevant for your potential hiring target market.

2. Create employee videos that you can share on your career portal, website and social media networks. Push them as much as you can across your networks!



Tip: Employee review videos are great social proof that your company is worth working for. If you can make specific videos for different areas (sales/marketing/HR etc...) - even better!

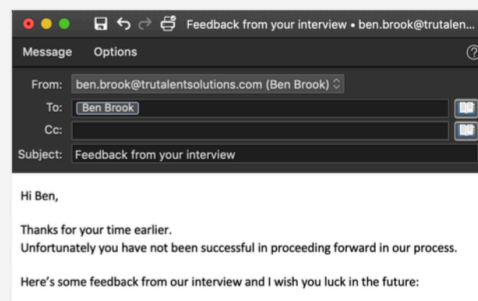
3. Create a career portal on your website focussing in detail on attracting people. Start running campaigns through your social media and email lists linking to your portal and then use your analytics to measure performance.



4. Create a 'day in the life of' video or perhaps a diary style article about your company and share it. This could be from the perspective of one of your sales team.



5. Ensure that every candidate that touches your process gets a personalised response if they are not successful, which often leads to referrals to other great candidates.



Tip: Large companies struggle to do this and at best, only send generic 'thanks but you didn't get the job' emails. Not receiving feedback is the number one gripe from candidates across the market and if this happens, the message travels fast.



Here is a great example of one scale-up tech company Lithium Technologies on how they leveraged a 'day in the life of' video:
<https://vimeo.com/96827565>

People often assume that employment branding is all about being 'cool' or 'state of the art'. That's not the only factor and not always the case. Its all about being caring and compassionate with the people you are interested in. If you do this, you have taken the first step towards a successful start-up/scale-up business employer brand you can build on.

Measuring the success of your employment brand

It is important to measure the success of your employment brand work. There are no 'black and white' measurements here, however here are some key, easy to measure KPI's that we use that will give you an indication on the impact your employment brand is having.

Easy to measure KPI's

- ✓ What % of screened candidates have looked at your glassdoor and other online reviews sites.
- ✓ Views, Interactions and Conversions using web analytics on your career portal
- ✓ The % of candidates screened that have visited your career portal (they may not have taken the initial call otherwise)
- ✓ Measure employee retention rates before implementing an employment brand vs after
- ✓ Measure the source of hire – how many new hires are coming through via referral

Against a \$2m annual revenue target, the difference of hiring person 'A' to hiring person 'C' is \$2,500,000 in revenue.

Get this right and your business will flourish. Get it wrong and you may struggle to not only hit revenue goals, but could end up in a hire/ramp up/fire/ cycle.

Adjusting your view on recruiting sales talent

Let's say an average senior salesperson has a target of \$2m per annum. For simplicity, let's assume an 'A Player' candidate is likely to achieve \$2.5m, a 'B player' \$1.5m and 'C player' is likely to be released in the first year.



\$2.5 million target hit



\$1.5 million target hit



Released in the first year

If you had to adjust your cost per hire from \$20k to \$30k (to allow for a more rigorous interview and assessment process) and spend a little more time to sign up the A player talent **would you do it?**

Too many companies look at the cost per hire in a tactical sense. They look at the average cost of the hiring process in bringing on talent and looking at ways to reduce this. In reality, this is a fraction of the cost of hiring the right people and often isn't the key to driving their business forward. The real focus could be on increasing the average revenue per sales hire by hiring more A player talent and retaining them.

Interviewing is not a strong predictor of success in isolation for a whole host of reasons because **people tend to hire people like themselves** and **demonstrate subconscious bias**, partly because candidates can 'be on their best behaviour' during an interview to say what people want to hear and a whole host of other reasons.

I will now give you a high-level overview of a methodology we have developed and implemented over the past four years which may give you some insight into how you could **increase your quality of hire, and increase average revenue per sales headcount**:

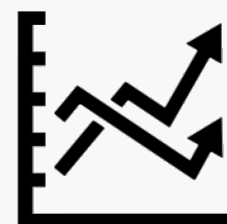
1. Define each position, geography, role responsibility, essentially a job description.



2. Use psychometrics and an experienced assessor to conduct assessments with your current top sales performers in the business and measure key personality traits, abilities drives and motivations.



3. Map out which of these measures are consistent across your best salespeople as your talent benchmark report.



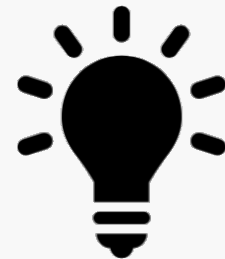
4. Engage with interested candidates and manage them through the interview process. It is important to create a structured interview and develop a professional psychometric assessment to build a full report.



5. This report will then be compared with the talent benchmark report to ensure only A player; high potential candidates hired.



6. Effectively plan and execute efficient offer management and onboarding to engage your sales candidates.



7. Complete the process quickly. Candidates will quickly become disenfranchised, lose interest and take another offer in no time if companies drag their heels or are indecisive.



Invest in your hiring process to attract, assess and hire the best people quickly. By doing this, you will increase the quality of hire, reduce attrition which in turn reduces the cost of replacing people and ultimately accelerating revenue and growth.

Once you have hired top talent, you then need to retain them long term to ensure continued success. **Great salespeople join great sales teams.**

There are few professions more transient than sales. In reality, reducing your top performer leaver rate to zero may be a tough ask, but reducing it as much as possible is an obvious priority.

Did you know that the top two reasons top sales performers leave are because of **limited growth opportunities and job boredom.**

In our experience, there are five key priorities to review which we will not go into a little more details to cover:

1. Onboarding Process
2. Build a culture of friendship
3. Personal engagement
4. Incentive Creativeness
5. Win-win based career plan

5 months

is the average time it takes to replace field salespeople.

11 months

SaaS companies it can take an average of 11 months to break even on a new sales hire

68%

of salespeople plan to look for a new job within the next year a Glassdoor survey revealed.

70%

of sales reps who left their organizations due to lack of promotion were top performers.

Onboarding process

#1

Many tech companies are so busy, they forget to onboard their salespeople properly.

Companies often 'frisbee' the product to a new joiner, give them a number to hit and give them the chance to sink or swim which doesn't work. Salespeople will disengage quickly, and the cycle will repeat. The key here is to focus on quality onboarding from a team, cultural, goals, product/service perspective and set expectations early on.

Build a culture of friendship

#2

Sales can be a solitary existence, particularly if the role is based remotely or involves high percentage of travel.

Getting along with the team, and building friendships is key and likely to retain the best talent. According to OfficeVibe, 70% of people say having friends at work is the most crucial element to a happy working life.

Personal engagement

#3

Meetings with your salespeople should be about personal engagement, not just numbers and pipeline.

Managers that focus on career development as well as taking the time to coach and develop their sales team not only increases performance but increases loyalty and personal engagement between salesperson/sales leader.

Creative incentives

#4

Be creative about bonuses and incentives

Structuring your bonus or incentive plan isn't necessarily about paying out more. It is about being smart about how you incentivise on top of the normal commission plan. Its always good to have a longer-term incentive for salespeople that perform as you more than likely want them to stay for the long haul. You could consider things such as:

- ✓ Long term retention bonuses
- ✓ Pay off their kids' school fees
- ✓ Pay for a family holiday after two years of 100% achievement
- ✓ Invest in training and development

Win-win based career plan

#5

See if you can provide a career path or new possibilities.

If you are a smaller company in growth mode, this can be a challenging thing to do in the first instance. However, regularly reviewing your top performer's individual goals against the company goals will give you a view on how to create a win-win based career plan.

Evaluating the different recruitment models available across Europe.

We thought it would make sense to start by highlighting the standard recruitment models that are in existence when hiring in Europe highlighting the pro's and con's of each model.

Recruitment Agencies

The vast majority of recruitment agencies in Europe, in reality, tend to be focussed on one niche/skill set or geography. High-quality recruitment agencies can be very challenging to find.

Pro's

- ✓ Focussed on delivery.
- ✓ Tend to be a specialist in certain job roles/geographies so helpful for one-off hire.
- ✓ Dedicated point of contact.

Quick Fact: There are almost 40,000 recruitment agencies in the UK alone.

Con's

- ✗ Hard to qualify their expertise and capability.
- ✗ Tend only to be experts in hiring in a small number of countries or verticals and skillsets.
- ✗ Don't invest in understanding your business long term, unless demand significantly increases.
- ✗ Can prove very expensive.

Recruitment Outsourcing

The recruitment outsourcing industry is typically geared towards larger corporate businesses, focussed on large scale hiring across multiple geographies and is often used to drive down recruiting costs and offer scalability relating to corporate hiring cycles. There are smaller outsourcing companies which focus on quality, scale and delivery.

Pro's

- ✓ They grow with your business.
- ✓ Great for larger scale and project hiring.
- ✓ Ability to hire cross-vertical and geography.
- ✓ Can be cheaper than recruitment agencies.

Con's

- ✗ Corporate focussed RPO's are often procurement/cost-driven rather than quality focussed.
- ✗ Can be longer-term commitment/ contracts involved depending on the exact model.

Quick Fact: 75% of large businesses across Europe either "have RPO arrangements in place today or are likely to 'seriously explore'" investing in RPO over the next 2-3 years.

- Staffing Industry Analysts (SIA)

In-House hiring

Pro's

- ✓ Cost-effective hiring.
- ✓ An internal recruiter will learn your business and therefore be able to position your business effectively to the market.

Con's

- ✗ Difficult to scale/scale back recruitment function depending on hiring demand.
- ✗ Recruitment team is focussed internally; therefore, won't always have the breadth of knowledge relating to recruitment best practice.

What can you take from this?

There are certainly advantages to all three recruitment models, and there isn't a one size fits all solution, it entirely depends on your business needs. Recruitment Process Outsourcing is a model to look at certainly and is currently on the rise, being adopted by more business than ever, this is due to talent shortages and lack of A-player talent attraction across Europe.

RPO can genuinely be beneficial as you are directly partnering with an industry and recruitment expert to develop and execute a bespoke recruitment strategy that will help you to attract, recruit and retain the limited A player talent on the market in Europe today.

Conclusion

If you successfully find a way to attract, hire and retain the best sales talent in Europe, you are well on your way to scaling your technology business successfully. As a start-up/scale-up tech business, there are seven key areas to focus on to be successful:

The 7 areas to focus on are:

- 1: Identify the best recruitment model that works for you and your business.
- 2: Define your target markets by also factoring in talent available and the nuances in each country.
- 3: Focus on a cost-effective and pragmatic way of creating and sustaining your employer brand.
- 4: Understand your target talent market's motivators and work on your story as a business to attract the best talent.
- 5: Create an attraction process to engage talent, and utilise technology to do this.
- 6: Create an engaging scientifically driven hiring process which balances rigor with speed to maximize results.
- 7: Focus on retaining your key sales talent
- 8: Measure results on your new process.

By following some of the key proven principles in this guide, you will enhance your recruiting capability in a way that will differentiate your business from your competitors and dramatically increase your growth potential.



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