

## The BD Machine

**Presenter: Michael Pietrack, Owner and Co-Founder of TMAC Direct**

Michael Pietrack heads up a Pharmaceutical Industry search firm called TMAC Direct. Though Michael oversees all recruiting at TMAC Direct, he runs a very niched desk as a true market master. By dominating a small segment of a huge industry, Michael has grown his \$1.2M solo practice into a \$2.6M mega desk. As a result of his success, he is a sought-after speaker for both the Recruiting and Pharmaceutical industries. Today, Michael will describe his Business Development Process and the steps he has taken to be a BD Machine. You will leave this session with implementable ideas about how to generate more business on your desk.

### **Meeting: “The BD Machine” by Michael Pietrack**

**If you are reviewing this episode with a team, watch the entire Episode.**

**(Facilitator):** While business development has come to mean different things to different organizations, the core principles behind creating long-term value are universally applicable. Whether you're a fulfillment recruiter, full life cycle recruiter, sales, client management, if you work in any recruitment related capacity you understand the importance of top-line growth. Getting there, however, can be more challenging!

One reason solid business development is so difficult is it takes time. It relates to the story told by President John F. Kennedy about the French Marshall Lyautey who asked his gardener to plant a tree. The gardener objected that the tree would not reach maturity for 100 years. The Marshall replied, *“In that case, there is no time to lose; plant it this afternoon!”*

The success of your ability to generate new business directly influences future growth and stability; learning from the best (aka Michael Pietrack) is one way to get there.

**Step #1:** Lead Generation – which of these do you need to do?

- Sign up for news alerts or have a third party be responsible for sending every ounce of industry news, identifying those leads that seem most relevant to hiring needs. Create a call plan referencing the news and use it to generate a potential search.
- Use the same alerts to simply maintain an outreach program; not every story deserves a call. Emailing and making conversation using this relevant discussion point can keep you in front of your targets.
- Follow the warm leads posted on job boards; sign up for alerts or dedicate time each day (during non-prime time hours) to identify relevant postings. Another LEAD GENERATION SOURCE is following the warm leads. Call with a MPC candidate or with the ability to quickly bring them a MPC candidate, referencing that you heard they were in the market for this specific individual.
- Utilize the recruiting calls you are already making – but in a sophisticated manner! Timing is everything, and Michael shares with us how and more importantly when he asks for insight during a call. *“So that I fully understand what types of roles you’d be interested in and not interested in, tell me about some of the companies you’ve recently pursued. What did you like and what did you not like.”*
- Be smart about having prepared questions that can be asked to understand their team and the infrastructure and the business challenges his team is facing.

- *“How many people are in your department? I know Rob, Jim, and Sue – who am I missing?”*
- *“What company did you used to work with? What was your team? Who did you report to?”*
- *“Who have you hired recently? Where did they come from?”*
- *“Who was the last person to leave your company?”*
- *“I know (name) is no longer with you – do you know where they went?”*
- *“Where have you interviewed in the past year and who did you interview with?”*
- *“If you were to leave tomorrow, who would they put into your role?”*
- *“Who in your department would backfill your position?”*
- Use reference check calls (or start conducting them if not a regular part of your weekly call plans) as a source for leads. As Michael says, this is a free opportunity to generate business and make sure you are making the right match, all in one!

**Step #2:** Prospecting – which of these approaches would add something new to your BD calls?

- Go high and low; with any hiring manager, talk with individuals reporting to and managing that hiring authority. Getting insight, leveraging relationships, and blanketing a department are all secrets to how Michael is able to secure business that other recruiters have a hard time securing.
- Utilize LinkedIn not just to stay on top of moves in your market, but to maximize what those moves could mean. Call the previous company and use it as a MPC opportunity, and call the individual to congratulate them but also learn as much as you can about the new organization, opportunities, and growth plans.
- *Good morning (Name), it's (recruiter) with (company). It is my understanding that you utilize temporary professionals from time to time, as most CEO's and senior leadership at (type of) companies are facing a huge challenge in finding (type of) talent as the market for (roles) continues to explode. Many of these firms are turning to laser focused boutique search and staffing firms like ours to find great talent or experienced (type of) contractors. (Niche) is all we do, period. It's my understanding that you may have a need for (type of person) – is that correct?”*

**Step #3:** Create your touch plan and increase your visibility

- This could be a call, an email, a blog, an invite to meet at an event, an invite to a webinar, a call to recruit them – simply put, it's a proactive outreach to remind them of who you are and what you do. If need help getting started:
  - Take all the people you've made placements with and put them on the list
  - Put all the people with the titles that you target for marketing on the list
  - As you prospect on the leads covered in this Episode, add them to your touch plan list

- Then, Michael suggests creating a system that maximizes your chances of being in the right place at the right time. Example below:
  - **Week 1:**
    - Generate Leads from Industry News (strand #1)
    - Prospect at the companies mentioned in the news (strand #2)
    - Add those NEW prospects to the touch plan
    - Then call those prospects referring to the positive news you read
    - Then when that is complete, contact the other prospects on your touch plan (strand #3)
  - **Week 2:**
    - Generate leads from warm news/posted jobs (strand #1)
    - Prospect at those companies (strand #2)
    - Add those NEW prospects to the touch plan
    - Then call those prospects using the MPC approach
    - Then when that is complete, contact the other prospects on your touch plan (strand #3)
  - **Week 3:**
    - Generate leads from industry news
    - Prospect at those companies
    - Add those NEW prospects to the touch plan
    - Then call those prospects referring to the positive news you read
    - Then you make follow up calls on Week 1's voicemails (that is the new element)
    - Then when that is complete, contact the other prospects on your touch plan (strand #3)
  - **Week 4:**
    - Generate Leads from Warm News
    - Prospect at those companies