



IVY EXEC

THE QUIRK'S EVENT

Overcoming the Challenges of C-Suite Recruitment

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Biggest Challenge in B2B is Casting the A-Listers...

But why is it so challenging?

... access a limited number...

... of very busy decision makers...

... who often reside off the grid...

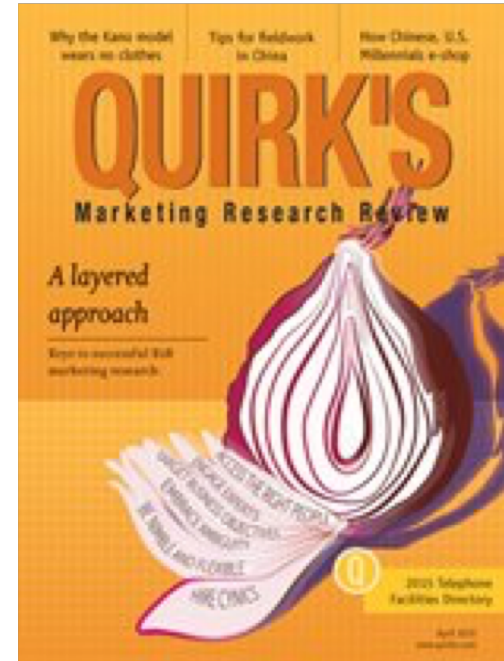
... with no reason to want to talk to you...

... whom you must first convince to talk with you...

... then convince to divulge information that is quite complex...

... involving additional individuals & departments...

... to ultimately synthesize, interpret, and explain those insights...

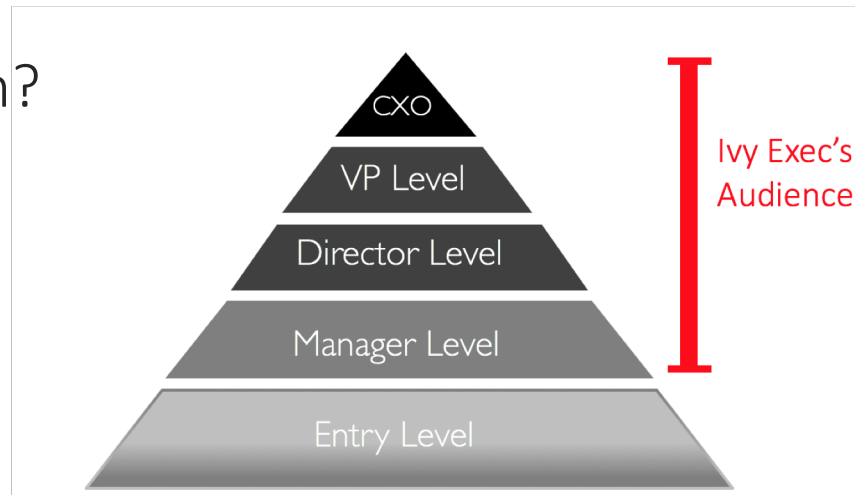


We've Gotten to Know Executives Pretty Well...

Ivy Exec is an elite, private online business community of 1.5MM members, & delivers industry content & networking opportunities to this exclusive group of distinguished business professionals

What do we do in Market Research?

We serve as a recruitment partner to researchers seeking the most difficult to find **business decision makers, technical experts, and key opinion leaders.**



Takeaway #1: Understand The “C-Suite” Personality

How would you distinguish these leaders?

Myers Briggs: ENTJ...aka “The Field Marshall”



Decisive – Competitive – Expressive
Ambitious – Dominant – Impulsive – Very
Direct – Confident – Creative

Personality Types: What Works for Executives?

The Most Common Personality Types *Center for Creative Leadership*

ISTJ
18%

aka “The Logistician”

Integrity
Practical
Tireless Dedication

Warren Buffett

ESTJ
16%

aka “The Overseer”

Community
Direct & Honest
Create Order

Martha Stewart

ENTJ
13%

aka “The Field Marshall”

Efficient
Confident & Inspiring
Impatient

Gordon Ramsay

INTJ
10%

aka “The Architect”

Quick, Imaginative
Independent
Analytical

Elon Musk

Takeaway #1: Understand The “C-Suite” Personality

ISTJ

aka “The Logistician”



ESTJ

aka “The Overseer”



ENTJ

aka “The Field Marshall”



INTJ

aka “The Architect”



From the recruitment perspective....

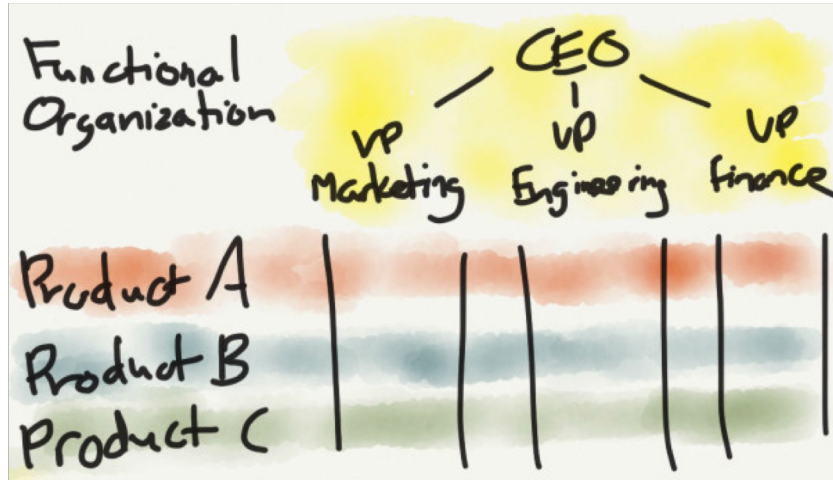
- Stroke the “ego” make them feel special
- Provide space for recruits to question us during recruitment process
 - Be direct, state the objective, state the outcome
 - State the impact to spur them to action

Takeaway #2: Not All Decision Makers Look The Same



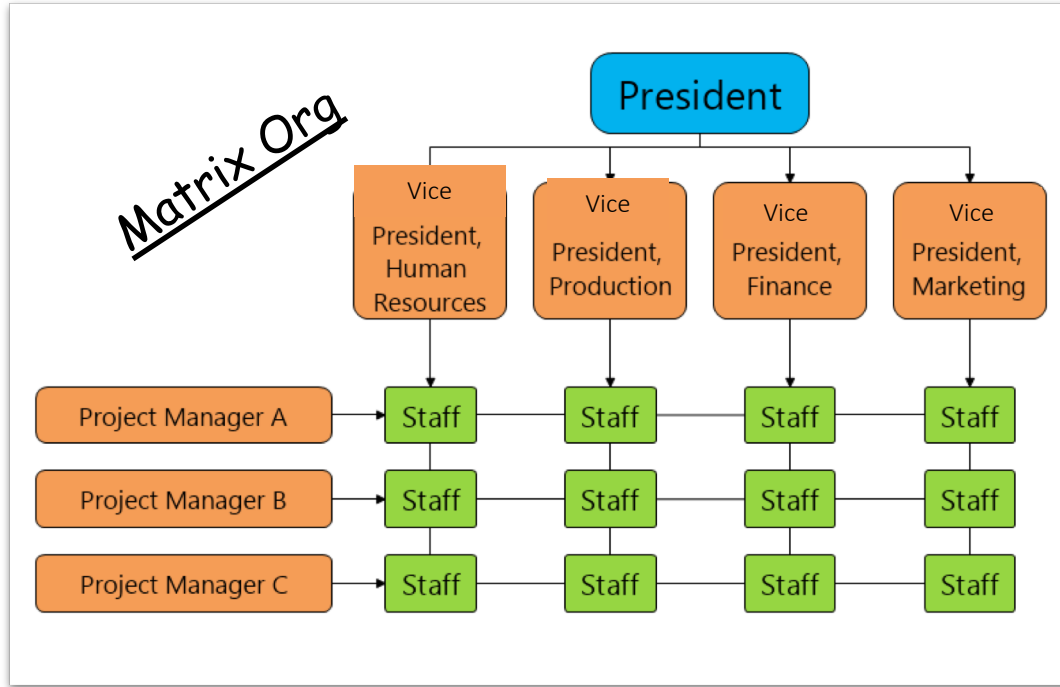
So Who is Actually the Decision Maker?

Well....it depends....
...on the Organization's Structure...

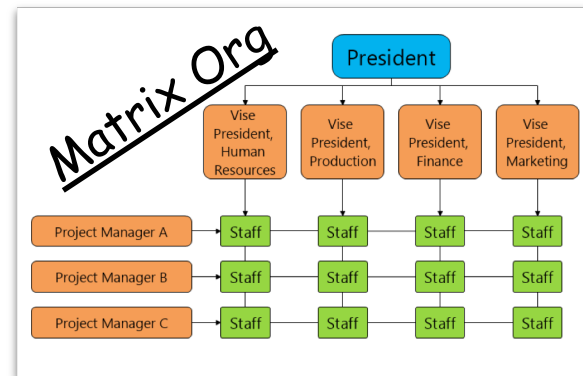
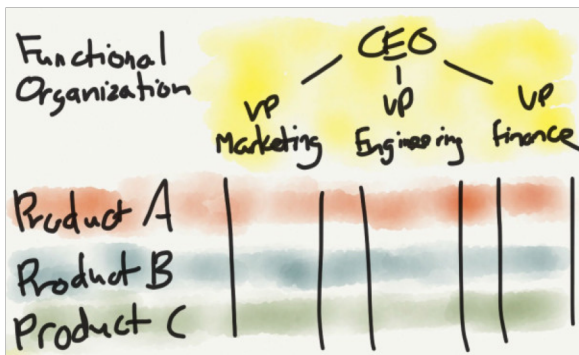


So Who is Actually the Decision Maker?

Then 'Matrix' Organizations Came Along...



Takeaway #2: Not All Decision Makers Look The Same



From the recruitment perspective....

- Job Title (or lack thereof) should not be a “hard termination”
- Leverage the relationship - seek referrals after successful participation
- Design screeners that account for complexities in organizational structure
- **Don't assume there is one primary decision maker, or one primary department**

Takeaway #3: Executives Are On The Go...Literally



So Where Does an Executive's Time Go?

Research from Bain & McKinsey...

- ~1 day each week in managing communications
- ~2 days each week in meetings
- 15% of a company's collective time is spent in meetings
- Receive 30,000 external communications per year, up from 1,000 in 1970
- 20% of meeting participants are sending 3+ emails every 30 minutes

ONLY ~ 1 day (8 hours) during the week where they are alone

Execs on the Go: Implications for Research Design

- Make it Easy! Make it Feasible

- Choose methodology that is ideal for executives:
 - Flexible, Multi-Day Online Bulletin Boards for Group Discussion
 - Phone Interview
 - Onsite In-Person Interview
- Be ready for delays/cancellations:
 - Online Focus Groups
 - In Person Focus Groups, In Person Interviews
 - Online surveys (Convenient, but doesn't stroke the ego)

- Their Time is More Valuable Than a Gift Card

- Articulate the impact their time will make
- Executive summaries, reports, key findings
- Honoraria can be convincing, but only at a premium

Execs on the Go: Implications for Research Recruitment

From the recruitment perspective.....

- Be careful with purchasing “email lists” → You’ll be 1 of 30K emails they receive this year.
- Be careful with “phone lists” → They’ll likely be in a meeting when you call them.
- Be ready for scheduling challenges → We add 1-2 weeks to moderator’s availability.
- Be ready to over-recruit → For Qualitative Research projects, use the 20% rule:
Recruit 5 in order to seat 4.

Takeaway #3: Go Where Executives Are Spending Time

The key to recruiting respondents in C-Suite Profiles.....

#1: Go Where They Are Already Engaged

#2: Leverage Existing Relationships Whenever Possible

- **Industry Associations**
 - i.e. CFA Institute, NY Hedge Fund Roundtable,
 - May allow you to target audience, or advertise your long-term studies
- **Professional Networks**
 - LinkedIn - Find people by searching directly & joining linkedin groups
 - Ivy Exec - Serves as B2B recruitment partner & leverages its 1.5MM online executive community
- **Internal Resources**
 - Quirks: Leverage Member Resources, Directories, Sourcebook
 - Past research studies – Previous respondents could be good for future studies & referrals.
- **External Recruiters**
 - Ivy Exec - Serves as B2B recruitment partner & leverages our 1,500,000 online business community (where there is a relationship)
 - Expert Network Groups – Don't have a “community”, tend to be pricey, and contracts are subscription based.

Questions & Comments

Meet our Team at Booth #8!



Ivy Exec as a B2B MR Recruitment Partner

MARKET RESEARCH FIRM

Designed research study to refine their client's go to market strategy for an enterprise level financial services.

TARGET PROFILES

Sought to 10 C-Level Executives (CEO, CFO, COO) with 10+ years of experience in managing \$10M+ P&L to be interviewed by phone for 30 minutes.



RESULTS ACHIEVED

- Ivy Exec's recruitment team secured 12 recruits from its membership within 48 hours, all 100% qualified.
- Interviews were scheduled & completed over 2 weeks. reducing market research firm's projected recruitment time by 40%.



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Case Study 1: Creating a Greater Value

- A Leading Technology Company came to Ivy Exec looking to gain insights for an Application that was being built specifically focused on Executives to use in the daily routines. The client specifically was looking IT Executives at companies with at least 500 employees and over \$500,000 in Technology spend in the past 12 months.
- Each Executive was informed that all of the insights and feedback that they provided would have a direct effect on the final product. The client was using their insights to build the framework of this application.
- Each Executive that was a participating in the study was given an inside look into the prototype and asked to provide feedback on each round. The participants were also being provided early access to the application before it was released to the general public.

Case Study #2: Doing the Research

- A popular Cloud Service Provider came to Ivy Exec looking to conduct a win/loss analysis on their Cloud Storage System specifically focused on the Small to Medium sized businesses.
- After a day or two in the field our Project Managers realized that respondents were being terminated at one key question in the screener. We found that respondents who were meeting the specific revenue requirement (to be qualified for the small to medium sized businesses) were not falling into the specific titles that end client was looking for.
- Our project manager quickly jumped on a quick call with a member of the Ivy Exec community who was DQ'd to understand their business structure. We found that because of the requirement for the businesses to fall into the Small to Medium Revenue bucket to target titles that we were looking for were not necessarily correct when it came to a smaller businesses.
- Assumed Decision makers were not the actual decision makers- Lack of understanding of how Organization worked
- We went back to the end client and recommended pausing the recruitment and asking the end client to recalibrate the screener to reflect the new information that we found.

Case Study 3:

- A large Jet Engine company came to Ivy Exec looking for 4 individuals who were experts in working with Turbofan Engines but specifically working with turbines and ball bearings that were no larger than 3mm in size.
- From the start of the project Ivy Exec knew that we would not only use our community but in addition have to implement our custom recruitment team.
- *Ivy Exec secured approximately half of the desired respondents out of our community in addition our custom recruitment team had partnered with an Engineering Industry Organization that was*