

[00:00:02.200] - Aileen Day

Welcome to The Value Driven Brand Podcast, where you'll learn insights on how to communicate with authenticity, deliver genuine value, and create a memorable experience across your entire customer journey, helping your business become the sought after leader in your industry. I'm your host, Aileen Day, now onto this show.

[00:00:31.540] - Aileen Day

G'day, everybody, and welcome back to another episode of The Value Driven Brand podcast, I am your host Aileen Day and today I have a wonderfully special guest joining me and he is the most lovely Simon Whelan, the founder of Montage Recruiting. Now, if you don't know who Simon is, Simon is one of Australia's leading executive recruiters, and him and I were recently having a conversation about all things value-driven brand and I said to him, you must must come and join me on the podcast. So he agreed, and thankfully for us here he is, thank you so much for joining us today, Simon.

[00:01:15.880] - Simon Whelan

My pleasure, thanks for having me.

[00:01:17.740] - Aileen Day

No, my absolute pleasure look, I could listen to the I can be Irish.

[00:01:21.670] - Simon Whelan

Of course, I wasn't given a choice.

[00:01:24.070] - Aileen Day

No, I wasn't really given a choice. I pretty much said "Here put your calendar in." So today, what we're going to be talking about with Simon is all things value-driven brand and recruiting because the whole, the whole aspect of it fascinates me. But if you don't know who Simon is, I'm going to hand over to him to tell you, because on top of his 20 plus years of recruiting experience, there are so many more secrets to him, such as.

[00:02:00.620] - Simon Whelan

I was a cyclist.

[00:02:02.600] - Aileen Day

What kind of cyclist?

[00:02:04.850] - Simon Whelan

Good question, I'm glad you asked that Aileen. I was a, I was an international road cyclist.

[00:02:15.050] - Aileen Day

Wow, that's pretty impressive.

[00:02:19.620] - Simon Whelan

Yeah, it was good fun I still ride my bike. Yeah, probably not as fast as I used to, unfortunately.

[00:02:27.870] - Aileen Day

Where would have been your favourite race?

[00:02:32.380] - Simon Whelan

I think for any Irish cyclist, The Tour of Ireland, which is a 10 day pro-am race, is always the, the pinnacle of the season.

[00:02:40.120] - Aileen Day

Wow.

[00:02:41.310] - Simon Whelan

Well, I got to race in the States and various European countries, obviously, in Australia. But yeah, so

but I think that was that that was always, for Irish cyclists, the highlight of the season.

[00:02:54.900] - Aileen Day

That's amazing what got you into cycling?

[00:02:59.220] - Simon Whelan

That's a good question, we didn't rehearse that one thank you. Well, I was I was a soccer player, I was a football player, and I was going, OK, but I suffered a bad injury. And in my rehab, my physio said, listen, go back out, do some cycling to straighten up my leg muscle at that stage. And my neighbour at the time was an excellent cyclist and he got me out and I joined the club and all of a sudden I was racing and completely forgot about soccer and yeah, look over my life for years.

[00:03:41.060] - Aileen Day

Soccer became the poor cousin then.

[00:03:43.970] - Simon Whelan

Yeah, well, I'm still a Liverpool fanatic, but that'll never die.

[00:03:48.410] - Aileen Day

Well, I feel like that comes with the territory, doesn't it?

[00:03:52.340] - Simon Whelan

Absolutely.

[00:03:53.090] - Aileen Day

So then you have made it into such an amazing discipline being professional cycling, and I love that you say it's fun like have you ever done a spin class?

[00:04:06.560] - Simon Whelan

I have.

[00:04:09.930] - Aileen Day

That's about the extent of my cycling, so I can't ascertain any peace of fun to do with bikes, but I'm glad you do. But then there's also this additional piece where you have become one of Australia's leading recruiting men, agents. How did you get into recruiting?

[00:04:31.710] - Simon Whelan

Good question when I was in university I was, I was getting myself through university by doing the promotions and merchandising, campaigns and which was great fun, and the agency that had been doing that asked me to come in and organise in a particular campaign. Part of the campaign actually involved recruiting, I think, about 180 people nationwide.

[00:04:59.910] - Aileen Day

Oh, wow.

[00:05:01.710] - Simon Whelan

Yeah, I was it was for, it was for a brand called Sandioval, Utterly Butterly.

[00:05:09.900] - Aileen Day

Did you just speak Irish?

[00:05:12.150] - Simon Whelan

No, Utterly Butterly was a brand of butter.

[00:05:15.510] - Aileen Day

Utterly Butterly, OK.

[00:05:16.010] - Simon Whelan

Yes, your brand of margarine are spreadable butter. [inaudible 00:05:18] And we had to we had to find people to do in-store promotions for three weekends in a row, every multiple, every supermarket in Ireland, we had to make sure that their, their stock and their vouchers and their uniforms **and everything like that**. And, yeah, it was brilliant, it was literally crazy working 60, 70 hours a week for a couple of months. And it was a hit and after that, the agency asked me people wanted to come in and they had a recruitment wing. And that's how I got into recruitment, I started recruiting for various various types of personnel.

[00:06:08.520] - Aileen Day

Wow.

[00:06:10.140] - Simon Whelan

And yeah, shortly afterwards then I was I was approached by a chap who wants to start a domestic recruitment company. He had an international engineering recruitment company.

[00:06:25.890] - Aileen Day

Ok.

[00:06:26.190] - Simon Whelan

He asked me to come in, and start a domestic recruitment company, so myself and another cap started that, meticulously I had no clue what we were doing. And we just noticed at the time that in Ireland there was a lot of multinationals, American multinationals setting up because of the low corporation tax rate.

[00:06:46.710] - Aileen Day

Oh, yes.

[00:06:49.410] - Simon Whelan

And a very highly educated workforce as well, so we we started going after most of the American multinationals, I think our first client was Dell, excuse me.

[00:07:01.660] - Aileen Day

Aim high I always say.

[00:07:04.200] - Simon Whelan

Are they still going or does everyone just use Apple? I think...

[00:07:07.790] - Aileen Day

No Dell's still around, they make processes though, that's about it.

[00:07:13.280] - Simon Whelan

But Gateway was another one of our clients, I'm pretty sure they're gone.

[00:07:16.920] - Aileen Day

Ohhhh, I don't even know who they are.

[00:07:19.410] - Simon Whelan

There you go I'm definitely...

[00:07:20.580] - Aileen Day

Yeah they're done.

[00:07:24.030] - Simon Whelan

But we, we started on the likes of Lucent, Philips, Apple and it was all around providing multilingual staff.

[00:07:36.160] - Aileen Day
Oh, ok.

[00:07:38.290] - Simon Whelan
It was, it was brilliant and but I kind of had itchy feet and want to I just wanted to work for myself. So I started a company called Worldwide Jobs in 2000, and as I like to say, I was self-unemployed for the next 10 years.

[00:08:02.570] - Aileen Day
I've never heard that before.

[00:08:04.170] - Simon Whelan
Yeah, it was great

[00:08:05.830] - Aileen Day
Self-unemployed.

[00:08:09.020] - Simon Whelan
And we went out to the market, and interestingly enough, I mean, my area specialisation is digital marketing in certain areas because your marketing is, you know, the first digital client I think I have started working with **this** was in 2002- 2003. And it was probably two clients came around the same time we had AOL Bertelsmann, America Online.

[00:08:34.870] - Aileen Day
Far out.

[00:08:35.750] - Simon Whelan
For a company called oh God, Overture.

[00:08:40.580] - Aileen Day
Oh, I know them.

[00:08:42.190] - Simon Whelan
Yeah, Overture was going to be bought out by Yahoo!

[00:08:44.800] - Aileen Day
Yeah.

[00:08:46.150] - Simon Whelan
And we started doing all their multilingual recruitment. One of the first roles we were looking for was called an Internet Editor, which was writing X was metadata, keytar, keywords.

[00:08:59.380] - Aileen Day
Now you're showing your age.

[00:09:01.300] - Simon Whelan
I know.

[00:09:04.990] - Aileen Day
An Internet Editor, that's brilliant.

[00:09:12.260] - Simon Whelan
I'll tell you a really good secret that I actually interviewed my wife for one of those roles, and she turned it down and that's how I met my wife.

[00:09:20.580] - Aileen Day
Oh wow.

[00:09:22.840] - Simon Whelan
There you go.

[00:09:24.520] - Aileen Day
That's brilliant.

[00:09:25.260] - Simon Whelan
But we became more and more specialised over the years and tech, online, kinda tech and close the agency and sold parts in around 2010 and so to come to us, and.

[00:09:47.000] - Aileen Day
Down under abroad.

[00:09:49.160] - Simon Whelan
February 2011 moved to AUS, and I've been here pretty much ever since.

[00:09:53.270] - Aileen Day
Wow, so then just kind of picked up where you left off, when you got here or how'd that go?

[00:10:02.120] - Simon Whelan
Yeah, it was interesting when when I first arrived on the first try I told I was going to be doing digital marketing, along with community agencies, although it's probably my LinkedIn profile. The agency in question asked me to go into civil and social engineering recruitment.

[00:10:17.060] - Aileen Day
Oh, wow.

[00:10:19.100] - Simon Whelan
So that was a learning curve.

[00:10:20.380] - Aileen Day
Yeah, that's one extreme to the other.

[00:10:23.390] - Simon Whelan
Probably the most enjoyable workplace I've ever worked in though.

[00:10:28.160] - Aileen Day
Oh, that so?

[00:10:30.260] - Simon Whelan
It was just so much fun.

[00:10:31.770] - Aileen Day
Oh, I love hearing about great workplaces.

[00:10:34.880] - Simon Whelan
Oh, great, yeah if we could, if I could replicate that now I'd be pretty happy with that.

[00:10:39.310] - Aileen Day
Hmm.

[00:10:40.760] - Simon Whelan
You never, was one of those, you never didn't look forward to going to work.

[00:10:45.080] - Aileen Day
Oh I love that.

[00:10:47.540] - Simon Whelan
Yeah, I don't know how productive we were now.

[00:10:53.300] - Aileen Day
Well, you know, while no one's watching, but employee experience I tell you it's it's making a strong comeback, so that...

[00:11:03.950] - Simon Whelan
Absolutely, and I'm given the shortage of telling the moment, if you can encourage people to enjoy the work, enjoy where they work.

[00:11:12.020] - Aileen Day
Absolutely.

[00:11:13.530] - Simon Whelan
Different conversation, if you like, in terms of location of workplaces.

[00:11:17.150] - Aileen Day
Yeah, and it's so much more flexible these days as well I mean, there's a few things we could think of, Covid pandemic for.

[00:11:25.760] - Simon Whelan
Well, it's a it's an interesting because I think there's a whole there's a trade-off, I think in terms of I do think the flexibility is going to be here to stay for certain rules as long as that is married with; productivity and a good culture as well. I think workplace culture is still going to have its place.

[00:11:47.340] - Aileen Day
Oh, definitely.

[00:11:49.240] - Simon Whelan
So how do we find the balance?

[00:11:51.280] - Aileen Day
Yeah.

[00:11:52.240] - Simon Whelan
They'll remain productive, that's the challenge for the...

[00:11:57.210] - Aileen Day
Yeah, and it's probably a little bit different for every kind of business as well, but I mean, if you all need help with it, call out. Let me know I'm happy to come and visit. There's a shameless plug, now so you spent that's, that's a fair, I love that from nearly the beginning, you just went, you know what? Screw it, we're going to go for the top love it. Right, aim high, got there, no limiting beliefs on your behalf love it, so you've come to Australia and now you specialising in what is affectionately called Mar-tech, which is marketing automation, yeah so.

[00:12:41.820] - Simon Whelan
Yeah marketing technology.

[00:12:43.530] - Aileen Day
Yeah, and if you are listening and you're thinking what the F' is Mar-tech, think you know; CRM, Sync, automated marketing, processes and, and funnels and stuff like that. They're the people that make that happen, right. So they're the people that you'll specifically kind of headhunting these days, is that right?

[00:13:11.640] - Simon Whelan

Yeah, I think well yes is the answer to that, I think it goes deeper in terms of your right I think it's a space where technology processes and people can come together, if you like. If you can marry those three, then you should have a very successful, Mar-techs.

[00:13:35.740] - Aileen Day
I love that, say that again, people...

[00:13:38.730] - Simon Whelan
Like I can't remember what I said now [crosstalk].

[00:13:41.220] - Aileen Day
I do that too I come up with, like these absolute genius things and then someone will say, "Say that again", I'm like, I don't even know what I just said mate sorry, you need to be ready with a pencil.

[00:13:54.960] - Simon Whelan
But I think pillars there, I think if, if organisations can get there, their marketing stockbroker's and that comes with people, technology and in the processes.

[00:14:04.270] - Aileen Day
Yeah.

[00:14:06.060] - Simon Whelan
You know and, and obviously that's going to lead to a good overall customer experience, which is in...

[00:14:14.890] - Aileen Day
Now you got me excited.

[00:14:17.690] - Simon Whelan
There we go.

[00:14:19.950] - Aileen Day
So I love, I love that you have toiled in this industry for so many years and I can only envisage, like, you've just gone from basically recruiting for a person to edit the Internet, which if you're too young to know what that means, maybe go and Google it. Go and Google what the Internet used to look like in the early 90s, it will blow your little mind, it is hilarious to see where we have come from in such a short space of time. And it is even more funnier because Simon and I were just talking about the 90's and we would quite certain well, at least I was that the 90's were only five years ago.

[00:15:10.170] - Simon Whelan
5, 6.

[00:15:10.800] - Aileen Day
Maybe 6 at a stretch, I mean I'm about to turn 41 and you know, being 14 felt like that was really maybe like 8 years ago, maybe if you're lucky, so time flies when you're having fun but so does technology and then obviously so does the skill sets required to, to fulfil the needs of consumers these days and to create those trusted and value-driven brands. And so, you know, a few things that people listening in might be able to tune in and take on to create their own value-driven brand. What are some of the insights that you have when it comes to creating a value-driven brand Simon?

[00:16:02.380] - Simon Whelan
I think from our point of view, there's a couple of principles that we try and stick to I mean, I think industry knowledge, I think particularly in our space, I think understanding what we're looking for, for example, how to take a call and to breathe, how to understand the overall problem. My own background is in marketing. So I graduated marketing and languages. I don't speak any other languages, but I was supposed to.

[00:16:33.740] - Aileen Day

I, I used to be able to speak fluent Indonesian.

[00:16:38.850] - Simon Whelan
Well, OK.

[00:16:40.740] - Aileen Day
Now can speak fluent bullshit.

[00:16:43.880] - Simon Whelan
Well.

[00:16:45.720] - Aileen Day
And English.

[00:16:48.560] - Simon Whelan
Comes in handy.

[00:16:50.370] - Aileen Day
We're only, only once while I did a stopover in Malaysia.

[00:16:56.960] - Simon Whelan
OK.

[00:16:57.300] - Aileen Day
Yeah, for two hours, got to test it out a little bit, but that was about it. Like, oh, well, there goes the fluency.

[00:17:05.660] - Simon Whelan
Well, yeah, no I did. German, Spanish and French.

[00:17:11.360] - Aileen Day
Oh my goodness.

[00:17:13.010] - Simon Whelan
Yeah, and because in Ireland, because they're parts of the EU, those languages would be important.

[00:17:19.310] - Aileen Day
Of course yeah.

[00:17:21.470] - Simon Whelan
You know, and obviously, being Irish, you have to learn from a young age as well, which is hard.

[00:17:28.010] - Aileen Day
I laugh, but there's actually the the Irish actually have their own language other than English, yes.

[00:17:35.930] - Simon Whelan
Well, we do, yes.

[00:17:39.200] - Aileen Day
Is it I'm going to be, please correct me if I'm wrong, is Galic.

[00:17:44.360] - Simon Whelan
We call it Irish Galic, Irish.

[00:17:46.320] - Aileen Day
Right, whoo! All right, now we got sidetracked, my bad, marketing.

[00:17:56.090] - Simon Whelan

Say was that I studied marketin, but I also went back out to a number of years and actually went to diploma digital marketing as well.

[00:18:07.200] - Aileen Day

OK.

[00:18:08.580] - Simon Whelan

And to try and keep up with what was happening from a recruitment point of view, if I sit down and I'm taking a brief from a client, I need to know what they're talking about in terms of their, their tech, in terms of their marketing strategy, et cetera, et cetera.

[00:18:22.760] - Aileen Day

Right.

[00:18:24.490] - Simon Whelan

If I'm sitting down with a candidate, I need to understand what they're talking about in terms of their actual role, I think digital marketing has become so broad recently, I mean you know, 10 years ago we were looking for a digital marketing person, we were looking for a generalist, someone who could do a bit of SEO, PPC with social arounds and it would have been.

[00:18:44.470] - Aileen Day

What's PPC?

[00:18:45.930] - Simon Whelan

Pay per click

[00:18:47.930] - Aileen Day

Oh, of course, good to see my marketing degree worked for me.

[00:18:56.100] - Simon Whelan

Are we on the right podcast here?

[00:19:01.010] - Aileen Day

I don't do PPC, so umm, yeah cool there you go.

[00:19:07.670] - Simon Whelan

But so, you know, you need to be able to understand what, accountant is actually doing what, what, what makes them successful to be like as well? How about we talk about, you know, I actually love, by the way, the name of your podcast.

[00:19:23.980] - Aileen Day

Oh, thank you.

[00:19:25.840] - Simon Whelan

Value Driven Brand, I think it's ingenious because that's what we're all trying to do is add value.

[00:19:30.220] - Aileen Day

Absolutely.

[00:19:32.830] - Simon Whelan

It's something you're probably a fan of Jim Rohn.

[00:19:36.030] - Aileen Day

Yeah.

[00:19:36.440] - Simon Whelan

Inspirational speaker and he talks about adding value, you know, that's what it's all about.

[00:19:42.430] - Aileen Day

Yeah, absolutely. So how does one add value by, you know, so you're explaining using that marketing, piece to kind of help the candidate and help yourself, how does that add value when you're the candidate?

[00:20:04.810] - Simon Whelan

I think, I think you if you speak to a recruiter that can relate to your experience and understands what you're doing, but understands that the trajectory that your career can go on, the challenges, the frustrations, et cetera, you know, a recruiter that has that inside true empathy really understands what you want to achieve and how to go about doing it. And so you're not a recruiter trying to play someone, you're actually adding value by being a consultant and proper consultant.

[00:20:41.500] - Aileen Day

Yeah.

[00:20:41.980] - Simon Whelan

I was just trying to play someone to make a sale, and that's what that's what I'm that's what I have been all about my career and that's what we're trying to, I suppose, build our company around like.

[00:20:54.430] - Aileen Day

Yeah.

[00:20:55.900] - Simon Whelan

Which is easier said than done, because then we have to go and find people that have that insight and that knowledge to be able to deliver those, those value items, if you like, as well.

[00:21:05.230] - Aileen Day

Yeah, absolutely, I think it's really interesting. I've only really had maybe one or two experiences with recruitment agencies, but I did certainly get that impression that even though they were executive recruitment agencies, we kind of might have expected that the the value add would be maybe even more aligned with the role, I guess. They were still pushing people through like that with just a number and I was like, wow, this is an interesting experience, and I'm actually quite grateful that I got to experience it because I you know, I've used recruitment agencies to hire people and to see it from the other end to know what they go through it.

[00:22:00.520] - Aileen Day

And like you talk about, to be able to deliver that empathy, like it was kind of my version of Undercover Boss. It was a really interesting insight. And I sat in the car after the interview and the discussions were finished and I thought, wow, that was really like herding sheep. An interesting, interesting experience to be the recruiter or to be the candidate, and I can see how if you were a brand such as yourself, trying to move away from that type of operation like that would serve the candidate hugely.

[00:22:46.570] - Simon Whelan

I think that's, I think that's the value of a good recruiter from, I don't think my personality would allow me to do that kind of herding cattle type recruitment you spoke about it there, you know, for me when I take a brief from a client. You know, I ask silly questions, you know, I purposely ask, you know, there's an old saying in Ireland, it's the it's The wise man can act like the fool".

[00:23:20.840] - Aileen Day

Me.

[00:23:21.160] - Simon Whelan

You know.

[00:23:21.670] - Aileen Day

Me.

[00:23:22.390] - Simon Whelan
Well.

[00:23:22.870] - Aileen Day
Oh, me.

[00:23:23.410] - Simon Whelan
I do.

[00:23:25.060] - Aileen Day
People literally have told me off for asking too many questions, they're like can you stop asking questions, I'm like, you know what if I'm thinking it, someone else in this room is thinking it.

[00:23:35.590] - Simon Whelan
Absolutely, so, you know, taking a comprehensive brief is so important to understanding the challenges, not just of the role and what we're looking for in a person and the cultural fit, but of the [inaudible], because oftentimes I've sat down with someone that's looking to, to recruit for a particular person. And when we actually unpack and realise that maybe that's not the best fit, maybe we need to look for a different type of coverage that fits the business strategy bit better.

[00:24:08.950] - Simon Whelan
And I think that's the type of deep conversation that we can have, and and that's just all about adding that value and therefore you go to market, then you actually have a more defined idea of what you're actually looking for. And sometimes it might not be, you know, as a recruiter, you like to go, to go back to a client with options, three or four candidates and say, you know, that the benefits of going with each. Sometimes it can be a matter of actually finding one fantastic candidate that's going to hit the nail on the head and go back to the person and advocate for that person.

[00:24:49.160] - Aileen Day
Yeah. Oh, my favourite word: advocate.

[00:24:53.030] - Simon Whelan
Applications like.

[00:24:57.970] - Aileen Day
Yeah, I think, I think that is certainly an amazing way to start shifting the way recruiting happens and to help the people that are the candidates, because I imagine also has Covid kind of changed the way candidates or potential candidates look at the opportunity to change roles? Like has they, has they, have they my goodness me, Aileen. Have they, have you found that they have become a little bit more hesitant to take on new opportunities? What's happened post Covid?

[00:25:42.550] - Simon Whelan
It's a good question, I think there was a lot of disruption during Covid, it hasn't settled down as far as I can see yet. I think, I think Covid in my space has accelerated the rate of digital transformation.

[00:26:01.200] - Aileen Day
Yes, very true.

[00:26:03.760] - Simon Whelan
We're under direct funding so well, Bunnings is always an exception people could always go to Bunnings.

[00:26:09.200] - Aileen Day
Well, kind of.

[00:26:11.630] - Simon Whelan
But if we look at typical retailers.

[00:26:13.250] - Aileen Day
Yeah.

[00:26:14.720] - Simon Whelan
Maybe there was a shift to, to go online sooner and to, to, to embrace online.

[00:26:21.380] - Aileen Day
Yeah.

[00:26:22.640] - Simon Whelan
And to really invest in a customer online experiences.

[00:26:27.620] - Aileen Day
Yeah.

[00:26:29.120] - Simon Whelan
So what I found was the talent, which is finite, there is only a certain amount of talent in the marketplace that is, you know the risk of sounding disrespectful, is plenty of candidates miss out on the challenges as far as I'm concerned.

[00:26:45.890] - Aileen Day
Right.

[00:26:47.510] - Simon Whelan
So there's always a finite amount of talent in the market space, and this, this particular space of Mar-tech overall e-commerce and digital, I think there's been a greater demand for that talent over the last probably 6, 8 months since the second lock-down.

[00:27:09.240] - Aileen Day
Yeah, OK.

[00:27:11.240] - Simon Whelan
And mixed that with the fact that there's no inward migration as well as there's no new candidates coming into the marketplace.

[00:27:18.830] - Aileen Day
Oh, and by inward migration, you mean potential candidates coming from other countries into Australia, yeah.

[00:27:27.860] - Simon Whelan
So our borders have been closed to candidates from abroad coming in.

[00:27:32.720] - Aileen Day
Right.

[00:27:34.070] - Simon Whelan
So we have more demand, and less supply.

[00:27:36.450] - Aileen Day
Oh.

[00:27:38.510] - Simon Whelan
What you're seeing is obviously that's going to affect price and talent, salaries have been going up.

[00:27:46.190] - Aileen Day
Yeah.

[00:27:47.270] - Simon Whelan
So there's a lot of change in the marketplace, hopefully it'll settle down again sooner rather than later.

[00:27:51.680] - Aileen Day
It nearly sounds like the housing market.

[00:27:55.190] - Simon Whelan
Well, yeah, it's yeah hope it's good.

[00:27:59.660] - Aileen Day
How crazy, mind you, I'm about to sell a house and unfortunately that boom is not hitting where my house is, which is very annoying. But anyway, by the time by the time it's all said and done, you know, the real estate agents, the one that's going to win so.

[00:28:16.700] - Simon Whelan
They always win.

[00:28:18.740] - Aileen Day
So be it, so be it now, interestingly enough. So that's a really good point, I love that. But we were also talking about delivering value around the way that you go and provide services to customers and potentially stop just doing things the same way because that's how they've always been done. So talk to me about your your insight on delivering value by changing the way you do business.

[00:28:52.320] - Simon Whelan
Yeah, well, I think I think the recruitment industry has been it's always irked me in many ways in terms of what I went into recruitment and I looked at how other recruitment companies were recruiting, embrace those **t's and c's**. And that's how we did business, that's how we charged and made money. But it's always kind of it's always bothered me slightly that, you know, you talk about you talk about you're selling a house. Well, it's probably about exactly, you talk about going to an accountant who will be a business consultant.

[00:29:27.780] - Aileen Day
Right.

[00:29:29.160] - Simon Whelan
Well, whether or not you get a positive outcome out of your returns or not, he's going to invoice you for his time.

[00:29:38.940] - Aileen Day
It certainly will.

[00:29:41.820] - Simon Whelan
Because there's very few industries whereby, you charge a percentage of, of a salary or you charge the budget, which is typically what happens in the recruitment industry, which for me is kind of a it's always awkward. So what we tried to do was we just tried to unpack the I suppose, the business model, if you like, behind recruitment and go to the market with options and sit down with clients and understand what their pain points were.

[00:30:15.150] - Aileen Day
Oh, I love it.

[00:30:17.810] - Simon Whelan
Providing a solution and price accordingly, now that can be the traditional recruiting model, if you like, in terms of the contingent recruiting model where the countries and the place, the person in charge

fee based on the person in place or that can be retained option whereby, whereby we go and we do a, you know, a detailed search and we come back with a number of candidates, we present those, et cetera, or that can be that we actually look at their whole recruitment process, if you like, and have them put up the contract systems in place, et cetera, et cetera. And, you know, provides a completely different solution. So, so I think, you know, we talk about, we talk about the value and I think, look, to add value first to provide when your adding value. Everything else takes care of itself as far as I'm concerned.

[00:31:14.990] - Aileen Day

Yeah, absolutely and, you know, I love that kind of change in thinking on that on the way that you deliver a value is because, you know, when I think about the old ways or the, the more common ways that recruitment happens, whether it be, you know, the, the contingent way or the two services that you talked about, but that third service going in there and really kind of pulling out the, the way they do things and reinstating a more streamlined service and more streamlined process and the systems and stuff like that, that is, that is sexy to me. That is, that is the way that you implement a stronger foundation for your customer experience, for your employee experience, and ultimately the human experience.

[00:32:13.880] - Aileen Day

Because what you're now doing is you're taking into account, hang on, we're not just herding cats here, we're like working with human beings and I think so many organisations, when they are looking to recruit, they're like, just get me, get me a person where I can embody the oh, my God, the amount of times I have heard somebody say to me, I just need a warm body, are you joking. And that's not just, give me a warm body I'm like, I'm not going to get you a warm body, because ultimately everybody suffers when we don't do this properly.

[00:32:55.610] - Aileen Day

And I think it is 2021, it is about time that somebody kind of bites into the apple differently you know, I said the other day there's plenty of ways to skin a cat except the lady that I said it too, had a cat sitting on her lap. Oh my goodness me, Aileen, seriously. But I, I think, you know, it's a potentially it's a scary concept to go into a business and tell them, you know, that there's better ways to do things.

[00:33:33.620] - Aileen Day

What I do all the time, I love it, but it does it really kind of comes back to how you're helping them become a value-driven brand as well, because, you know like we talked earlier about, you know, the potential turnover of employees as well in the amount that organisations are spending on recruitment, which is big dollars like big, big dollars. And my point to those businesses would be it's one thing to get the right body, but it's another thing to make sure that you are delivering your own value to that employee and therefore giving them something to reciprocate because this day and age and I'm sure you degree money isn't everything.

[00:34:27.690] - Simon Whelan

I would totally vouch you absolutely. And I think you're right, I think there's a number of things that come into that equation in terms of what employees are taking off the table. And, you know, different things are obviously important to different people. So I think employers must listen, ask the question and listen to the response, what's important here? I think what is coming out for me is that a lot of people are looking to work on good projects at the moment.

[00:34:57.060] - Aileen Day

Yeah, interesting.

[00:34:59.190] - Simon Whelan

Which [inaudible], you know, and, you know, we touched on Jim Rohn earlier and I think does he say something along the lines of God can't remember what it's called now, and success, success is something you attract by becoming a better person isn't it become better or...

[00:35:18.570] - Aileen Day

Something like that.

[00:35:19.860] - Simon Whelan

People can add value to themselves by getting better experiences. I think the actual monetary value would just automatically.

[00:35:26.970] - Aileen Day

Yeah.

[00:35:28.710] - Simon Whelan

So I do think that's, that's interesting. So I think employers have to embrace what candidates are looking for and try and provide, provide options.

[00:35:41.110] - Aileen Day

Yeah, you know, I read some statistics yesterday while I was writing a fresh blog, and it said that 75% of employees leave their job because of the leader.

[00:35:57.930] - Simon Whelan

Wow.

[00:35:58.620] - Aileen Day

Do you know how much that breaks my heart? So you can go and do all this wonderful work recruiting the best of the best, and if the leadership if the, if the way that they do business as a leader is incongruent with the way they value their employment, they'll leave.

[00:36:19.690] - Simon Whelan

It's frustrating, I have to say, it is frustrating, I mean you, you mentioned there that recruitment is one of those equations where if it goes wrong, goes wrong for everybody.

[00:36:29.860] - Aileen Day

Yeah.

[00:36:31.030] - Simon Whelan

Employers don't want to hire candidates that aren't going to work out long term.

[00:36:36.790] - Aileen Day

Absolutely.

[00:36:37.660] - Simon Whelan

100 candidates don't want to go to a role that's not going to work out for them as well.

[00:36:42.330] - Aileen Day

Yeah.

[00:36:43.480] - Simon Whelan

So it is worth doing properly and, and worth doing right, but then you're right. When an employer actually builds a team.

[00:36:51.460] - Aileen Day

Yeah.

[00:36:52.750] - Simon Whelan

Create an environment where people want to stay, where they're going to flourish, and visit various different ways that can actually happen.

[00:37:00.110] - Aileen Day

So many.

[00:37:03.930] - Simon Whelan

And, you know, could you start by asking me questions? What do we need to do to, to make this a better place?

[00:37:10.390] - Aileen Day

Yeah, hire Aileen and Simon.

[00:37:14.560] - Simon Whelan

Job done.

[00:37:17.560] - Aileen Day

We'll help you, we're here to help, yeah, no, absolutely. And some of those statistics yesterday, they just made me just shiver, but you know, it's what keeps me employed. So, everybody was amazing, I'd have to go retire or go back to Bunnings, hey Michael, ahh love it. You know what? There's some amazing insights and some really good things to consider, so basically, we're saying, you know like just start considering how you might be able to turn the tables on your competitors.

[00:38:00.200] - Aileen Day

Why do you have to keep doing everything the same way that they all do just because that's how it's being done for all these years? And some might call that a pivot, but some might just call that innovating, and to be honest, if you're not a brand that is not innovating, then you are only a business and you are not going to be a business for very long because true innovation is what it takes to, to become a brand and then to become a trusted and value-driven brand.

[00:38:34.460] - Aileen Day

It takes constantly looking at ways to do or to constantly looking at how you can do things differently and improve the ways that you do them, so I absolutely tip my hat off to you and if you are an organisation and you think that your recruitment strategy could do with a bit of an overhaul, then Simon and Montage Recruiting are your people. And I think also then if you are a Mar-tech specialist or expert and you think you've got what it takes, then you too need to go and hit up Simon at Montage because it does certainly sound like the real estate agent similar to the recruiting industry it's, it's your time to shine.

[00:39:25.700] - Aileen Day

So that is definitely something I would highly suggest, go and make the most of those opportunities while the what's the saying, "Make hay while the sun shines.". Now, there is one of the things you might not be aware, but before I let everybody go and if you haven't listened to The Value Driven Brand podcast before, you might not know. But all of my guests get a guest profile form that I ask them to fill out and they very kindly fill one out, and one of the questions on there is I ask them, what is the one song that gets them pumped up for anything. Now, do you remember the song that you put on your form? Which is it?

[00:40:16.380] - Simon Whelan

It's Bad by U2.

[00:40:17.760] - Aileen Day

Bad by U2.

[00:40:22.190] - Simon Whelan

I had to go an Irish band.

[00:40:25.140] - Aileen Day

That, of course, they are too, I didn't even make that connection, God I'm terrible, that makes so much more sense. Well, you might not realise, but every guest that comes onto The Value Driven Brand podcast and submits their one song that gets them pumped up for anything, that song then goes onto my personal playlist. And I share that with you on The Value Driven Brand podcast series, where you

find this podcast on valuedrivenbrand.com/podcast-series, you'll also find Bad by U2 on the Spotify playlist that we have put together for you. So there is no reason why you can't get pumped up for anything at any time. Simon, it has been such...

[00:41:20.970] - Simon Whelan
I'm glad I chose a cool song now.

[00:41:23.310] - Aileen Day
Yes, well, absolutely. I mean, to be honest, I started, say this bit, but it's becoming quite eclectic, there is trance music on there, there is classical music on there. It is such a melting pot of music that to see what gets each person pumped up is actually quite insightful into their personality, so I, I quite love it someone said to me once, oh, you're not serious, you don't need that. I'm like, no, no mate like, this is the most serious, get me a song. So I love it, so hopefully, you're listening if you're listening, you can also go and download that, that Spotify playlist and go get pumped up for anything yourselves.

[00:42:19.530] - Aileen Day
That is it for us today, Simon. I want to say thank you so much for joining us and if you want to get in touch with Simon, you can head to valuedrivenbrand.com/podcast-series, and Simon's podcast will be there and all of the contact details for Simon as well, whether you might be a candidate or a talent member or if you're an organisation thinking that it's time to overhaul the way you do recruitment or just needing a little bit more help than Simon in the Montage team can certainly help you. And he will also have his details for his newly formed business, Montage Digital up there now, before I let you go, want give me an elevator pitch, what's Montage Digital about?

[00:43:09.520] - Simon Whelan
Good question, watch this space, we're working on it at the moment, I suppose it's Montage Recruiting is quite a broad offering, we can help anybody, Montage Digital, if you like, is a specific offering to our Mar-tech client space.

[00:43:28.150] - Aileen Day
Right, OK, I like it so we're getting further down the funnel then.

[00:43:34.070] - Simon Whelan
Exactly.

[00:43:34.910] - Aileen Day
I love it's very good, well, we will be sure to put those details and information on the website as well so that is valuedrivenbrand.com/podcast-series, Simon Whelan from Montage Recruiting, thank you so much for joining us.

[00:43:53.300] - Simon Whelan
My pleasure Aileen, thank you very much.

[00:43:55.280] - Aileen Day
Absolutely, now, everybody get out there and go and create value for somebody else in your life because what goes around comes around, I'm Aileen Day until next time.

[00:44:09.550] - Aileen Day
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