



Greg Palmer

An Interview with Greg Palmer, Greg Palmer and Associates

“Smaller firms have a better ability to handle their customer’s needs and respond with unique ways to solve problems.”

G Palmer & Associates

450 Newport Center Drive, Suite 450
Newport Beach, California 92660
(949) 232-7101
www.gpalmerandassociates.com

SD: What types of consulting do you provide to staffing firms?

GP: Consulting directly with CEO’s. The focus of the practice is to help CEO’s figure out the best way to create more value in their businesses. Once the strategy is in place, we then work through the operational metrics to execute. Finally we work closely on the actual execution of the plan. Three big areas recently are showing firms how to grow their gross margins, direct hire and professional service lines. We grew a professional brand Remx from scratch to over \$100 million, all organically.

SD: Describe what makes your company unique in the areas of customer service, support and client satisfaction.

GP: I think the biggest difference in my practice versus most others is that we can help in just about any area of the business – strategy + metrics + operations + tracking + M&A, talent review etc. It’s really a one-stop of all the resources necessary to grow a staffing business and at the end of the day create with one goal in mind “create more value in a respective brand.” Most consulting firms focus narrowly on such things as: M&A systems, risk management and so on. With my background I can help a firm on all the areas plus actually show them how to scale their companies.

Regarding client satisfaction I’d say the results are immediate and the direction/strategy gives the CEO the peace of mind they need to run the business day to day.

SD: You’ve done a number of speaking engagements. What do you like about speaking to audiences?

GP: Speaking has been a great way to “share the story.” You go into it hoping people will get inspired and you hope to pique their interest.

SD: You were one of the first to really explore the VOP (Vendor on Premises) concept. Where did that come from?

GP: I came from a different industry that did tool making. We started using it there, going into accounts and telling them why use two to three different firms when we can handle the entire project for you. Our VOP business at Olsten went from \$130 million to \$500 million in five years. That’s strictly organic growth.

SD: Having come from large, national staffing firms and now working with smaller, independent firms, what do you see as the big differences between the two?

GP: Bigger firms focus on processes. One way to do payroll, billing, comp, etc. Smaller firms have a better ability to handle their customer’s needs and respond with unique ways to solve problems. Decisions are made much quicker in smaller firms, as well.

SD: You’ve spoken for a number of different independent associations. What do you think of those?

GP: At first, I didn’t even realize they existed. When I found them I saw what a great way they were to help bridge the gap from the national firms. The ability to meet with your peers and discuss problems and find solutions is a huge advantage of being in an association. ■

RemedyTemp, Inc.

Aliso Viejo, California

President, Chief Executive Officer and Director (January 2001 to June 2006)

- Took the company from a pretax loss of \$18.5 million in 2003 to an estimated pretax profit of \$14 million in 2006.
- Changed the economic model to improve gross margin from 15.9% in 2003 to 22% in 2006. Reduced non-selling general and administrative costs 25%.
- Organically grew niche specialty division to over \$100 million in revenue, 35% gross margin and estimated operating margins of 8-10%.

Executive Vice President and Chief Operating Officer (January 1998 to December 2000)

Olsten Staffing Services

Westbury, New York
Senior Vice President
(April 1990 to December 1996)

- Managed \$1 billion P&L for North American revenue, across several vertical service lines.
- Led poorest performing division to #1 worldwide sales and profit (\$140 million revenue in 1990 to \$520 million in 1996).
- Pioneered the Vendor on Premise model for company and industry. Various field management positions

December, 1985 to March 1990 –
First position branch manger –
Louisville, Kentucky

October 2006 – Present
Greg Palmer and Associates
“Increasing shareholder value in the staffing industry”

- Strategic Planning
- M&A Consulting
- Proven profit margin improvement methods