The Definitive Guide to Recruitment Marketing
TESTIMONIALS

Beamery sets the standard for content marketing in the HR Technology sector. The Beamery guide to GDPR offered a broad resource, vetted by a legal team, designed to help people solve a real-life problem. It was groundbreaking in its scope.

This guide to Recruitment Marketing (RM) is equally complete. I imagine that people will keep it handy as they wade through the programmatic of building a total RM operation. It’s everything you need to know all in one place. Nice job.

John Sumser
Principal Analyst at HRExaminer

This brilliant playbook on recruitment marketing should be read, bookmarked and shared by every recruitment marketing team.

If you want to understand candidate behaviours, and effectively communicate your talent brand to an increasingly time-poor and content-fatigued candidate audience, this is the guide to read.

Charu Malhotra
Employer Brand and Global Recruitment marketing Consultant

The transparency of the digital age has created the need for an enhanced candidate experience. Creating and nurturing a long-term relationship with target talent is required to be competitive.

Those are the reasons “why” recruitment marketing is necessary today. The Definitive Guide to Recruitment Marketing provides a comprehensive, yet easy to follow roadmap as to “how” to implement a recruitment marketing strategy for the digital age.

Marvin Smith
Talent Acquisition Strategy & Solutions, Lockheed Martin Corporation
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Why recruitment marketing?

Ambitious companies are always looking for an edge, a way to stay ahead of the competition, and often look for that edge in a new market, an innovative product or a daring strategy turnaround, but the best of them never forget to look inward as well, to their own talent.

Great talent is a powerful and consistent source of strength in business, and recruitment marketing gives companies the ability to attract the best.

The concepts and tools behind a successful recruitment marketing strategy already exist in other areas of business: Marketing, Sales, Operations.

There is no reason why they shouldn’t be used to take recruitment forward, and to start treating candidates with the same attention and care given to customers.

A solid recruitment marketing function is not just a box to be checked to keep up with the latest trend. When done right, it’s an opportunity for long-term growth, and can bring companies the competitive advantage they were looking for.
Most recruiting platforms and processes are built to manage jobs, interviews and applications. Everything is built around the active candidate: the person that is ready to move jobs right now.

The issue, however, is that only 36% of candidates are actually active\(^1\) at any given time, and the competition for their attention is fierce – competition for talent ranked as the number one challenge for recruiters in 2017\(^2\).

Most top candidates today are passive. They’re not browsing job ads, or wading through lengthy application forms. You have to go to them.

Recruiting teams are borrowing tactics that have long been established in sales and marketing to tackle these issues. Instead of waiting for applications that might never come, they are taking a more proactive approach to recruiting – building pipelines of target candidates and marketing their brand and available roles to them over time.

They focus on building relationships with the best candidates, not just the ones that are immediately available.

We’re not talking about job alerts or email blasts, we’re talking about consistent, relevant communication that shows candidates who you are as an organization and tells them why they should think about working for you.

The move to such a candidate-centric process is one of the foundational concepts of recruitment marketing. With 90% of candidates open to hearing from your company\(^1\) at any given time, this more proactive approach goes a long way to solving talent shortages.
Recruitment marketing defined

Recruitment marketing is the strategies, techniques and processes that a talent acquisition organization uses to **attract and engage candidates and convert them into applicants**.

It includes everything from employer branding, to planning and executing campaigns, to measuring their ROI and impact on hiring objectives.

**The role of recruitment marketing**

In the talent acquisition funnel, recruitment marketing focuses heavily on what happens before the application: It aims to increase awareness of the company as a potential employer, and to encourage good candidates to apply. It also influences the bottom of the funnel heavily: a candidate who got to know the employer brand well, who learned about the company's strongest points, is more likely to accept an offer or talk positively about the company afterwards.

Recruitment marketing strategy starts with two initial decisions: segmentation (think target audience, personas) and positioning (think employer brand and EVP), and then goes on to plan for campaigns, experiment, and iterate based on data.

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TWO CENTRAL MARKETING CONCEPTS TRANSFERRED TO RECRUITMENT

**Segmentation:** dividing a target candidate population into groups of individuals, or personas, who share a common trait, like a geographical location, a professional background, or a level of seniority, with the goal of tailoring marketing campaigns to these specific characteristics.

**Positioning:** aiming to occupy a well-defined and differentiated position in the mind of the consumer in comparison with competing employers.
Below are additional definitions of recruitment marketing by Talent practitioners and influencers:

*Top talent has always had power, but now they have much more information than ever before – about your company, your reputation, and much like you screen applicants for ‘fit’, top talent is screening you right back.

Smart marketing can help cut through the noise and clutter and help you connect with your target audience, in fact, it might be the only way to connect with them in the modern, information overload age.*

*Steve Boese*
HR Technology Conference Co-Chair

*Recruitment has shifted from a “sales” focus to a “marketing focus” today. Companies that create a compelling, authentic employment brand, communicate their values and mission, and clearly articulate the nature of their workplace are winning out in their recruitment efforts.

I encourage recruiters and entire leadership teams to make recruitment a corporate mission, driven top down by the CEO and VP of Marketing. Not only does this improve candidate quality, but it gives the company valuable feedback on how it is perceived in the marketplace.*

*Josh Bersin*
Founder of Bersin, Deloitte Consulting

*Job seekers are behaving like consumers when they look for jobs and so recruiters have to think and behave more like marketers and less like salespeople. So now, building brand is a key skill and content is king in a social strategy, even at the recruiter level.*

*Recruitment companies need to focus less on sales and more on marketing, especially using social media to build communities and CRM to connect and build relationships.*

*Greg Savage*
Principal at the Savage Truth
The rise of recruitment marketing

While recruitment marketing has been a fashionable subject for more than a decade now, it wasn’t a critical company priority until recently. In 2014, Brandon Hall’s Talent Acquisition Survey revealed that 61% of companies considered hiring better talent a top priority, but that only 40% of companies included attracting more talent in their top three talent acquisition goals.

Marketing to talent is much more of a priority today. 70% of companies are planning on acquiring recruitment marketing platforms\(^1\), and 77% of them consider recruitment marketing a priority\(^2\).

Candidates’ expectations are affected by their experiences as customers. And like customers, they care about what they hear from friends or on rating websites, they listen to the twitting of social networks, they’re interested in intangibles like ‘culture’ and ‘brand.’ Not only that, but they also expect companies to treat them with the same level of personalization they get as customers. No wonder recruiters are now stepping up their marketing game.

[...] Recruiters should be marketers but the truth is that we’re still light years behind. We live in a world of personalised adverts delivered to individual users based on their personal browsing history, yet in recruiting we still give out awards for careers pages and newspaper ads.

\textit{Matt Buckland}  
Workable, the King’s Shilling

\(^1\) Recruitment Marketing index 2017, Aptitude Research Partners.  
\(^2\) State of Recruitment Marketing 2018, Beamery
When recruitment marketing makes sense

What is the right time to start implementing recruitment marketing?

Recruitment marketing is crucial for companies across the board, but it might make sense to not have a full recruitment marketing team in a very small talent acquisition organization. So how do recruiters know when it’s time to start building a fully functioning recruitment marketing team?

1. When you’re hiring talent at scale

You might have been doing fine so far by having your recruiters wear many hats. However, when the hiring needs of the company grow enough that you need more than a handful of recruiters, it’s time to switch gears.

2. When you’re sourcing for competitive talent

Some roles require much more efficient hiring teams than others. Executive hires, for example, are harder to make if the company does not nurture its employer brand. Niche talent or highly sought-after technical experts also tend to be harder to hire without recruitment marketing support.

3. When the TA machine is not efficient

If you suspect that you should be converting much higher numbers of candidates, the problem might be in the lack of positive attitude towards your employer brand. If great candidates are sourced by your team but then do not end up applying or accepting offers, it might be because they haven’t had the opportunity to learn enough about the company.

77% of companies consider that recruitment marketing is a priority.

State of Recruitment Marketing 2018, Beamery

A good employer brand reduces employee turnover by 28%, and cost-per-hire by 50%.

Candidate experience statistics you should know, TalentAdore
Why is Recruitment Marketing such a hot topic?
There are a couple of reasons. The first is that candidates have become more sophisticated in the way that they think about and research employers. They expect significantly more from companies when it comes to communication and engagement, and organizations therefore need something in place to help them build that engagement before the application.

Companies are also becoming more strategic in the way that they think about recruiting, and are under increasing pressure from the business to make sure that talent acquisition is driving the right kind of hire – this is something that is harder to govern with traditional recruiting programs.

Employer branding also plays a role here. There’s been a big uptick in conversations around the role of brand in the recruiting process, and there’s a need for sophisticated technology to support this process.

Finally, companies are recognizing that just because a recruitment marketing platform is new software, it doesn’t necessarily mean creating new budget – it’s more a question of budget allocation. Organizations are spending a lot on ads, agencies and job boards and are starting to see that money as better served by recruitment marketing.

Does Recruitment Marketing need to be done at a strategic level, or can it be run on a tactical level?
This is more of a question of organizational maturity. One reason why it’s typically thought of as an enterprise function is that larger organizations are more invested in transforming their talent acquisition function to support and enable recruitment marketing.

That said, there are tactical things that organizations of all sizes can do to be more strategic – anything from talent attraction, to launching specific campaigns. Big budgets aren’t a necessity, anyone can test new approaches.

Over the next year it will be interesting to see if the perception of recruitment marketing changes – from an enterprise luxury, to a critical competency.
**Madeline Laurano interview**

### Does Recruitment Marketing require a cultural change?

To truly get the most out of recruitment marketing, organizations need to change the way they think about engaging with candidates and building relationships. Again, this is a question of maturity – some companies are committed to recruitment marketing and believe in it wholeheartedly, others find it harder to build an internal business case.

### Do you have to re-skill or hire your team to run Recruitment Marketing programs effectively?

This is an interesting question that comes up in a lot of the conversations I have with companies. It’s less about restructuring your team, more about hiring for a different skillset – similar to the way that companies have built out sourcing teams over the past few years. The critical area is education – talent acquisition leaders need to think carefully about team development, as opposed to retooling the department.

### What are the biggest blockers to successful Recruitment Marketing implementation or programs?

Well we’ve just touched on education, that tends to be a pretty big roadblock to teams looking to get started with recruitment marketing. It’s also pretty overwhelming when companies have to start thinking about restructuring their team, or changing the way they allocate budget. There’s a lot of cognitive overload. This isn’t helped by the way that a lot of vendors talk about their product – often the messaging is too complicated, it needs to be simplified.

### What advice would you give to someone who is about to embark on a Recruitment Marketing program?

Start with due diligence – you need to figure out what your organization’s needs are, understand the capabilities and limitations of the technology that you already have in place and educate yourself on the providers in the market. Recruitment marketing is a new category, full of new technology providers, so you need to make sure that you ask the difficult questions that will show you which companies have staying power, which can support your needs long-term.
Madeline Laurano interview

How can you tell if Recruitment Marketing is the right fit for your organization?

Any company that wants to know more about their candidates, or wants to take a more proactive approach to talent acquisition (as opposed to waiting for candidates to come and find them) is a great candidate. You have to be willing to try new approaches, to take a look in the mirror and admit that some of the things that you’re doing aren’t working and try something different.

How is buying a Recruitment Marketing platform different from buying an ATS or other recruiting software?

It’s totally different – it’s critical to choose a vendor that can is more of a partner than a provider. You need someone you can listen to your needs and grow and improve the product around you. You can’t just send out an RFP, you need to establish whether the company you select has the right resources to suit your needs.

How should companies measure success with Recruitment Marketing?

It’s pretty different from traditional talent acquisition – there are different metrics, in fact it’s closer to the way that marketing teams track and analyse their activity. Organizations need to think more in terms of conversion rates – how are they converting leads to applicants – and consider things like source of influence and hire. These metrics can have much faster feedback loops than more traditional metrics like cost and time to hire. While it can take a pretty long time to measure traditional metrics properly, marketing indicators that can show significant changes on a daily basis. It’s empowering to login and see immediate impact.

Where have you seen Recruitment Marketing work best?

There’s not really a single vertical, I’ve seen recruitment marketing work well across a variety of different industries. The one thing to note here is that typically it’s just enterprises that are leveraging recruitment marketing – it will be interesting to see when we see the mid market evolve as there are a lot of smaller organizations that would find it valuable.

How important is personalization in Recruitment Marketing?

Very important, particularly when it comes to online content. There’s a huge need for companies to personalize careers sites or landing pages to stand out to target talent (e.g. women in tech).
Recruitment marketing maturity

Not all recruiting teams are at the same stage of maturity when it comes to their marketing strategy.

In 2017, 16% to 35% of companies seem to have sophisticated marketing practices in place, such as smart nurture campaigns and advanced candidate data management and performance monitoring.

But many more rely mostly on batch inMail and automated job postings on social media. They are still missing a coherent employer brand or a comprehensive communication plan, for example.

We developed a framework to help recruiting teams assess at a glance where they stand.

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**Maturity of Recruitment Marketing Strategy**

- **Small Organizations** (1 - 999 employees)
  - Fully-integrated marketing strategy: 25%
  - Developing a marketing strategy: 42%
  - Formulated a marketing strategy: 28%
  - No formal marketing strategy: 5%

- **Mid-Size Organizations** (1,000 - 9,999 employees)
  - Fully-integrated marketing strategy: 34%
  - Developing a marketing strategy: 44%
  - Formulated a marketing strategy: 15%
  - No formal marketing strategy: 7%

- **Large Organizations** (10,000+ employees)
  - Fully-integrated marketing strategy: 44%
  - Developing a marketing strategy: 33%
  - Formulated a marketing strategy: 7%
  - No formal marketing strategy: 16%

*Source: Brandon Hall State of Recruitment Marketing 2017*

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1 Beamery State of Recruitment Marketing 2018
Recruitment marketing maturity

Where do you stand?
Recruitment marketing maturity levels

**Metrics**
As teams build up their marketing skills, they measure pipeline metrics up until the application point, and can pinpoint exactly where in the candidate journey they are struggling.

**Branding**
Recruiters use employee benefits, criteria for raises or promotions, and company perks to develop the first version of their EVP.

As the candidate journey becomes sophisticated, they have more opportunities to establish the voice, values and personality of the company. They can share a formal version of the EVP, and the employer brand they’re building comes across more strongly.

**Communication**
As recruiters shift from a reactive to a proactive mindset, they stop communicating in mass emails and start focusing on one-to-one relationships.

They create automated processes to collect candidate data and send nurture campaigns. With the help of collaboration tools, they share their nurture flows with other team members so that everyone knows who is talking with whom.
Where do recruiters invest?

Companies who prioritize recruitment marketing tend to make different choices when it comes to how they deploy their budgets, and what tools they rely on for their campaigns.

What tools do they use?

Companies who prioritize recruitment marketing invest in the right tool stack. They tend to rely less on ATSs, and more on CRMs and Recruitment marketing platforms1.

This leads to a positive impact on recruiting metrics such as candidate experience or time to hire.

How do they allocate budgets?

These companies also plan on increasing their talent acquisition budget more, to accommodate their recruitment marketing plans. 36% of them intend to spend their increased talent acquisition budget on hiring recruitment marketing specialists, 49% of them will be spending more on tools and software, and almost 60% of them will be increasing their budget for marketing and branding campaigns and events.

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1 State of Recruitment Marketing 2018, Beamery
What are the challenges?

A lot can be learned from other companies’ challenges; in recruitment marketing, especially, many teams are still struggling to adopt core marketing practices.

**EMPLOYER BRAND**

Only 35% of companies agree that their company has a well-defined and consistent brand.

**EMAIL MARKETING**

Further down the funnel, only 21% of companies feel confident in their email nurture campaigns, despite email being the preferred candidate engagement channel for 85% of them.

**DATA ENRICHMENT AND CANDIDATE DATABASE MANAGEMENT**

Without up-to-date candidate information, companies cannot form a complete picture of who their target candidate is, and as a result, their campaigns lack personalization. Yet only 16% of companies use data enrichment to keep candidate databases up-to-date.

Source: Beamery’s State of Recruitment Marketing 2018
What are the challenges?

### Reporting and Analytics

Most companies rely on traditional metrics for their reporting, such as the offer acceptance rate or the time to hire. However, these do not capture what happens before the application, even though that is where most recruitment marketing activities are focused.

Only 31% of recruiters are able to efficiently demonstrate the results of their marketing initiatives. It is therefore not surprising to see that only 27% of them feel that recruitment marketing receives enough executive support. Without clear metrics showcasing the returns of recruitment marketing campaigns, recruiters are unlikely to secure backing from the rest of the organization.

Source: Beamery’s State of Recruitment Marketing 2018
Benefits of recruitment marketing

1. Strategic Alignment
There’s a strong strategic component to recruitment marketing: the goal is to find candidates that could make a “10x” impact on the organization, not just the ones that are immediately available. There’s an increased focus on passive candidates, and success relies on carefully building personas of the kinds of people that “fit” the company.

2. Acceleration
Once recruitment marketing programs are set up, and a pipeline of candidates is in place, companies usually see an acceleration of recruiting processes across the board. For example, the team never has to start new searches from scratch – there will always be a pool of engaged candidates that can be contacted regarding new opportunities.

3. Better Candidate Experience
Recruitment marketing enables recruiters to personalize the content and communication that candidates receive at the “evaluation stage” of the funnel, before they apply. Every touchpoint can be customized based on background, previous interactions, or location, for example, making the candidate experience highly engaged and personal, and delivering excited applicants to the interviewers.

4. Stronger Employer Brand
People don’t apply to companies, people apply to brands. They’re looking for a commonality, an idea or sense of mission that resonates with them.

It is hardly a surprise then that 55% of talent leaders saw employer branding as the top investment priority in 20171.

5. Increased Diversity
Data has shown many that diversity favorably impact teams. McKinsey research indicates, for example, that gender diverse teams are 15% more likely to outperform, while ethnically diverse teams are 35% more effective2.

The challenge that companies face is in attracting candidates that meet their diversity requirements.

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1 Beamery State of Talent Acquisition 2017
2 Why Diversity Matters, McKinsey
Benefits of recruitment marketing

Recruitment marketing helps organizations become proactive about the talent personas that they’re going after. Whether it’s through targeted events, pipelining, content or talent networks, recruiters have the tools they need to find and engage targeted candidate groups wherever they are.

6. Improved Candidate Quality
One challenge that many organizations currently face is that the quality candidates that visit their website and browse their jobs don’t apply. They aren’t necessarily ready to jump on the application process at that time – even if they might be willing to learn more about your company.

Setting up a talent network to convert some of these candidates into leads can have a sizeable impact on the organization. A coherent recruitment marketing strategy provides the tools to set up that initiative successfully: tone and content of messaging, a direction for next steps and calls-to-action, a nurture strategy to eventually direct these quality candidates to apply.

7. Reduced Hiring Costs
Recruitment marketing helps teams track the effectiveness of different campaigns on generating pipeline, and highlights the best investments of their time and resources.

For example, if a team can track every step of the journey of a candidate before they apply, and calculate the cost on each application, they can quickly notice which journeys are more efficient on focus on them.

For example, they might notice that candidates who come originally from events end up costing less to convert than candidates who come from social media. Even if social media, as a channel, is less expensive, it might turn out to be less efficient for the company’s specific needs.

Recruitment marketing also has an impact on different elements of cost-to hire: merely having a pipeline or a pool of talent to dip into means reduced agency and advertising spend, for instance.
Why is Recruitment marketing so hot?

Recruitment Marketing is not a new concept, but it's been gaining in popularity recently for a number of reasons:

1. **Traditional tactics aren’t as effective**
   Job ads work for many high-volume, high-velocity roles, but not so much for hard-to-fill roles. They rely on the right candidate actively researching job openings and coming across the posting at the right time.

2. **The right technology is available**
   Many of the principles of recruitment marketing have been used by consumer marketers for years, but have only just now become available to recruiters.

3. **The new candidate journey**
   Today’s candidates research jobs in the same way as they would any other major purchasing decision – they have the resources to learn almost everything about your company before they even think about applying. They also expect the same level of engaged and personalized on-demand interactions they receive from major consumer businesses.

4. **Cutting through the noise**
   Companies aren’t just battling against other recruiters, they’re up against a wave of different digital distractions – social networks, games etc. Weak candidate experience have no chance on keeping candidate’s attention.

5. **Hiring teams are becoming more sophisticated**
   Recruiting is becoming far more relationship-centric, and as a result, teams now have dedicated team members for sourcing, branding, and marketing, with a more specialized skill range, instead of full-cycle recruiters.

6. **It just makes sense**
   Marketing to candidates, building your brand, focusing on relationships not jobs – it all makes a lot of sense. Sales and marketing departments have become incredibly sophisticated in the way that they interact with potential customers, recruiting teams are following in their footsteps.

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*Job seekers are behaving like consumers when they look for jobs.*

Greg Savage
the Savage Truth
Building a recruitment marketing strategy

Even the most sophisticated recruitment marketing strategies can be structured around 4 simple steps: Attract, Connect, Engage, and Grow. It's a simple framework that can help you review your existing strategy or design a new one from scratch.

In my company, Recruitment Marketing is a priority and benefits from executive support (e.g. budgets, hiring etc.)

18%  24%  30.9%  17.8%  9.3%
We discussed earlier how marketing relies heavily on two concepts: **segmentation** and **positioning**.

**Segmentation** happens when the recruiting team takes the time to define the ideal candidates it is trying to attract. Recruiters use geographies, job types, levels of seniority, or other criteria for a basic level of segmentation, and personas for a deeper understanding of the target audience.

**Positioning** is what recruiters do when they build the employer brand and the EVP, or Employee Value Proposition. These serve to “position” the company in the candidate’s mind, against a backdrop of hundreds of other potential employers.

Using segmentation and positioning, the recruitment marketing team can then build the rest of the company’s “storefront”: the careers page, the social media profiles of the company, as well as any content contained in both.
The more targeted and personalized your recruiting efforts are, the better the response from candidates. This is why everything starts with personas.

What are personas?
To know which candidates to attract, marketers, and now recruiters as well, rely on personas: an imaginary ideal target, with a collection of social, professional and behavioral traits that make them a fit with the company.

Below is an example of a persona for a Junior Marketing role:

**MARKETING MARY**

**BACKGROUND**
- Works at a target company
- Relevant qualifications
- BA at top university

**EXPERIENCE**
- 2–5 years experience
- Has managed a team
- Proficient with Marketo & Salesforce

**SKILLS**
- Excellent communicator
- Content marketing expert
- Lead acquisition and nurturing

**GOALS**
- Ambitious
- Wants rapid career growth
- Prizes learning

**OBJECTIONS**
- Typically frustrated with bureaucracy
- Ambiguity around career progression
- Dislikes slow, lengthy review processes

**WATERING HOLES**
- Facebook groups
- Marketing meetups
- Attends industry conferences
Research and segment the market using personas

Uses and benefits of personas

- Adapt language and tone of careers pages, job descriptions and messaging in social media to the audience.
  
  *E.g. Use a casual tone with entrepreneurial personas, and precise technical language with senior engineering profiles.*

- Target communication channels that are likely to appeal to your audience: forums, meetups, industry events, specialized social networks, campus events, conferences, etc.
  
  *E.g. Online profiles on Dribbble or Stack Overflow, blogs, Quora answers, and even forum threads, are excellent places to look for potential leads.*

How to build personas

- Use surveys or focus groups with current employees to find common traits between them. Reach out to top candidates who made it to the last steps of the hiring process as well, as those will also exhibit common traits that are desirable for your company.

- Ask about education and background, professional and social behaviors, favorite activities and events, goals and aspirations, likes and dislikes. You can use the template below to guide your questions.

- Consider this an open research project, and not a pattern that must be followed to the letter. The candidate personas are designed to help you identify likely candidates quickly, but they are not the only way to do it.

- Be careful to focus only on criteria that have a direct impact on the professional success, and to not be distracted by the wrong signals. Should your persona include prestigious universities only? Or should it also include graduates who performed exceptionally well in mid-tier institutions? Is it the number of years in a specific field that matters? Or the type of projects?

- Iterate on these personas over time. As you collect more data on what candidates were successful for what roles, you’ll be able to add or remove details. And you should! Your target audience, like the needs of your organization, are constantly evolving.
Research and segment the market using personas

Use the framework below to build your own personas:

<table>
<thead>
<tr>
<th>BACKGROUND</th>
<th>GOALS</th>
<th>OBJECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal and professional background</td>
<td>Career goals for short and long term</td>
<td>Cultural blockers</td>
</tr>
<tr>
<td>Experience</td>
<td>Challenges and motivations</td>
<td>Active dislikes</td>
</tr>
<tr>
<td>Skills</td>
<td></td>
<td>Non-desired professional areas or roles</td>
</tr>
<tr>
<td>Certifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tools and technologies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BEHAVIOR</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Preferred learning methods</td>
<td></td>
</tr>
<tr>
<td>Hobbies and extracurriculars</td>
<td></td>
</tr>
<tr>
<td>Preferred content</td>
<td></td>
</tr>
<tr>
<td>Shared content with family, friends and community</td>
<td></td>
</tr>
<tr>
<td>Idea of success</td>
<td></td>
</tr>
</tbody>
</table>
Build your employer brand

A differentiated brand is sharply defined against the background of other competing brands. It makes a clear promise to the audience about what it stands for and what benefits it brings. How do you achieve that result?

A framework to build employer brands
It’s easier to build a solid brand by understanding the components that go into creating it: the brand essence and personality, the values and mission of the company, and the business conditions within which it operates.

Be coherent
Your brand as an employer must leverage, and resonate with, your overall company brand, as well as with the reality of your workplace.

E.g. If you are a bookseller known for neat and quiet shops, an employer brand around exciting, every-day-is-party-day workplace environments is probably not your best bet. And that is fine – you would do better attracting candidates looking to work in neat and quiet bookshops, who will immensely enjoy keeping them orderly, quiet and relaxing for their customers.

Be relevant
Your employer brand also has to help you hire the people you need. It has to communicate a message that is relevant to your target candidates.

E.g. If you are looking to hire engineers with a track record for innovative problem solving, you need to find a way to inject that into your brand, perhaps by sponsoring a Design Thinking event, or highlighting innovative co-creation sessions that your tech team holds with other departments in the company.
Positioning the employer brand

A differentiated brand is sharply defined against the background of other competing brands. It makes a clear promise to the audience about what it stands for and what benefits it brings. How do you achieve that result?

**Positioning the brand against competitors**

A useful tool to ensure your brand is distinct from competition is to use a "perceptual map". Choose two attributes at a time, and place your competitors on the map according to how candidates rate them against those attributes. The goal is to make sure that you are claiming a spot on the map that is empty, and as positive as possible.

**Differentiate to detract**

Even among candidates with the right skills and qualifications, there are individuals who don’t fit the culture and values of the company, or whose goals in life do not align with its company practices. By making those discrepancies clear, your brand plays a filtering role, and allows you to focus only on the candidates with a great fit.
### Design an Employer Value Proposition

**EMPLOYER VALUE PROPOSITION (EVP):**

The unique policies, programmes, rewards and benefits that a company offers to its employees.

These can be both intangible or material, and can include the reputation and prestige of the company, the location of the headquarters, or discounts that employees receive, for example.

The EVP gives both employees and candidates a reason to work for a company, and reflects the company’s positioning as an employer on the market. It contains elements of the culture and work environment of the company, as well as a promise of positive impact on the career development of the employees.

<table>
<thead>
<tr>
<th>EVP</th>
<th>GROWTH</th>
<th>COMPANY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>How interesting is the current role &amp; how will it evolve</td>
<td>Values, culture and mission</td>
</tr>
<tr>
<td></td>
<td>Growth and learning opportunities</td>
<td>Reputation and brand name</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Industry and clients</td>
</tr>
<tr>
<td></td>
<td>REWARDS</td>
<td>EMPLOYEES</td>
</tr>
<tr>
<td></td>
<td>Salary, bonuses and equity</td>
<td>Quality of relationship</td>
</tr>
<tr>
<td></td>
<td>Benefits and perks</td>
<td>Competence, commitment and motivation</td>
</tr>
<tr>
<td></td>
<td>Company events and vacations</td>
<td></td>
</tr>
</tbody>
</table>
How do you define your company’s EVP?

The company’s EVP already exists, it just needs to be formalized before it can be communicated in recruiting content or on Career pages. You can follow the steps below to create one for your company.

1. **Identify what employees value most about the company** through informal drop-in sessions, focus groups, surveys, and by looking at exit interviews and Glassdoor data. These could be the promotion system, free daycare, location, rent subsidy, etc.

2. **Ask department leads and hiring managers about rewards and perks** that you might not be aware of, such as informal team events or internal competitions.

3. **Think about packaging your EVP** in a way that will appeal to your target audience. It might be a simple paragraph in your careers page, a slogan, or a full manifesto.

4. **Align with the broader organization** before deploying your EVP. Make sure your promise matches the reality of the workplace, and that you have the support of Marketing and Leadership in your message.

*N.B:* Be careful about the use of the word *culture*. While you should definitely ask employees to define the “culture” of their work environment, you need to also identify what tangible processes make that culture possible. If your workplace promotes family values and a balanced lifestyle, what supports that culture? A generous flex-time policy? Day care on the premises? The possibility to work from home?

These tangible elements make the cultural dimension of the EVP much more authentic.
Here are some examples of EVP used in careers pages:

**Balfour Beatty’s careers website**

**Our values at Balfour Beatty**

**Talk positively**
We have great projects and an exciting pipeline of work.
There are many things that Balfour Beatty does as a company to be proud of and share.

**Collaborate relentlessly**
We have the know-how, the assets and the relationships inside and beyond Balfour Beatty.
We’re strongest when we work together.

**Encourage constantly**
There are great people in this company, with so much expertise to pass on.

**Wayfair’s culture page**

**Building tools that empower people**

You can’t disrupt inefficient systems without getting a little crazy at work. Still, that’s never stopped Grabbers from having fun.
In fact, it’s what keeps us motivated to shake things up faster!
Grab is a platform for innovation, a culture fueled by passionate and entrepreneurial ideas. It’s an opportunity to work with ambitious, tech-focused people from diverse backgrounds, united in a mission to make an impact in society.

**What to expect from Grab life**

- A culture of learning
- Flat & open culture
- Flexible working hours
- Free re-rides with Grab
- Director responsibilities
- From the partners
- Dynamic teams
- Social & learning events

**Grab’s careers page**
Some preparation is necessary before starting to reach out to candidates and inviting them to learn about you. You need to build the Careers pages and social media profiles of the company, and prepare content to share with candidates once they are engaged. Consider that your storefront, the first thing candidates see about your organization.

The careers site, or pages, must take into consideration the following elements:

1. **Job descriptions**

An exciting and authentic job description goes a long way towards making you a desirable employer.

**Components of a candidate-centric job description**

Most job descriptions focus on what the recruiter is looking for: a job title, a set of skills and experiences, and maybe some information on tasks that the candidate will need to perform.

Candidates, however, want to see major projects, company culture, objectives, and goals. Align with hiring managers on the job requirements and responsibilities, but also on the aspects of the job that the candidate is interested in learning about

**Action words and biases**

Use power words to convey the importance of the role the candidate will play, e.g. learn, create, understand, improve, lead, spearhead, etc. It makes all the difference in how candidates react to a job description.

Bear in mind that some words have masculine or feminine connotation, and can make your job descriptions gender-biased. There are language tools you can use to automatically scan your copy for such biases. Here are a couple that you can use for free: Kat Matfield’s Gender Decoder, and TotalJobs Gender Bias Decoder.
Build a storefront: careers page

Tone and wording can convey a lot
The same task can be described in ways that appeal to different candidates, depending on the focus it is given:

“You’ll be expected to collaborate with your colleagues on candidate communications to ensure the candidate experience is genuine and relevant — formal, centered on candidate experience.”

OR

“You will keep your teammates in the loop so no one is left out of candidate conversations, and the hiring process is as efficient as possible — informal, focused on teamwork and efficiency.”

A note on SEO
Many job searches start on a search engine. It’s worth making sure that your job descriptions follow some basic SEO best practices to ensure they pop up in candidates’ searches.

Do a quick survey of what keywords the competition is using to describe a specific job role. Ensure you’re using the most popular variations. Be specific about things like seniority level, location, full-time vs. part-time, and industry.

Google launched its own job search engine, Google Jobs, and it filters jobs based on detailed information such as date posted, salary range and company type. Make sure to include those in your job descriptions as well when possible.
We're bringing spacecrafts to the mainstream market, and we're looking for Rocket Scientists — more commonly known as Aerospace Engineers — to help us build them.

WHO ARE YOU?
You have a Bachelor's degree or a Master's degree in aerospace engineering, mechanical engineering, or materials engineering, with two years of hands-on assembly and/or testing experience.

Preferably, you also know a bunch about processes such as P&ID development and pressure testing — but if not, you’re excited to learn.

You’re passionate about space exploration, and you want to keep learning about it and make a real contribution to the industry.

WHAT IS THE JOB LIKE?
You will lead the production, assembly and integration of our main propulsion system, including thrusters, propellant tanks and propulsion fluid components, instrumentation, and all that good stuff.

You will set up a systematic process to identify, analyze and solve discrepancies together with the Quality team. No room for error when we’re launching rockets!

You will be talking with the design team every week about ways to make our engines better; we believe in continuous improvement and we like everybody working together on it.
Build a storefront: careers page

2. Employer Value Proposition

The EVP you defined at the start of the process must be well-defined and convey the tone and personality of the company.

It can be displayed clearly in a section of the careers page as a small paragraph, for example, or even just a few lines.

Your EVP could also be a full memorandum or a separate page with sections on different types of health, career, and social benefits.

It can even simply be injected throughout the careers site, in the form of perks in the job descriptions, quotes or interviews with employees, or even statistics about positive aspects of the work environment, such as diversity, inclusion, community work, corporate responsibility initiatives, innovation, etc.

The format is not as important as the message itself; as long as candidates coming to the careers pages understand what advantages they would get from joining your company, the EVP has played its role.

3. Talent networks

It is rare for a candidate decide to apply to a company right after first learning about it. They might come to the careers site, read a few job descriptions, even click on an application link, but they will then leave, making a mental note to come back later.

But how long until they come back? What if they decide to go with another employer in the meantime? What if your page slips their mind?

That is why talent networks are so important. They enable the recruiting team to stay in touch with visitors who were not quite ready to apply on their first visit.

“Work somewhere you.”

“We work hard, throw Nerf darts even harder, and have a whole lot of fun.”
Build a storefront: careers page

4. Application process

The best applicants are not willing to jump through the hoops of a clunky and painful process just for the chance of applying for your company, not when they can apply simply by exporting their linkedin profiles in other places.

To avoid applicants dropping off in the middle of an application, offer a smooth and swift experience with auto-filled forms, CV imports, a saving option, and friendly language throughout.

Make sure that you’re not making the process longer than it needs to be either; 70% of companies think it takes candidates less than an hour to submit an application, whereas it actually takes the average candidate 3 to 4 hours. Simply take the process yourself to avoid that mistake.

5. Testimonials

Candidates love hearing about the experiences of current employees, as they bring more color to their opinion of the prospective employer than generic job descriptions.

Current employees can give quotes or quick video testimonials explaining why they love working at the company. They can also describe some aspect of their current job, or share an event or project they’re working on.
Build a storefront: social media

The next building block of the recruiting storefront is social media.

Professional networks
Your LinkedIn page is a mini version of your careers site, except that candidates will likely engage more with it, by clicking on links, following pages, or even asking questions in comments.

Pay attention to details that impact your image, such as the company description or the latest activities and news that appear on your feed. You want your page to look active and for candidates to feel like they can engage with you, so make sure to respond to questions and comments and to share regular updates or interesting content.

The same goes for other networks where you can advertise jobs or engage with candidates, such as AngelList or Glassdoor.

There are also more specialized professional networks that you should be aware of, and where you, or the hiring managers working with you, might want to create a profile: Dribbble, Behance or Deviantart for designers, Stack Overflow and Github for developers, Kaggle for data scientists, etc.
Build a storefront: social media

Purely social networks

Non-professional social media platforms are of course inevitable, partly because not every candidate is on LinkedIn, but also because they offer the opportunity to set a more conversational tone with candidates.

Some companies have dedicated Facebook, Twitter, or Instagram careers pages that advertise their openings, or their employee culture and company news.

Under Armour and Target, for example, have dedicated career twitter pages with information on new locations, interviews with current employees, and updates on the initiatives they support.
Build a storefront: social media

The interactive dimension of social media can be used to create competitions or surveys, answer candidates’ questions, or simply have informal conversation with people who are not ready yet for a formal application and interviewing process.

It’s also a good idea to use different platforms for different types of interactions, depending on their strengths.

- **Twitter** works well for general career and culture-related updates, such as new openings, company news, or reactions to trending topics.

- **Instagram** is a great medium for pictures of fun events like an employee’s birthday or an onboarding event.

- **Facebook** or **Linkedin** are ideal for posts needing a bit more context, like competitions or Hackathons, for example, or even white papers and articles on a subject of interest to potential candidates.

**Employee-generated reviews and testimonials**

Encourage employees to publish content or participate in conversations in such platforms: use internal competitions or create a reward scheme. Make it clear, however, that reviews and testimonials need to be honest and authentic.

You can start with anonymous reviews on Glassdoor by organizing a competition between teams, for example, and reward the team with the most reviews with gift cards.

---

**Even one negative comment on Glassdoor can injure your credibility. We strive to inject a realistic view of what life is like in a trailblazing, rapidly expanding environment. That way, our brand promise aligns with candidate expectations.**

**Alex Png**
Employer Branding & Recruitment Marketing Manager, Grab
A consumer often needs up to 8 touch points with a brand before making a purchase decision. Similarly, candidates need multiple interactions with your employer brand before deciding to apply. That is why you need to create relevant and interesting content as part of your storefront. These articles, white papers, surveys, videos or podcasts can be the first step in a candidate's journey towards your company. It will be present in their mind throughout their interactions with you, until they make a decision to apply, and later to accept an offer.

How does content help?
Well-crafted content plays many roles:

- It gives candidates the material they need to learn about your company and plays a crucial role in the decision to apply.
- It brings value to the candidate, and they are therefore likely to share it and become an advocate of the brand.
- It is yet another medium to broadcast your Employer Value Proposition and your brand, and to capture space in the mind of your target audience.
Build a storefront: content

What types of content can you create?

**Newsletter:** either write your own content, share thought leadership pieces written by other departments in the company, or curate content from outside sources based on your candidates’ interests. You can then share than content with candidates in your talent community, for example, or with subscribers from your careers site.

**Blog:** create your own or participate in other departments’ blogs. Ask employees to contribute with posts about projects or technologies they are passionate about, or technical tips related to their field of work, for example.

**Short posts:** Consider less substantial pieces of content as well, such as small bites of information that are entertaining or informative to candidates. They could be fun office life moments, testimonials from employees, or short videos of the company participating at a fair or a conference, for example.

How do you package content?

The format of your content can be anything that will best help convey your message:

- White papers, ebooks, downloadable content
- Interviews, live stream of an event, or other video content
- Infographics, diagrams, flowcharts and graphs
- Scripts and pieces of code
- Mini games and competitions

Explore all possibilities, but stay “on brand”: keep a consistent tone of language and design, and make sure to focus on the most distinguishing aspects of your employer brand.
Build a storefront: careers page, social media, and content

Keep in mind that your “storefront” will most likely influence the first impression of many candidates who discover your company for the first time through a careers page, a facebook profile or a blog post. Keep a consistent brand, and inject your culture and values throughout all of them.

Some examples to get you started
You can find inspiration in some of the ideas below, depending on what types of candidates you are targeting and where they are in the candidate journey:

On the careers page
- Current social responsibility initiatives that the company is involved in, and why they matter to employees
- Diversity statistics about the company

In a newsletter
- The latest blogpost written by a marketer in the company about the work of their team
- An upcoming project with high impact on the public that will start working on soon

On Facebook
- An invitation to participate in a competition
- A poll to decide the location of a new store location

On Instagram
- Pictures of the team representing the company at a trade show or conference
Step 2 —

Connect

Once the storefront is ready, it’s time to actively reach out to candidate and identify the most promising leads.

The modern recruiting team does so in a strategic way, moving away from sourcing for specific jobs, and focusing instead on the personas it identified to build a long-term relationship. You’ll find in this section information on what data points are most useful to collect when sourcing candidates, and where to find them.

We will also discuss the best times to initiate contact with a candidate; trigger events that usually mean they are receptive to information on a potential new employer.

At the end of this section, you will be able to consistently establish a great connection with candidates from the first contact, be it through cold calls or emails, targeted social media campaigns, events, or talent communities.
Strategic sourcing in talent attraction

Successful talent attraction helps your organization cast a wider and more effective net. The goal is to “catch” candidates that are the right fit for your positions and corporate culture. Sometimes you can’t afford to wait for the right candidate to fall into the net though, sometimes you need to be proactive and go after talent yourself.

This is where strategic sourcing comes in. Instead of fishing with a net, sourcers are spear hunters. Picking their targets carefully and reaching out in a personalized fashion to establish a first connection.

The words “proactive” and “strategic” are sometimes used interchangeably in this context, even though they are slightly different: One of the main aspect of strategic sourcing is proactivity, but being strategic also means sourcing with an eye on the future, and on the goals of the whole organization.

What does strategic sourcing look like?

- Targeting quality leads instead of relying on a high-quantity, post-and-pray approach
- Establishing a presence in the mind of the target audience early and building relationships
- Bringing market information to the rest of the Talent Acquisition organization
- Improving speed and efficiency of sourcing by acquiring specialized sourcing skills
- Forecasting applications and hires, and identifying which hiring objectives are at risk well in advance

This means that strategic sourcing brings a neat combination of predictability, reduced risk, efficiency, and quality to the hiring process. That is music to every business leader’s ears.
Strategic sourcing vs. job-based sourcing

**Sourcing to fill roles**

This is the sourcing default.

You have a role to fill, and you’re sourcing for candidates that fit a specific list of requirements.

The jobs you fill vary, but once you get going muscle memory usually kicks in and you run through the same tried and tested tactics on autopilot. (Usually – some roles require significantly more effort than this).

Speed is key. Every day these roles lie unfilled, potential revenue and productivity is lost and hiring manager time is wasted.

This process gets results, but ultimately it’s pretty reactive. Your sourcing activity is chained to the immediate requirements of the business.

**Strategic sourcing**

There may not be an immediate role to fill.

The goal is to find “quality” candidates to add to your pipeline.

You’re searching for candidates that could make a “10x” impact in your organization, not racing to get someone through the door. Outreach is almost always to passive candidates, and success relies on carefully building personae of the kinds of people that “fit” your company.

These candidates could end up being hires in the future, equally they might not. Either way though, they should be of sufficiently high quality that your company will benefit from building relationships with them.

*The task of recruiting has moved from the reactive filling of requisitions to proactively courting high-quality talent.*

Josh Bersin
Bersin, Deloitte Consulting LLP
Data collection practices

The advantage of strategic sourcing is that your potential pool of candidates suddenly grows to encompass the majority of the workforce. It is also inconvenient, however, because it makes it that much harder to prioritize candidates. Inconsistency, biases, or simple human mistakes become much more likely when trying to decide who to talk to first, who to email, who to invite to events.

The first step to avoid that situation is to collect a consistent set of data points on each candidate. There’s no limit to the amount of data you can collect about people, but we find that building a clear picture of candidates requires at least the following:

- Name
- Gender
- Nationality
- Areas of professional experience (e.g. sales, support, mechanical engineering, education)
- Years of experience per area
- Skills (languages, technical skills, etc.)
- Relevant professional certifications
- Source (where did you find the candidate?)
- Target job family (e.g. marketing, product, sales)
- Target level (e.g. manager, senior, junior, intern)
- Readiness to move
- Application status (have they applied in the past?)
- Current employer
- Current job title
- Demonstrated interest in the company (have they downloaded your content, or subscribed to a community?)

The task of recruiting has moved from the reactive filling of requisitions to proactively courting high-quality talent.

Josh Bersin
Bersin, Deloitte Consulting LLP
Data collection sources

Where will all of your candidate data come from?

Some will come from past or current applications, resumes collected at job fairs or networking events, and even the occasional manual entry after a phone conversation.

Most of the data, however, will be collected from social media, ideally by using your CRM, without need of any human intervention.

Use the checklist below to make sure you’re not neglecting any potential source of candidates:

- Linkedin
- Reddit
- Github
- Twitter
- Quora
- Stack Overflow
- Facebook
- Wordpress
- Dribbble
- Instagram
- Medium
- Behance
- Snapchat
- Kaggle
- Tumblr
- Wechat
- Pinterest
- AngelList
- Vimeo
- Youtube
The sourcing scorecards

Once you have decided what data you will collect, you need to rank your candidates into different tiers in order to prioritize the best prospects.

We like working with a Gold, Silver and Bronze tiering system, but you could simply triage into Priority/Non Priority, for instance, or Qualified/Interested/Available, or even have 4 or 5 tiers if that works better for you.

To prioritize your candidates, you need to rank them against the criteria of a specific job or job type.

List all requirements of a specific role or role category, including non-job specific items like culture fit or interest in the company, which can be measured with personal or behavioral criteria. Next, check off the appropriate items for each candidate, then rank them by number of items checked.

Keep in mind that not all items have the same weight. Speaking the local language is not as important a having expertise in your company’s refining technology. Similarly, a candidate with less experience but who can start now might be a better bet than a more experienced one who won’t be able to start in the next twelve months.

You’ll find step-by-step instructions on how to build a candidate scorecard in the following pages.
The sourcing scorecards

Now that you have scored your candidates, how do you engage with them according to their tier?

**SILVER**
Good fit with the company, but came second or third when considered for a role, and was rejected in favor of a Gold candidate.

Not a “must hire immediately” candidate — in the process of getting the desired experience or qualifications.

**GOLD**
All-star candidate, with multiple qualifications, extremely relevant past experiences, excellent track record.

A candidate with a demonstrated affinity for the company, from past attended events or interactions on social media.

**BRONZE**
Not a fit, but part of a community that is rich with potential candidates.

Still too inexperienced for a role.

Strong affinity with the company’s culture and brand, and acts as an ambassador of the employer brand.
# The sourcing scorecards: types of scoring criteria

<table>
<thead>
<tr>
<th>AREA</th>
<th>CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL INFORMATION</td>
<td>• Name and age</td>
</tr>
<tr>
<td></td>
<td>• Location, willingness to travel or work in shifts</td>
</tr>
<tr>
<td></td>
<td>• Nationality and visa status</td>
</tr>
<tr>
<td>BEHAVIOURS</td>
<td>• Career page visits and job description visits</td>
</tr>
<tr>
<td></td>
<td>• Engagement with company content such as social media, downloads of publications, video viewing, website pages, etc.</td>
</tr>
<tr>
<td></td>
<td>• Subscription to company newsletter or talent community</td>
</tr>
<tr>
<td></td>
<td>• Event attendance</td>
</tr>
<tr>
<td></td>
<td>• Relationship with current employees and networking</td>
</tr>
<tr>
<td></td>
<td>• Calls and email exchanges</td>
</tr>
<tr>
<td></td>
<td>• Online application started</td>
</tr>
<tr>
<td>EXPERIENCE</td>
<td>• Current role and title</td>
</tr>
<tr>
<td></td>
<td>• Past roles, titles and employers</td>
</tr>
<tr>
<td></td>
<td>• History of job changes and time in last role</td>
</tr>
<tr>
<td></td>
<td>• Community work and volunteering</td>
</tr>
<tr>
<td>SKILLS</td>
<td>• Areas of expertise</td>
</tr>
<tr>
<td></td>
<td>• Languages</td>
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<tr>
<td></td>
<td>• Tools and software languages</td>
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<tr>
<td></td>
<td>• Art and craft skills</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>• Degrees</td>
</tr>
<tr>
<td></td>
<td>• Certifications and trainings</td>
</tr>
<tr>
<td></td>
<td>• Self-learning</td>
</tr>
<tr>
<td></td>
<td>• Competitions, rankings and awards</td>
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</tbody>
</table>
Candidate scoring can be much more sophisticated than the scorecards laid out in the previous page. Beyond the explicit scoring criteria that come with demographics and past experiences, recruiters can look into more dynamic, or implicit, criteria.

Implicit scoring

Scoring based on candidate’s behavior, such as clicks, views, downloads, registrations, event attendance, phone calls or emails.

Implicit, or behavioral, scoring, can inform the intent of a candidate to apply to a company, and therefore direct recruiters to the candidates who are closest to converting to applicants. Like explicit scoring, it uses candidate data to try and predict the likelihood of a candidate converting into an applicant.

Another layer can be added to the scoring, in the form of a weight attributed to each criteria. This is useful to keep scores aligned with the realistic needs of recruiters. For example, relevant experience might weigh more heavily than location for a specific job, and a candidate’s score should be able to reflect that.

### Scoring example: Candidate Candice

In the example to the right, the recruiter “rewards” those criteria that they think are good predictors of candidate’s likelihood to apply. They might have observed in the past that a relevant past experience is a stronger predictor of applications than event attendance, for example, and that is why they applied a higher weight to the former.

The resulting score is therefore more aligned with reality, and more helpful to recruiters.

<table>
<thead>
<tr>
<th>EXPLICIT SCORE</th>
<th>WEIGHT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past experiences are relevant</td>
<td>+3</td>
<td>x 3</td>
</tr>
<tr>
<td>Is located in the same city</td>
<td>+2</td>
<td>x 1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IMPLICIT SCORE</th>
<th>WEIGHT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visited the careers page last month</td>
<td>+1</td>
<td>x 1</td>
</tr>
<tr>
<td>Clicked an email link last month</td>
<td>+1</td>
<td>x 1</td>
</tr>
<tr>
<td>Visited a job description last month</td>
<td>+2</td>
<td>x 1</td>
</tr>
<tr>
<td>Registered to attend an event last week</td>
<td>+2</td>
<td>x 1</td>
</tr>
<tr>
<td>Scheduled a phone call today</td>
<td>+2</td>
<td>x 2</td>
</tr>
</tbody>
</table>
The perfect cold messages

Once candidates have been scored and ranked, it is time to reach out to them, often through a well-crafted cold messages.

**Subject line**
Subject lines are often treated as an afterthought, even though they are the basis for opening an email 33% of the time.

*A few tips to raise your open rates:*
- Using the recipient’s first name
- Avoiding words like “quick” or “urgent”, as they are common sales tactics.
- Keeping the subject line to 4 or 5 words to fit mobile screens
- Personalization, such as referencing a hobby, a person you both have a connection to, and other personal details

**Body**

1. **Hook**
A brief introductory message helps the reader understand who you are and why you’re reaching out, but sometimes, they’ve seen so many “Hi, I am a recruiter with company X...” that more effective measure are needed.

In those cases, try starting with a “hook”: a common acquaintance, an event they attended, a piece of content you think would be useful to them. Make them curious about your message.

2. **Proof of research**
Show you’ve done your homework. If you’re reaching out with an invite to an event, clarify why you think it’s specifically relevant to them. If you are reaching about about a job, explain what in their profile made you think they would be interested.

3. **Call to action**
Be clear about what you want them to do next: book a call at a time of their choice, RSVP to an event, subscribe to a newsletter or apply to a job.

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1 19 Eye-Opening Statistics About Sales Email Subject Lines That Affect Open Rates, Hubspot
The perfect cold messages

What can you do to make your message even more effective?

1. Extreme personalization
   Data from Hired.com shows that only 10% of all recruiting emails are personalized, despite clear indication that more personalization increases the probability that candidates will engage with the email.

   Personalization comes in different forms, however. The same research by Hired.com and Interview.io founder Aline Lerner shows that no personalization and a little personalization have basically the same impact on candidate engagement with the email.

   The real difference comes from advanced personalization that goes beyond referencing a first name or a college. Ultra-personalized emails are almost 50% more successful.

2. Basic formatting
   Another extremely useful tip: overly formatted emails, with professionally designed and branded banners and footers, for example, are not as successful for cold outreach as simple emails with no formatting, as those have a more personal feel to them.

   For your next event invitation, for example, try getting rid of the event branding and images in the body, and include a link to the event page instead. Make your personal and conversational, avoiding formal introduction and company descriptions, for example. Sign simply with your name, for example, as if you were writing to a colleague in the office.
The perfect cold messages

Sending time
According to data gathered by Yesware, **emails have better open and reply rates on weekend** when there is less competition for the candidate’s attention.

<table>
<thead>
<tr>
<th></th>
<th>EMAILS SENT</th>
<th>% OPEN</th>
<th>% REPLY</th>
<th>% REPLY SAME DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEEKDAY</td>
<td>525,742</td>
<td>66.3%</td>
<td>39.1%</td>
<td>33.1%</td>
</tr>
<tr>
<td>WEEKEND</td>
<td>5,278</td>
<td>73.6%</td>
<td>45.8%</td>
<td>32.6%</td>
</tr>
</tbody>
</table>

From our research at Beamery, we’ve found that Sunday evening works the best. People tend to be preparing for the week ahead, and have time to read and respond to your messages.

During the week, Thursday is the best day for open and click rates.
The majority of recruiting cold messages do not get a response from the first try, so follow-ups are absolutely necessary.

**Why do we dislike following up?**
No one likes being perceived as pushy, and it’s sometimes easy to tell ourselves that interested candidates will eventually reply. On top of that, there is scientific proof that our brains experience rejection the same way they experience physical pain\(^1\), so we want to avoid the additional pain of a rejected follow-up.

**A change of perspective**
There are a number of legitimate reasons why a candidate hasn’t replied to your message, and it’s helpful to take that perspective when crafting follow-ups:
- They’re busy. Replying to your message probably isn’t their top priority, particularly if they already have a job.
- They didn’t see your first message. Top candidates have a full inbox, your message may well have gone unnoticed.
- They simply forgot to get back to you or press send on that email

**When to follow up?**
90% of emails that receive replies are replied to one day after they are opened\(^2\). If you haven’t received a reply after 24 hours, it is likely you’ll need to follow up. The same data shows that you have a 25% of getting a reply at the 3rd follow-up or later.

It is still advisable to exercise judgement on this. If you have never had any interaction with the candidate, a couple of follow-ups are probably enough. If there is an existing relationship, and no clear “No” yet, then it is safer to try more follow-ups.

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1 10 Surprising Facts About Rejection, Psychology Today
2 The Complete Sales Email Frequency Guide: Why It Pays To Follow-Up, Yesware
The perfect cold messages: follow-ups

How do you design your follow-ups?

Timeline

Design a different timeline for each scenario, depending on the existing relationship, the seniority of the candidates, or the following up culture in their industry. A VP-level executive might be less open to frequent follow-ups than a mid-level manager, for example.

Below are two examples of follow-up schedules:

<table>
<thead>
<tr>
<th>CONSULTING MANAGER</th>
<th>VP OF MARKETING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1:</strong> First follow up</td>
<td><strong>Day 1:</strong> First follow-up</td>
</tr>
<tr>
<td>(+ 2 days)</td>
<td>(+5 days)</td>
</tr>
<tr>
<td><strong>Day 3:</strong> Second follow up</td>
<td><strong>Day 6:</strong> Second follow-up</td>
</tr>
<tr>
<td>(+ 4 days)</td>
<td>No more cold follow-ups.</td>
</tr>
<tr>
<td><strong>Day 7:</strong> Third follow up</td>
<td></td>
</tr>
</tbody>
</table>

Content

For the first one, simply create a slightly modified version of your first email. If it was exhaustive and contained three paragraphs, consider rewriting a condensed copy. Alternatively, add a few details to the second email if the first one was short and sweet.

Your following emails can either:

- Restate your original call to action (such as replying to your email or scheduling a call) in the simplest possible form. For example, the email could read:

  "Hey {first name}, when would be a good time for you to discuss this on a short 10-minute call? How about Wednesday or Thursday at 2pm ET?"

- Provide a piece of content that is related to your previous emails or that the candidate might find interesting.

If you’re not sure which one would work best, test both with different candidates and see which format gets you better results.

As usual, do not forget to include a clear call-to-action.
Trigger events

Some events in a company’s life usually come with a career changes for some of its employees. These are “trigger events” that you can watch for and integrate in your recruitment marketing strategy.

IPO, Mergers, Acquisitions

Private Equity firms often purchase companies with the intention of “restructuring” them and improving their profitability at an accelerated rate. A restructuring often comes with large-scale firings, and a period of instability for management.

Some of the best employees are proactive about such events, and might be looking to leave such an unstable environment instead of waiting for their job to be a risk. Others might decide to not stay if their boss leaves.

Change in leadership

When a company hires a new executive, they sometimes bring in team members from their last position, which means either firing or blocking the growth of the team members of their new role, regardless of how well they performed in the past. This is an excellent opportunity to approach high-caliber candidates looking for better opportunities.

Bankruptcy

Look for companies who are struggling and in danger of filing for bankruptcy, as their top employees are almost certainly looking for new opportunities.

PR incident

Some employees might grow uncomfortable in their current role if a PR incident reveals values or practices they do not agree with in the company, such as pervading discrimination, unethical work practices, or dishonest leadership.

Set up search alerts for target companies to know when to approach candidates, or follow news of acquisitions, buyouts, mergers or bankruptcies through specialized newsletters in the Private Equity or Finance industry.
Sourcing lessons to keep in mind

Sourcing the right candidates and connecting with them goes through many different techniques and channels. Across all of them however, the three following tips remain valid:

**Personalization matters**
Getting emails from people outside your address book used to be a novelty, now candidates are drowning in them. If your message isn’t personalized, no matter what channel you use, don’t expect a response.

**Protect your brand**
Your sourcing team are the footsoldiers of your employer brand. Every time they contact a candidate they have a chance to positively or negatively impact the perception of your company in the market.

**“Not now” doesn’t mean “no”**
Not every candidate you contact is ready to move right now. Don’t despair, keep them on file, nurture them with marketing content and re-engage them down the line.
Events

Hosting events gives you the opportunity to meet with candidates face to face. It’s another channel in which to engage and build relationships. There are many options at your disposal:

**In-house events**

Hackathons, company visits and open houses, bring-a-friend day, drinks and networking, etc.

These events can be a way for candidates to demonstrate their skills, as much as to experience the best of your company and culture.

**Career fairs**

You can organize a campus “tour” and visit multiple universities and colleges during recruiting season. For institutions that do not organize on-grounds recruiting, or in larger cities, make notes of career fairs where your target candidates might appear, and be prepared to engage and entice them into learning more about your company.
Events

Sponsored events
Sponsor a local professional meetup, a campus event, or be a sponsor in an industry conference.

Spotify, for example, sponsored the Grace Hopper Celebration of Women in Tech. It provided them with access to a pool of highly talented engineers while making a positive statement on wanting to increase the number of female engineers in their team. On a smaller scale, a local meetup is a great way to test sponsorship for the first time.
What does a successful event look like?
There are many ways in which an event positively impacts talent attraction: by building up the brand, giving the company human faces, starting relationships in person, adding a fun and human factor to the candidate experience, and more.

Main metrics
An event is clearly achieving at least part of its goal if it leads to direct impact on the following metrics:

- New leads
- New applicants
- Improved employer brand and positive attitude toward the company

For a clearer understanding of the indirect impact of an event, or a series of events on the recruiting targets, you can also use the following metrics:

- **Shorter hiring cycle**: If candidates who have been to the event convert on average faster than ones who don’t, then you have data showing that the event was successful in pushing prospects to apply faster.
- **Higher conversion rates**: Candidates who attended the event might not apply faster, but they might, on average, have a higher conversion rate from lead to applicant.

In order to be able to track these metrics, the event must be set up in a way that makes it easy to collect candidate data. Ask leads to register prior to attending, and have a laptop or a few tablets with a simple form at the entrance of the event venue, or on corner of your booth.

You will also need to know in advance what information fields to collect depending on what you want to track down the line, like the level of seniority of the candidate, or how they first learned about the company.
# Events

What does a successful event look like?

Here are a few examples of the tasks that you need to map out in parallel with your event planning, in order to make sure you’ll have all the data you need further down the line.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>PLANNING</th>
<th>EVENT DAY</th>
<th>FOLLOW-UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVENT ORGANIZATION TASKS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target audience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Goal:</strong> employer brand awareness, application time acceleration, etc.</td>
<td></td>
<td></td>
<td>Filtering and adding prospects to pipeline</td>
</tr>
<tr>
<td>Participants: hiring managers, head of division, recruiting team only, etc.</td>
<td></td>
<td></td>
<td>Adding candidates to campaigns</td>
</tr>
<tr>
<td>Logistics: time, place, schedule</td>
<td></td>
<td></td>
<td>Updating candidate or applicant information</td>
</tr>
<tr>
<td>Promotion of the event</td>
<td></td>
<td></td>
<td>Follow-ups with thank-you messages, invitations to other events, company content, invitations to apply for a role, etc.</td>
</tr>
<tr>
<td>EVENT TRACKING TASKS</td>
<td>Create/curate a list of candidates to invite</td>
<td>Provide a fast and smooth registration process for walk-ins</td>
<td>Consolidate information into one system of record</td>
</tr>
<tr>
<td>Set up a comprehensive registration form</td>
<td></td>
<td>Give prospects information on how their data will be used</td>
<td>Create follow-up campaigns</td>
</tr>
<tr>
<td>Create a nurture campaign for registrants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Track time and resources spent</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Assess where you are
Here are a few diagnostic questions that recruitment marketers can ask themselves to understand where their social media strategy stands:

- Do they struggle to identify their employer brand’s tone and personality online? Is it inconsistent across all of the company’s social pages?
- Do they push the exact same information and channels through all social channels? And is it mostly job posts and general company updates?
- Do they publish content on an ad-hoc basis instead of relying on a schedule driven by a strategic goal?
- Are they able to determine the returns on their social media investments?

If the answer to most of these questions is yes, then there is probably a lot of room for improvement for the social media recruitment marketing strategy of the organization.

Lay down a strategy
Social media is simply one of the channels at the disposal of recruitment marketers. The same principles apply for every channel: it is a matter of identifying the target audiences or personas, and building an employer brand with them.

The goal of the social media strategy can be very general to start: growing the employer brand, or attracting larger numbers of candidates. It could also address a more specific, mid-term goal such as attracting more diverse talent or raising conversion rates along the talent pipeline.

In practical terms, the strategy for attracting a more diverse talent pool can look like this:

- Create a facebook page to showcase diversity initiatives by various employees of the company, and share it with twitter influencers in various affinity or minority groups
- Launch paid advertising for diversity events targeted at groups from professional backgrounds that are relevant to the company.
Social media: channels at your disposal

How to connect via different channels
Make a list of all the channels that are available to you, with a note for the content formats that do or do NOT work for them.

Instagram, for instance, is not the best channel for text, or for official company updates. Twitter is more than a podium for one-way transactional announcements. LinkedIn is excellent for industry-related content and company updates, and your videos or live streams will do very well on Facebook.

Be sure to consider the less obvious options as well
Try WeChat if you are expanding in Asia or courting Chinese candidates for your local offices. Use Quora to answer questions about getting a job in your industry, for example.

Don’t forget specialized platforms where you can find a specific group of candidates: StackOverflow or Github for programmers, Dribble or Behance for designers, AngelList for entrepreneurship-oriented professionals.
Social media: deep dive on Twitter

Twitter is naturally geared to conversation and relationship building in a quick and non-intrusive way, in addition to having some search functionalities that can help recruiters find candidates.

To build a successful presence there and tap into those advantages, companies need to attract a following of their target candidates: share content that will interest them, leverage influencers, simply follow target candidates and engage with them over subjects of interest.

On a more tactical note, think about the following campaign ideas or techniques:

- Leverage your top-performing employees: ask employees to share anecdotes or tweet at the careers twitter account.
- Use twitter handles to invite a conversation with other organizations or individuals.
- Use hashtags the right way: to make specific types of tweets easier to find (such as job postings) or to address a specific audience (such as affinity groups, veterans, LGBTQ community, nationals of a specific country or region, etc.)

Hootsuite’s Twitter careers page tweeting about internal company events and culture.
Social media: deep dive on Instagram

Recruiting on Instagram falls into two main categories:

- **Attracting candidates** to your Employer Brand (attraction)
- **Sourcing candidates** that match your requirements (proactive)

The most innovative recruiting teams do both.

If using Instagram to share moments of the company life, focus on spontaneous photos taken by colleagues, and avoid staged company photoshoots when possible.

Instagram can also be used for a variety of other themes: interesting techniques and technologies used in your company, interesting sights that your employees get to see on their day-to-day. Food and pets are always social sharing favorites: If you are in the food industry, share behind the scene pictures of the food you make, and if your employees can bring pets to the office, ask them to share pictures as well.

Don’t hesitate to test other good social sharing ideas you see outside of recruiting.

General Electric posting about exciting engineering projects on Instagram
Social media

Success drivers are different from channel to channel

What makes a twitter page successful is very different from what makes a LinkedIn page attractive. Good content always helps, of course, but there are other drivers to consider:

**Frequency**

More is not always better. Interactions with the audience on social media usually stay on the page in the form of likes, comments or shares and retweets, so make sure that your campaigns don’t leave the page looking suspiciously bare, or overwhelmingly cluttered.

For example, a Twitter page needs at least one to two tweets a day to feel alive to candidates, while a Facebook page is engaging enough with just one or two posts per week.

**Multichannel**

Think about the other touchpoints that candidates are receiving outside of social media — are they getting a newsletter from you? Going to meetings or visiting the Talent Network page? Make sure that the whole experience is coordinated and feels coherent.
Social media

Time of day
Lunch hour works best for Instagram, for example, while early afternoon is best for Facebook. On Twitter, the best time for engagement is different for the ideal time for clicks.

Type of content
In general, including videos increase engagement, but different types of videos or dynamic animations are needed for different channels. Short 30 second videos with subtitles are well adapted to Facebook or Twitter feeds, where people are inclined to quickly scroll down with the sound off. Twitter is better adapted to GIFs or static images.

Size and dimensions
There are recommended dimensions and maximum sizes that can make your content more adapted to a given channel; definitely research them before sending out creative or design briefs.

For images specifically, social media company Buffer put together a list of ideal dimensions for the six channels below. It’s a good place to get started — ideally, you’ll want to develop specifications adapted for each type of content, depending on what you usually use: short videos or live streams, infographics or charts, etc.

<table>
<thead>
<tr>
<th>CHANNEL</th>
<th>DIMENSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACEBOOK</td>
<td>1,200 x 628</td>
</tr>
<tr>
<td>TWITTER</td>
<td>1,024 x 576</td>
</tr>
<tr>
<td>INSTAGRAM</td>
<td>1,080 x 1,080</td>
</tr>
<tr>
<td>LINKEDIN</td>
<td>552 x 368</td>
</tr>
<tr>
<td>PINTEREST</td>
<td>600 x 900</td>
</tr>
<tr>
<td>GOOGLE+</td>
<td>800 x 320</td>
</tr>
</tbody>
</table>

1 The Best Time to Post on Facebook, Hootsuite
2 The Biggest Social Media Science Study: What 4.8 Million Tweets Say About the Best Time to Tweet, Buffer
Social media

When do you know it’s working?

This depends on the goals you set for your social media strategy. Before setting out to reaching out to candidates through social media campaigns, make sure to determine what the goal of the overall social media strategy, and those of each campaign, are clearly defined.

Some objectives can be measured directly, such as size of social following or audience. Other are harder to pin down, especially on social media, and so proxies must be used.

To measure general employer brand awareness, or employer brand perception, the most precise method is to survey a sample from the target audience. Marketers usually use proxies to keep an ear to the ground in real-time, however. Social media listening tools can provide precise numbers on mentions and engagement, or aggregate rating data from different sources.

Either way, it is good practice to set success metrics for the social media strategy early in the process, such as a specific increase in applications sourced from social media, for example, or an increase in engagement such as likes, retweets, comments and interactions.

Examples of social media listening tools

- Hootsuite
- Buzzsumo
- TweetReach
- Klout
- Twazzup
- Mention
- HowSociable
Phone calls and texts

A study published in 2016¹ showed that the average phone user touches their phone over 2600 times a day. This makes calling and texting an attractive channel for recruiters.

Ideally, you want to be prepared to contact candidates on their term, whatever their choice of channel — being prepared to tackle SMS and calls is always a good idea.

**SMS from recruiters: too intrusive?**
Most candidates include a phone number in their resumes or Linkedin applications, and are therefore happy to be contacted by phone regarding a specific job application. It is likely that they would not object to being contacted for the purpose of establishing a relationship in case of a future opening.

You can get in front of the problem by asking whether you can contact them via text when you first collect their contact information.

**Cold calling as a first touch**
When done right, a cold call can be an effective first touch in a good relationship with the candidate. It can be used to personally invite a candidate to a meet-and-greet, or to set a time for them to meet the hiring manager and convince them to apply faster.

*A tip from Sales: When asking something from the candidate, don’t be afraid to let the silence build up a little - your interlocutor is more likely to try to fill it with a yes.*

¹ Putting a Finger on Our Phone Obsession; Mobile touches: a study on humans and their tech, Dscout
A talent network is an excellent way to form relationships with passive candidates who are not yet ready to apply to a job. Up to 89% of candidates that visit your careers site leave without applying, so a talent network enables your company to tap into this large pool of interested candidates.

How do you build a great talent network?

- Create a clearly identifiable call-to-action on the career page or in an email for candidates to join. You can include one in every job description, for example, to capture candidates who would otherwise leave the page without applying.
- Build a frictionless sign-up experience. You can offer the possibility to sync social media profiles or to populate fields with autofill, for example.
- Make the purpose of the network clear. Candidates must understand that it’s a space where they can express interest in working for the company without committing to a job application.
- Keep candidates engaged: share content regularly through the network’s newsletter or by posting it on the network’s page. Invite candidates to webinars and Q&A sessions about the company.
Reaching out: talent networks

Leveraging talent networks

The talent network must bring value to both you and the candidate. For the candidate, it’s a way to engage and learn more about the prospective employer without committing to an application.

For companies, it’s a place to learn more about candidates and identify great talent. It’s also an opportunity to showcase the best aspects of the company to an interested, pre-qualified audience.

To create an enjoyable experience for the members of the network, use the information collected at signup to organize candidates into more specific pools, by professional background, professional interests, location, or seniority levels for example.

Do not hesitate to specifically ask candidates what candidates they are interested in seeing from you — this will ensure that they enjoy the content you share with them as you nurture the relationship.

As job opportunities come up, recruiters can invite previously identified candidates in the talent network to apply directly — with a previous relationship already in place, the chances of a positive reaction are much higher.

Talent network sign-up forms from Balfour Beatty
Establishing connections is crucial, but the true strength of a strategic recruiting function is its ability to maintain these connections, and to build long-term relationships with candidates. Modern recruitment marketing makes that possible by allowing recruiters to truly engage with candidates.

The way candidates interact with the company is the single most important determinant of the quality of the relationship. That is why candidate experience is such a focus for recruiters, and why they constantly seek to ensure that their recruitment marketing strategy takes care to preserve and enhance it.

This, of course, relies heavily on excellent data collection and management practices, using well-designed talent pools and rigid pipeline management. The integrity and quality of a company’s candidate data is directly proportionate to the effectiveness of its marketing recruiting strategy.

In Engage, you will find detailed information on how to develop and maintain great candidate data, and how to use it effectively for candidate engagement and candidate nurture.
Successful recruiting is not about converting applicants into hires any longer. It’s about creating a full engagement experience for the candidate, a delightful, personalized journey that leaves them with a positive attitude towards the prospective employer, whether they end up being hired or not.

A successful candidate engagement experience creates applicants, hires, but also ambassadors for company. It aims for a long-term competitive advantage, and results in a powerful, sustained employer brand.

I think of engagement as representing 2-way communication between a brand and consumers.

Jay Henderson
Director, Watson Marketing at IBM
Engagement, experience, and how to use one to influence the other

**Candidate engagement is what you do**

"Engaging" with candidates is what you do every time a candidate interacts with your company in its capacity of potential employer. It can be a phone call, a retweet, an upvote on Quora, or any other touchpoints where the recruiting team is trying to build a relationship with the candidate.

Engagement is a two-way interaction between the candidate and the prospective employer. However, it’s hard to create sustained two-way communication every time. Therefore, engagement must be omni-channel, so that an interaction started in one place can be picked up in another. The future of candidate engagement is a single, continuous conversation across multiple channels.

**Candidate experience is what they see**

Engagement is what recruiters can control in order to try and create a great experience for candidates, from their first touch with the company to when they apply to a role, to the moment they are hired or redirected towards other opportunities.

And it is extremely important to control that experience as much as possible: 72% of candidates who have had a bad experience have shared it¹, and 85% of candidates say they won’t consider a company again after a bad experience². The stakes for efficient engagement are high.

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¹ Candidate Experience Study, Workplace Trends
² Continuous Candidate Engagement, Jobvite
How do you keep candidate experience in mind when building a recruitment marketing strategy?

It’s not always obvious how the recruitment marketing strategy influences the experience for the candidate, how it takes them through multiple decision stages until that final step, where they sign an offer from you. That’s why mapping that strategy—or even just specific marketing campaigns—to the candidate journey is helpful. The candidate mapping framework below is a helpful lens through which you can look at campaigns, understand where in the journey they touch candidates, and how they inform their progress down the funnel.

Mapping the candidate journey to recruitment marketing campaigns

<table>
<thead>
<tr>
<th>CANDIDATE</th>
<th>RECRUITER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead</strong></td>
<td></td>
</tr>
<tr>
<td>Research roles and companies,</td>
<td>Build employer brand awareness with</td>
</tr>
<tr>
<td>read cold emails/InMails</td>
<td>thought-leading industry content</td>
</tr>
<tr>
<td><strong>Candidate</strong></td>
<td></td>
</tr>
<tr>
<td>Compare different companies</td>
<td>Communicate specifics about role and employer</td>
</tr>
<tr>
<td>and roles</td>
<td>culture in newsletters, social media</td>
</tr>
<tr>
<td>Activate network, join talent</td>
<td>Build personal relationships</td>
</tr>
<tr>
<td>communities</td>
<td></td>
</tr>
<tr>
<td><strong>Applicant</strong></td>
<td></td>
</tr>
<tr>
<td>Research specific role or</td>
<td>Webinars, fireside chat, meetings</td>
</tr>
<tr>
<td>company and apply</td>
<td>with current employees</td>
</tr>
<tr>
<td><strong>Hire/Ambassador</strong></td>
<td></td>
</tr>
</tbody>
</table>
Where do you start for a great candidate experience?

By mapping the candidate journey to different recruitment marketing campaigns and action items, it's much easier to make sure that the quality of the candidate's experience, and the goals of the recruiting organization, are in alignment.

A great candidate experience starts with the data

In practice, adapting the recruitment marketing strategy to candidates’ expectations is tricky. It requires being able to learn exactly what candidates want, what answers they’re looking for, what their goals are, etc. This comes from knowing where they live, where they worked, what they’ve done in the past. It also helps to know how they react to the content you share with them and the campaigns you target at them.

That is why candidate experience starts with data. You need to set up your candidate data in a way that makes it easier to create and track every interaction.

It means well-designed talent pools for more personalized communication, and efficient pipeline management to track candidates’ progress in the journey starting from their first interaction with the company.
Talent pools: essential to engagement

When we feel that a company has made an extra effort to get to know who we are, our relationship with that company gains an emotional layer that means higher loyalty and a more positive attitude. That is the power of strong brands, and it applies whether we are customers or candidates.

Most of the time, that extra touch comes from addressing the candidate by their name, following up on their previous interactions with the company, offering them only content and information that is relevant and exciting to them — in short, maintaining personalized communication.

Talent pools help recruiters maintain that level of personalization at scale. By organizing candidates by common traits, interests and behaviour, they allow recruiters to shape their message to the needs of different audiences, and communicate with them or process their information in batches, without sacrificing personalization.

Examples of talent pools

- Leads from careers fairs or events
- Unsuccessful applicants, silver medalists
- Candidates sourced at diversity initiatives
- Senior leaders sourced through executive searches
- Local candidates from a specific background or industry
- Past employees of a specific company
Talent pools for pipeline management

The way you build talent pools will impact the precision of your targeting further down the line, so it’s important to set them up in the right way from the start.

**COLLECT CANDIDATE DATA**
- Set up your CRM with detailed fields to receive all relevant information about candidates.
- Update those fields as your relationship with the candidate develops.
- Keep fields organized by setting conventions with the rest of your team, e.g. avoid duplicates like “Senior Marketer” and “Senior Marketing Manager” in the "Current Role" field.

**ASSIGN STAGES**
- Create a status field to keep track of where candidates are in the pipeline, and to know who is most likely to apply and who still needs to learn more about the company.
- Define criteria for the whole team for moving candidates from one status (e.g. qualified lead) to another (e.g. candidate).

**SEGMENT AND FILTER**
- Use the available data field to create different “groups” of candidates that suit your hiring needs e.g. "Local Designers" or "Women engineers".
- Lean on Personas for ideas on how to segment or tag candidates.
- Think of adding candidates to more than one pool if they could be a fit for more than one type of role.

Example of talent pool with candidate data on Beamery
Data enrichment for better engagement

The amount of data that we publicly share about ourselves online is staggering: dozens of apps and profiles on social media, forums, comments, resumes, forms, etc. And yet, recruiters only use a fraction of it, and rely on the minimal information contained in a resume.

A candidate is not the sum of their past job titles. To build a fuller image of the person you are trying to engage with, you need more information than what is on their resume. That is why data enrichment — automated data collection at a large scale — is such a crucial part of good engagement.

With information such as interests, online behaviour (e.g. careers site visits), languages, portfolios, historical
The dangers of bad data

Bad data can result in a number of situations ranging from awkward to totally ridiculous, and can kill any attempt at starting a genuine relationship.

It is hard to convince candidates that you are really invested in getting to know them if you send them emails addressed to the wrong first name. Similarly, any goodwill you hope to generate by inviting them to an exciting networking dinner in Boston, United States, will only result in frustration if they have been living in London for the past two years.

Bad data is inevitable

Even the cleanest databases decay eventually. Every year candidates get new job titles, move to another city, or get a new phone number. Databases that start out with bad data are in even worse shape with the passage of time.

Good practices make a difference

It is crucial to have good practices both around data collection (uniform formats, spell checks, automated deduplication, etc.) and data maintenance (cleaning and continuous enrichment).

- De-duplication identifies existing leads in the database and prevents entering them again, or merges existing leads that refer to the same individual but have complementary information.
- Data cleaning, or cleansing, standardizes job titles, company names, or regions, for example, and removes bad data, such as false or obsolete email addresses.
- Data enrichment adds data collected automatically from other sources to existing profiles in your database, such as industry, job title, or phone number if it’s available online in one of the platforms that your CRM can connect to.
The dangers of bad data: Spam filters

Another danger of bad data is being filtered out as spam when sending nurture campaigns. Considering that 70% of all mail sent globally is spam, email providers take great care to constantly refine their filters and keep unnecessary messages out of their users’ inboxes.

How does bad data make you vulnerable to spam?

Spam filters decide whether to accept an email based on three factors: Source, reputation, and content. Bad candidate data can affect both reputation and content.

**Reputation**

A sender’s reputation is calculated using a few different factors. One of the main ones is the number of repeated "bounces" in the sender’s database. Delete bounced email addresses as soon as possible, as high bounce rates will decrease your reputation score.

Similarly, if you keep addresses that are clearly fake (test@test.com), wrong (emily@yahoo.com) or that belong to a role and not a person (info@company.com), your reputation score decreases.

Lastly, your reputation is impacted by the number of “spam traps” that you keep emailing. A spam trap is a fake email address used by an email network to capture bad email practices. It can be newly created specifically for that purpose, or recycled from a user who closed their account. You’ll find spam traps in illegal databases, or in old, badly maintained ones.

**Content**

Even if the email passes the reputation part of a filter, it still has to be considered as “relevant” based on its content. Email filters learn what users consider spam based on what they have marked spam in the past, or what they have marked as "not spam" in their trash.

Ensure you are sending relevant content to your candidates, at a frequency that is adequate, to avoid them marking you as spam, or making complaints about your content.

---

1 The Ultimate Guide to Email Deliverability, ReturnPath
Different levels of personalization

The database that you maintain will be used primarily to build engaging, personalized nurture campaigns. Before diving into that, take out your candidate scoring system, and design different strategies for each level of personalization:

<table>
<thead>
<tr>
<th>EXTREME PERSONALIZATION</th>
<th>FULL AUTOMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOLD</strong></td>
<td></td>
</tr>
<tr>
<td>Call to congratulate on graduation.</td>
<td></td>
</tr>
<tr>
<td>Personalized gift during recruiting event.</td>
<td></td>
</tr>
<tr>
<td>Ask hiring manager to get in touch.</td>
<td></td>
</tr>
<tr>
<td><strong>SILVER</strong></td>
<td></td>
</tr>
<tr>
<td>Send a thank-you note after attending an event.</td>
<td></td>
</tr>
<tr>
<td>Write personal email every few months to ask about career progression.</td>
<td></td>
</tr>
<tr>
<td><strong>BRONZE</strong></td>
<td></td>
</tr>
<tr>
<td>Invite to local events, or to a general newsletter if not available.</td>
<td></td>
</tr>
<tr>
<td>Add to email campaigns about specific area of interest.</td>
<td></td>
</tr>
</tbody>
</table>

The promising candidates in the Gold pool need most of your attention, with personalized interactions and an accelerated timeline. Silver and Bronze candidates are a bit less of a priority, but still need your attention in the medium-to-long term.

**Lower priority, not lower quality**

Keep in mind that, although you’re relying more heavily on automation for lower priority candidates, you are not sacrificing the quality of the journey for the sake of expediency. The point of good talent pooling is, after all, to use candidate data to create great experiences.

**Resource allocation**

Build yourself a rule-of-thumb to decide how to allocate time and resources: If, for example, your distribution of candidates per tier is 10% in Gold, 30% in Silver and 60% in Bronze, then your resources will probably allocated approximately like this: 70% on Gold candidates, 20% on Silver, and the rest on Bronze.
Candidate nurture

A nurture program can be the central element of a great candidate experience, and where the best interactions with the Employer Brand happen. With social media or career pages, you have to rely on the ideal prospect to be there at the right time, but with a nurture campaign, you control the time and place of the interaction.

Content
There are many types of content that can be shared through a newsletter, depending on where the candidate is in his or her journey with a potential employer.

Timing
There is no universal “best sending time” or “email frequency” for recruiting nurture campaigns, so it’s essential to experiment with the drivers of success of a nurture campaign.

Frequency and cycle: candidates to retail sales roles move much faster than senior executives, and therefore might welcome more frequent touch points

Sending time and type of content: social media research¹ suggests that the ideal time for views is not the same as the one for clicks, so the type of content influences the ideal time for sending a campaign.

<table>
<thead>
<tr>
<th>AWARENESS</th>
<th>CONSIDERATION</th>
<th>DECISION</th>
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</thead>
<tbody>
<tr>
<td>Networking Events</td>
<td>Employee-Generated Content</td>
<td>Glassdoor and Review Sites</td>
</tr>
<tr>
<td>Company News</td>
<td>EVP and Company Mission</td>
<td>Personalized Landing Pages</td>
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<tr>
<td>Industry Insights</td>
<td>Monthly Newsletter</td>
<td>Job Descriptions</td>
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<tr>
<td>Employer Brand</td>
<td>Webinars</td>
<td>Hiring Events</td>
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<tr>
<td>Blogs and Infographics</td>
<td>Social Media</td>
<td>Talent Networks</td>
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<td>Quizzes</td>
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<tr>
<td>Social Media</td>
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</table>

¹ A Scientific Guide to Posting Tweets, Facebook Posts, Emails, and Blog Posts at the Best Time, Belle Beth Cooper for Buffer
Candidate nurture

Examples of engaging content

- “Best workplace” or “Best employer” rankings and awards
- Environmental initiative, diversity initiatives, community outreach or other CSR-related news from the company
- Free tools that are relevant to the candidate’s field, like Hubspot’s free Marketing Grader tool for marketers
- Reports or ebooks based on the company’s internal research that are relevant to candidates’ fields
- Live stream of a talk with a company recruiter or hiring manager
- Links to social pages that give a good inside view into your company culture, like this We Are Netflix Facebook page or the Lululemon People twitter feed.
- Videos of interview simulations
- Questionnaires about candidates’ hobbies, travels, or anything that can help you learn more about them that you can’t automatically scrape from their social profiles
- Updates from your talent community, like the example below. Don’t forget to usher in new members with a welcome email.
Candidate nurture for a better candidate experience

A typical nurture campaign flow

An ideal nurture campaign is one that each candidate experiences in their own way, but somehow still conveys a consistent Employer Brand across all your audiences. Think of every campaign as part of the candidate's personal journey from the moment she first interacts with you until she submits an application.

Use personas to guide the design of every campaign, and the type of content that candidates will find useful and relevant. Imagine the possible steps of the candidate journey: from learning about the company through an email, to discovering its culture on a social page, to watching an interview with an employee.

What success looks like

A great nurture campaign is relevant to the candidate, and brings them exciting information: it can be an inside look into a cutting edge technology in their field, an early bird ticket to a commercial event organized by the company, or just a quick note asking them how they have been and if they have time to catch up over a 15 minute phone call. The value of nurture campaigns from the candidate’s perspective is, after all, to stay in touch with a company they are interested in.

Building candidate relationships using nurture campaigns
Case study: Grab

Consider the case study below; it showcases how a company can use a recruitment marketing platform to improve candidate engagement across the board.

Grab is a technology company that offers wide range of ride-hailing and logistics services through its app in Southeast Asia. With over $3 billion raised in venture capital to date, it’s one of the region’s fastest growing companies.

The challenge
Their aggressive growth in a challenging market meant they were struggling to attract and hire the best talent quickly enough to scale their business. They were looking to create a more personalized experience for candidates, and be more proactive in engaging and nurturing candidates for open roles.

Beamery’s impact
With Beamery’s CRM and Recruitment marketing platform, Grab tackled a number of specific challenges, among which:

- Launching, promoting and tracking events to start and maintain good relationships
- Managing candidate pools for better engagement

After rolling out, they managed to identify more than 150,000 new prospects with their new platform, and a 50% increase in their community’s engagement. They also saw improvements in other areas, such as better collaboration resulting in a 40% productivity for recruiters.
Step 3 — Grow

Everything is now in place, and your recruitment marketing campaigns are ready to launch, if not already running.

That is an excellent place to be, but it’s also only the start. Growing the recruitment marketing function is not only a matter of scale. It’s about leveraging automation to improve efficiency and do more with less, measuring everything with the goal of correcting and constantly improving, and constantly finding ways to innovate.

We’ll explore all of that and more in Grow.
Getting a seat at the table

The great thing about marketing in the age of data is that we can find innumerable ways to personalize campaigns, report on every aspect of their performance, and optimize them to an amazingly precise degree. All of this at scale, and with a minimum amount of manual work. This applies to recruitment marketers as well, but that is not all that a successful recruitment marketing function is about.

A strong recruitment marketing function is one that has managed to grab and hold the attention of the company’s leadership, and has obtained a seat at the executive table.

Without a deep understanding of how every aspect of recruitment marketing is performing, and how it directly impact the company’s overall goals — by attracting competitive talent and ultimately helping the company to outperform competitors — recruitment marketing cannot build trust. And without trust from leadership, it will remain an “internal services” function, tasked with reacting to the strategies set by other teams, instead of designing and implementing its own.

That is why growth is not only about scaling up and optimizing, but also about arming marketers with data, and helping them make as much of an impact as they can on their organization.
Why the old metrics aren’t enough

Recruitment marketing is an acknowledged priority for most talent acquisition teams. And yet, respectively 60% and 40% of companies track time to hire and source of hire, while only 20% track their employer brand awareness, and only 13% track their pipeline growth, for example.¹

Most of the reporting and analytics in recruiting focuses on what happens around the application moment, and the journey of the applicant until they are either hired or rejected.

In other words, companies don’t put enough effort in understanding all the research that candidates do, their relationship with the employer brand, or their interactions with the recruiting team whether or not they decide to apply.

The problem is, when candidates come to the application point, they have already heard about the company on the news or saw its products in the supermarket. They’ve heard their peers talk about it during job fairs or visited its social media pages.

¹ State of Recruitment Marketing 2018, Beamery
Why the old metrics aren’t enough

By the time they come to apply, they’ve already formed an opinion about the potential employer. If companies want a chance at influencing that opinion, that’s the part of the journey they need to understand best.

Questions like “what image does the company have among designers?” or “are our events driving young graduates to apply?” or even “do applicants talk positively about us after the application process is over?” must be answered and tracked — and that’s what recruitment marketing-specific metrics help with.

Team messaging leaderboard in Beamery’s reporting dashboard
What you need to track instead

So if the old metrics aren’t enough anymore, what should recruiting teams be tracking?

Recruitment marketing metrics measure what happens before the application as well as after. They are different from what we call “traditional” metrics because they are relevant throughout the whole candidate journey, not just for applicants and hires.

Candidates are willing to share more of their data now, and expect companies to use it, and only solicit their attention with things that are relevant to them.

Do they like what the company’s brand stands for? Does the content they receive resonate with them? That’s information that recruiters can – and should – use to improve the candidate experience in real time.

Recruitment marketing software can now report on every step of the candidate journey: who clicked on what link, how much time did they spend on a page before closing it, what other touchpoint they were exposed to before applying, etc. We can optimize resources to the last penny, and create extremely efficient, continuously improving campaigns.

- What content has the candidate seen?
- **Brand awareness:** How well-known is the employer brand?
- **Recruitment Marketing ROI:** Which campaigns are the most efficient?
- Does the employer brand resonate with target candidates?
- Is the content converting candidates into applicants?
- **Pipeline Growth:** Do marketing campaigns contribute to growing the pipeline?
- **Talent Promoter Score:** How likely is the candidate to promote the employer brand to others?
What you need to track instead: brand awareness

Increasing brand awareness is one of the main goals of recruitment marketing. High awareness means that more candidates are likely to apply to join your organization, but also that they are more likely to have a positive attitude towards it when they interact with it.

How to measure it

Increasing brand awareness is one of the main goals of recruitment marketing. High awareness means that more candidates are likely to apply to join your organization, but also that they are more likely to have a positive attitude towards it when they interact with it.

\[
\text{Brand awareness} = \frac{\text{number of candidates who know the employer brand}}{\text{total number of surveyed candidates}}
\]

This data can usually be obtained through a survey of a random sample of the target population, which could go from very wide (the whole in your region of operation) to much more niche (Energy engineers in a specific city).

Social listening tools offer ways to track proxies of brand awareness, such as mentions, for example. Linkedin also offers a Talent Brand Index that serves a similar purpose.

DEFINITION

Brand awareness is the percentage of the target population that is aware of the employer brand

VARIATIONS

Aided recognition: percentage of candidates who recognize the employer brand when it is presented in a list

Top-of-mind awareness: Number of candidates who, when asked about the most well-known employer brands in the company’s category, mention the company’s brand first.
What you need to track instead: engagement

The degree of interest elicited by a company’s content is a great indicator of how well-crafted their recruitment marketing campaigns are: the more relevant and targeted they are, the more candidates will react to them.

Measuring engagement is the quickest way to keep an eye on how well your campaigns are doing. If a blogpost is being shared or a video on facebook receiving comments, it’s a sure sign that your audience found them interesting, thought-provoking, or simply entertaining or informative.

How to measure it

Measuring engagement can get quite sophisticated. The team can choose multiple metrics as their designated engagement instance, such as comments or shares, and combine them in a weighted model. They can also rate engagement for different target audiences, by industry, level of seniority, or stage in the funnel, for example.

Engagement = Number of interaction instances (as determined by the Recruitment Marketing team)

DEFINITION

Engagement is any two-way interaction of a candidate with company content, such as social shares, social mentions, comments, likes, retweets, email clicks, event attendance, phone calls, etc.

There is a spectrum of behaviors that the target audience can adopt and that might fall under the "engagement" label, such as opening nurture email, for example, or reading a blog post.

VARIATIONS

Many marketers define engagement as any form of attention or interest given to the company’s content, and not only two-way interactions from the target audience.

As a result, they measure it using anything from time spent on a page to website traffic, for instance.
What you need to track instead: candidate experience

The candidate experience is the sum of every aspect of the candidate’s interactions with the potential employer. Success is when the candidate is delighted by his experience, and excited to talk about it to other people around him.

How to measure it

Candidate experience = Average rating from a random sample of candidates

An easy way to collect this information is to include polls in nurture emails, at the end of applications, or after an offer has been accepted or rejected.

The metric above is not the only one you can use. Talent Promoter ScoreTM, which is the recruiting version of Net Promoter Score, is a measure of how likely a candidates is to refer friends or colleagues to your organization. It is therefore an excellent measure of how positive a candidate’s experience was.

DEFINITION
The candidate experience can be defined as the sum of positive or negative feelings caused by interacting with a potential employer, throughout the whole candidate journey, from first touch to application to offer or rejection.

It is properly measured by asking a sample of candidates - preferably representative - to provide a rating on a predefined scale.

VARIATIONS
Instead of directly measuring the overall experience, recruiters can measure different aspects of it, using proxies for each aspect: website conversion rates for the website and careers page experience, application drop-offs for the application experience, offer acceptance rates, engagement rates, Glassdoor reviews, etc.
What you need to track instead: pipeline coverage

Sales teams use pipeline coverage to predict whether they’re likely to hit targets. For recruitment marketers, pipeline coverage plays the same role: it helps understand whether they are feeding enough leads into the pipeline to convert into the target number of hires three months, six months, or one year down the road.

How to measure it

A ratio higher than 1 means that the existing pipeline is likely more than enough to hit the target number of hires, while a ratio that is lower than 1 means that the hiring target is at risk.

Bear in mind that both coverage ratio and conversion ratio are relative to a certain time horizon — it wouldn’t be appropriate to use a 6 month conversion ratio to calculate a yearly coverage ratio, for example.

**DEFINITION**
It’s a measure of how much the current pipeline will cover the future hiring needs of the company, and is based on an assumed pipeline conversion ratio.

**VARIATIONS**
Pipeline conversion ratio is an important metric in pipeline management. It is the ratio of the number of candidates at a specific stage to the number of candidates at the stage before it. In other words, it enables recruiters to say: "Typically, when we have X candidates in the "nurture campaign" stage, we end up having Y candidates in the "phone call" stage 2 months later.

An overall pipeline conversion rate can be calculated by dividing the average number of hires by the average number of candidates in the pipeline that eventually converted into those hires.

\[
\text{Coverage ratio} = \frac{\text{current pipeline of candidates}}{\text{target number of hires}} \times \text{conversation ratio}
\]
What you need to track instead: candidate source and influence

It isn’t always obvious with parts of a company’s “storefront” convinced the candidate to take an interest, learn more about the available opportunities, then apply. Tracking the source of every application makes it possible for marketers to understand the effect of various channels on their target audience.

How to measure it

The recruitment marketer can measure the number of applications coming from each “Source”, or communication channel, of interest. The total number of application per channel, the ratio of application per hire for each channel, or even the percentage of total applications coming from a specific channel can give all sorts of insights into the impact of each channel on the overall hiring operation.

Tracking source of hire is also essential in building attribution models. Attribution models give a weight to each source, or even each campaign from the same source, in a single candidate’s journey. They use a predefined metric, such as how much time the candidate spent on that source, or whether they were on that source first or last before they apply, and score the source based on that metric.

For example, the recruiter can give a 100% attribution score to Linkedin if the first touch of a journey was Linkedin, or a 30% score if the candidate spent 30% of his time interaction with the company on the Linkedin company page. Next, they average the scores attributed to Linkedin to determine Linkedin’s influence as a source of candidates.

DEFINITION
Candidate source is where the candidate first heard about the opportunity they applied to.

VARIATIONS
To be tracked and measured correctly, the different sources must be defined clearly. They must be mutually exclusive (“social media” and “facebook” are not exclusive, for example) and collectively exhaustive (A shortcut for that is to use a category labelled “other sources”.)
What you need to track instead: ROI

ROI is the most efficient way to demonstrate the benefits of recruitment marketing. It gives talent acquisition leaders a clear understanding of how they can convert resources into output. These outputs can be hires, applications, employer brand recognition, or any other measurable positive outcome for the Talent Acquisition organization.

How to measure it

\[
\text{ROI} = \frac{\text{Additional value created}}{\text{Value originally invested}}
\]

Note that the way you calculate “Value of per hire” doesn’t really matter. It could simply be the number of candidates who apply or get hired, or it could be their annual salary, or any other value that correlates with a successful hire.

What matters is that you calculate that value in the same way for every “outcome” so that you can compare the ROI of different outcomes, be they events, social media campaigns, paid advertising, or anything else that contributes to hiring more candidates.

DEFINITION

In general business terms, return on investment (ROI) is the ratio of newly created value to the value invested originally. To calculate Recruitment Marketing ROI, a monetary value can be attributed to the outputs of the marketing campaigns, so that it can be compared to the monetary value invested.

VARIATIONS

ROI gives an understanding of how much to invest to obtain a specific goal. It tells recruitment marketers that they spend on average X amount in time and money to obtain Y applications, or Z hires.

Attribution models tell recruitment marketers how much each touchpoint with a candidate contributes to positively increasing the tracked outcome.
Metric checklist

Use the list below to make sure your recruitment marketing dashboard contains all the necessary metrics.

Some of these metrics are much more central than others. In general it is good practice to have metrics to capture different aspects of the recruitment marketing strategy, such as cost, time, and effectiveness.

<table>
<thead>
<tr>
<th>Traditional/generalist metrics</th>
<th>Recruitment marketing metrics</th>
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<tbody>
<tr>
<td>Time to hire</td>
<td>Candidate experience</td>
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<tr>
<td>Cost of hire</td>
<td>Employer brand awareness</td>
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<tr>
<td>Source of hire</td>
<td>Talent promoter score</td>
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<tr>
<td>Offer acceptance rate</td>
<td>Candidate engagement</td>
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<tr>
<td>Quality of hire</td>
<td>Email campaign performance</td>
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<td>Hit rate</td>
<td>Social media mentions</td>
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<td>Application time</td>
<td>ROI</td>
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<td>Time to application</td>
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<td>Career site conversion</td>
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<td>Application drop-off</td>
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<td>Pipeline coverage</td>
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<td>Pipeline growth</td>
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<td></td>
<td>Pipeline quality</td>
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</tbody>
</table>

What gets measured gets managed.

Peter Drucker
1909 — 2005
Metrics: a note on forecasting

What can you forecast?
The talent organization needs visibility into the future in both quantitative and qualitative terms.

Forecasting relies on the principle that, given similar circumstances, some metrics will stay the same. For example, if in the past we got more or less the same Y amount of visits to the careers site for the same X amount spent on ads, then we will get 2Y traffic for 2X advertising spend in the future.

Talent organizations can also try to predict certain aspects of their hiring needs by looking into qualitative information. For example, there might be a reason to expect that fewer women would want to work at their company if it is just coming out of a highly visible gender discrimination lawsuit.

Recruiting metrics needed for forecasting
Many metrics lend themselves well to forecasting, such as conversion rates, growth rates, engagement rates, or costs. Using past figures to predict the future usually works better when the circumstances around those figures have changes as little as possible, and when there are many data points to consider for the same metric.

Even with these rules of thumb, however, judgment must be used. The same type of event at the same school year after year might attract a similar amount of people every year, except if, on one particular instance, there is another company with more popular appeal throwing an event at the same time.

Stepping outside of the recruiting organization
Forecasting can be much more useful when complemented by information from outside of the Talent organization. Recruiters can establish a communication line with the CEO or the CFO’s office to get detailed information on the company’s strategic plans: will there be an aggressive push in foreign market in the next three years? Will the company close plants? Is there a merger in the horizon?

Similarly, external market information can inform the Talent organization’s planning, such as what degrees are trending in education, or what skills will soon be missing from the job market because of a change in immigration policy.
Recruitment marketing automation

Automation is always necessary for scale, and the adoption of marketing automation by recruiters looking to grow their organization is the logical next step after its widespread adoption by customer-oriented marketers.

Good use of recruitment marketing automation helps recruiting teams focus on the work that requires their judgment and expertise, and gives the “monkey work” to software.

Some examples of automated flows include:
- Adding a candidate to a talent pool if they have certain skills
- Assigning a candidate to a colleague when they are first added to a pool
- Changing a candidate’s status when they hit a milestone, like 3 email interactions or attendance of one event
- Monitoring replies to emails and prompting answers
- Trigger a notification when a candidate is visiting a job posting

New possibilities for talent acquisition

The workflows above open up new possibilities for recruiters. On top of offering the possibility to design and implement more sophisticated campaigns, it gives invaluable insight into candidate behaviors that were previously invisible.
Leveraging technology for recruitment marketing

Smarter nurture campaigns
Marketing automation also enables recruiters to set up smart email nurture campaigns:

- Candidates can be added to a campaign if they exhibit certain behaviors, such as clicking on a link or subscribing to a newsletter or an event
- Automated reminders can be sent to recruiters if a relationship is in danger if lapsing
- Triggers can be set up to send a reminder email if a candidate hasn't replied in a certain number of days, or if they haven't clicked a link in a previous email

New possibilities for talent acquisition
Instead of relying on engineering support to build career pages, recruiting teams can build their own, use out-of-the-box customizable templates, and build multiple pages targeted at specific roles, seniority levels, geographic regions, etc.

Example of an automated nurture campaign flow in Beamery
Leveraging technology for recruitment marketing

Candidate scoring
Quality candidate scoring can get complex very quickly, but fortunately, it can be almost entirely automated with recruitment marketing software:

- Explicit scores based on candidate information such as location or languages already exists in the CRM, and in many cases, they can be seamlessly integrated with the recruitment marketing platform.
- Behavioral information needed for implicit scoring can be obtained directly from the platform, as it tracks things like clicks, email opens, page visits, email replies, time spent on a page or between emails, etc.

Reporting
One of the most valuable aspects of recruitment marketing is the clarity it gives on the efficiency of marketing campaigns, their ROI, and how they contribute to the success of the talent acquisition team.

Many recruitment marketing platforms come with out-of-the-box reporting dashboards, helping teams quickly home in on the most important metrics.

Compliance
With permission management and automated data update, keeping databases and processes compliant with data protection legislation is much easier. Recruitment marketing platforms integrated with your CRM solution can automatically collect consent data from newsletters, event sign-ups, application forms, etc.
Benefits of recruitment marketing automation

Targeting with engaging content
The first benefit is extreme personalization. You can tailor down your messaging or the content you share to specific preferences or behaviors and therefore be extremely relevant to the candidate’s goals and needs.

This personalization goes beyond candidate background or professional interests, and can apply to dynamic data points, such as candidate scores, their level of interest in the company, their point in the candidate journey, etc. since their interactions with your content are automatically tracked and scored.

Timing
The timing of engagement actions can be refined for maximum impact.

If you can tell when a candidate in your database is currently looking at a job posting, you can reach out to them about that same job right then, while it is still fresh in their mind, and they are obviously interested and thinking about it.

Similarly, you can reach out to a candidate with an invitation to set up a time to chat right after they register for an event or download a piece of content, while their interest is still piqued.

Scale
As long as the platform is set up correctly and you take care to maintain quality candidate data, you can scale your campaigns to very large audiences with very little effort. You get outsized impact for the same amount of work.

Omni-channel presence
Not only are you present on multiple channels, such as social media and professional platforms, but you are also coordinating what happens on all of these channels at the same time, and can hold one conversation with the same candidate over all of them.
Collaboration in recruitment marketing

Growth also means larger teams. Larger teams make sharing information exponentially more complicated, so it’s crucial to have excellent communication and collaboration processes in place in order to scale.

Why do we need good collaboration practice?
Teams need to have clarity on what everyone is working on. Two sourcers can’t both be reaching out to the same candidate without coordinating. Candidates can’t be assigned to multiple campaigns without one team member owning their overall experience. Having rules and checks around some of these operations can help. Systems like Beamery also offer features that make collaboration easier, such as email syncs and information on candidate interactions with the rest of the team.

Benefits of good collaboration

- **It’s easier to assign tasks and split workload**: all team members are aware of each other’s ongoing projects.

- **Team members can learn from each other**: good sourcing practices such as email subject lines, times of the day to reach out to candidates, or talent pooling ideas can be seen and learned by everyone.

- **Cross-team collaboration**: recruiters who work on different regions or role types might be interested in the same candidate, and can collaborate instead of compete to ensure they eventually apply and accept an offer.
Creating space for constant innovation

Constant growth is fueled by innovation and change — successful marketing teams always leave some space in their plans for experimentation and learning.

What does that look like?

1. **Experimenting**: Design tests to learn more about new targets, new channels, new types of content. A/B tests, for example, are a quick and efficient way of fine-tuning different parts of a campaign, such as deciding which type of subject line or content to use with an audience.

2. **Using data to find areas of potential improvement**: Is there a spot in your conversion funnel where candidates seem to drop off for no reason? Do you have spikes in visits to the career pages from specific sources? Do your events appear especially popular with candidates from a specific company or school? Look into data for patterns — it could be a source of new learning for your team.

3. **Learning best practices**: Encourage team members to share their work and to learn from outside of the company. Dedicate time and budget to training, conferences, and experimentation.
Creating space for constant innovation: test examples

There is always space for optimization and innovation in recruitment marketing, especially as reporting tools and techniques evolve. To get you started, here are some examples of tests and experiments that can be conducted to fine-tune any recruitment marketing strategy.

1. A/B testing for the ideal communication cadence
   Split the target population of a nurture campaign (e.g., sales assistants in Iowa, United States) randomly into two equally-sized samples. Send twice as many emails to the first group as you’re sending to the second group over the same period of time, while keeping the content and calls to action in the emails as similar as possible. At the end of the test period, compare both samples: did one yield more applications than the other? Did it register higher unsubscribe rates?

2. Experimenting with a new way of connecting with candidates
   Select a small but representative sample of leads from a target population. Change only one aspect of the candidate journey you usually build for them. For example, invite them to a painting class instead of a meet-and-greet at Headquarters. Compare their candidate experience satisfaction with that of the rest of the population, as well as their conversion rate from lead to applicants to hire.

3. Pushing for shorter hiring cycles
   Split a target population of leads into three random samples. Create three campaigns that are similar in almost every way, except for the urgency embedded in the call-to-action (e.g., “Get in touch to learn more”, vs. “Start your application now!”) Measure the average time it takes for each sample to hit a specific application conversion rate.
Watching for red flags

When implementing or revamping the recruitment marketing function in your organization, watch for the following warning signs, as they could indicate that the team, or the rest of the company, are not seeing the full value of recruitment marketing, and could get in the way of implementing it to its full potential.

- Your recruitment marketing toolstack is underutilized: Recruiters neglect to enter candidate information in the CRM, or to use the automation features provided by your recruitment marketing platform.
- Recruiters are still relying on their traditional sourcing techniques and not trying to design and implement new processes.
- Managers in the talent organization talk about recruitment marketing as a campaign or an initiative, and not as a function, similar to sourcing or operations.
- Team members are not expressing any excitement or enthusiasm about the possibilities offered by recruitment marketing
- You’re not seeing any of the preliminary results you expected after training and implementation

Managing the change brought by recruitment marketing helps prevent some of those situations from occurring.

Be also cognizant of obstacles that are external to your organization, such as lack of cooperation from other departments such as IT or Marketing where needed, or push back from leadership on new hires if necessary.

Expect some bumps along the road when you bring recruitment marketing to your organization for the first time; it’s the best way to get in front of them.
Managing change

Implementing a recruitment marketing strategy is hardest for teams who are not used to having a recruitment marketing function. It changes many aspects of their work at once: the tools of the trade with a new CRM and Recruitment Marketing solution, the skills they need to be successful, their relationships with each other and with their leaders, as the processes of their work change and adapt, etc.

Managing this change is not easy. It is important to understand the reasons behind the resistance, both human and process-related, and to address it effectively.

We’re naturally uncomfortable with the general unknowns of change, and even more so when we have a good reason to be worried about our ability to do our jobs well.

When implementing recruitment marketing for the first time, recruiters generally have to get used to a new tool, but also learn a new way of doing their job, which could result in a loss of performance or expertise in which they took pride before.

The Change Curve summarizes how change usually goes in an organization.

Change Curve

Organizational change usually goes through a dip in performance before the team increases productivity.
Managing change

How to manage change for a better performance

- **Communicate the value:** Share numbers around the expected impact on the quality and the number of hires. Outline the positive changes in the daily work. Modern recruitment marketing tools are exciting — give your team a chance to discover why.

- **Clarify the success metrics:** Ask your vendor to help you choose good success metrics, and then set numbers that are adapted to your team. It can be a number of campaigns launched by a certain date, a number of candidate pools or fields defined, or even just a number of leads added to the database by the end of the process.

- **Establish a timeline:** Your vendor should be able to provide approximate timelines in which you can reasonably expect to complete discovery, implementation, training and ramp-up.

- **Make people accountable:** This is a crucial factor in almost any business endeavor, but it’s sometimes overlooked in change management processes. Assign ownership of separate items like training team members, formalizing the team’s best practices, or launching the first campaigns, to specific team members. An excellent way to ensure adoption is to include non-supporters of the new tool in this exercise; they are more likely to be brought over if they own part of the process.

- **Don’t rush it:** Urgency is often used to motivate team members to implement a new change, but it’s not the actual goal. Being able to capture value from change early is good, but it’s much more important to ensure the new tools and processes are well-understood and embraced.
Getting help from Marketing

The Marketing department’s help can be extremely valuable — if not necessary — for at least part of the recruitment marketing strategy.

Whether you need to leverage marketing for content creation, advertising strategy, or to align on branding, you need to think carefully about building an internal relationship with marketing stakeholders.

1. Request things from marketing in the right way:
Explain how the talent brand and the consumer brand of your company are inextricably linked. You might separate them internally, but when candidates are engaging with your company online or offline, they see a single brand.

2. Make sure each team understands what the other is held accountable for
Have a clear idea of what success looks like. Agree on a stakeholder within the marketing department that “owns” the relationship with Recruiting, draft a document that clarifies both parties’ commitments, and set a schedule of periodic meetings to ensure communication lines stay open.

3. Communicate and share success
If the marketing team takes on a commitment to help the Talent organization, they should also celebrate success when it happens. Share progress and recognize good work and valuable contributions.
A final checklist for your recruitment marketing strategy

Designing and implementing a full-blown recruitment marketing strategy is a complex undertaking.

The checklist below can be used at any time in the process, to step back and take stock of where you are, what has been accomplished, and what you still need to do.

It is also recommended to expand on this checklist, and make it much more detailed as you progress through it.

Define the scope of the recruitment marketing team’s role

- Role in the Talent Acquisition organization
- Reporting
- Collaboration with other teams

Define the goals of the recruitment marketing strategy

- Hiring goals based on the company’s needs
- Internal/team goals

Account for available resources and request what is needed to accomplish your goals

- New hires
- Tools and solutions

Design and implement the recruitment marketing strategy

- Long-term and short-term goals
- Attract: personas, brand, pages etc.
- Connect: sourcing, first-touch campaigns
- Engage: candidate experience and journey
- Grow: scaling up, automation, reporting
To obtain buy-in within their company to change recruitment CRM and Marketing providers, or to buy one for the first time, recruiting leaders need to be able to clearly point to the benefits for the overall business.

Every member of the organization who is involved in the purchase decision must see its value, and the easiest way to socialize that information is to write a Business Case.

1. Identify the goals and stakeholders of the buying process
2. Create a common perspective for all involved stakeholders
3. Introduce the Recruitment CRM and Marketing solution
4. Describe the features and their benefits
5. Quantify the impact of the solution on the business
6. Show the return on the investment
7. Support your case with live examples
8. Bring it all together
A common perspective for stakeholders

1. Identify the goals and stakeholders of the buying process

Before starting to gather a buying team or asking for executive support, write down your goals for the purchase of the new solution. Goals could include more hires from direct sourcing, increased process efficiency and improved information sharing, or the ability to manage passive candidates, for example. Include those goals in your communications, to ensure that from the start, all stakeholders understand what you are trying to achieve.

2. Create a common perspective

Once you start identifying stakeholders to be invite into the process, keep in mind their different priorities, and include something for each one of them in your business case. These individuals are likely to fall under two categories:

- **Individuals who will approve a budget for the purchase, or Economic Buyers.** Usually C-suite executives, such as the CHRO, the CFO, or the CEO.
- **Individuals who will be involved in the buying process itself, or Influencer team.** They can be from the Finance department, Procurement, Legal, IT, or other teams depending on the organization.

Priorities and arguments for various stakeholders
The benefits of a recruitment CRM and marketing solution

3. Introduce the Recruitment CRM and Marketing solution

E.g. "A Recruitment CRM and Marketing solution is a suite of tools used to source and engage with candidates and consolidate data across all Talent tools in the organization. It uses smart data enrichment, automated marketing techniques, talent pools and pipeline management to help recruiters source, engage and hire high-quality talent.

The solution can be used by everyone on the Talent Acquisition team, and even in other departments in the organization. Sourcers can identify and add candidates to the database, and build nurture campaigns to keep them engaged and drive applications. Recruiters can monitor or participate into conversations, build different pools of candidates, create pipelines from lead to applicant to hire, and stay up to date on which team members are in contact with which candidate. Leaders have access to real-time reporting and performance, and can build reliable forecasts."

Don’t worry if you feel like you haven’t managed to explain all the great things the new solution can do for you yet; that will be easier to convey with a description of features and benefits, especially if you use a few descriptive use cases."
The benefits of a recruitment CRM and marketing solution

4. Explain the features and their benefits

Below are a few examples you can use:

<table>
<thead>
<tr>
<th>FEATURE</th>
<th>BENEFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration with existing ATS, HRIS, and other Talent tools</td>
<td>Consolidate all existing data about prospects, candidates, previous applicants and existing employees</td>
</tr>
<tr>
<td>Browser extension to add online profiles</td>
<td>One-click add of a candidate profile to the database</td>
</tr>
<tr>
<td></td>
<td>Faster pipeline growth and more relevant candidates</td>
</tr>
<tr>
<td></td>
<td>Richer candidate data enabling better targeting and more personalized interactions</td>
</tr>
<tr>
<td>Automated data enrichment</td>
<td>Automatically updated data using proprietary algorithms</td>
</tr>
<tr>
<td></td>
<td>Smoother candidate experience with fewer forms to fill and friction points in the application process</td>
</tr>
<tr>
<td>Analytics and reporting</td>
<td>Real-time understanding of campaigns impact on applications and pipeline creation</td>
</tr>
<tr>
<td></td>
<td>Improved analytics and forecasting capabilities</td>
</tr>
<tr>
<td>Compliance</td>
<td>Easier compliance with data processing regulation such as GDPR with Automated opt-ins and data segmentation</td>
</tr>
</tbody>
</table>
Demonstrating the returns of a recruitment marketing solution

5. Quantify the impact of the solution on the company

Use the metrics that best represent the recruiting organization’s work: time to hire, cost of hire, employer brand awareness, etc. and ask your vendor for the information needed to calculate how these metrics will change with the new solution.

- **Decompose metrics into drivers**
- **Set a “before” value for each driver**
- **Calculate the “after” value based on vendor data**
- **Compute the new value for all metrics**

6. Show the return on investment

A break-even analysis is a powerful tool to demonstrate the return on your chosen new solution. Your vendor can provide you with data to help you estimate costs and savings of the new platform, so you can demonstrate how long it will take for the solution to pay for itself.
Case study: Balfour Beatty

7. Support your case with a case study

See the excerpt below from a Beamery case study. You can present similar cases to support your choice of a solution to the stakeholders.

Balfour Beatty is a leading international infrastructure group of more than 30,000 employees. They were facing the challenge of leveraging their powerful Employer Brand, and translating it into a steady flow of quality applicants. They were heavily reliant on agencies and had limited visibility into their pipeline.

Beamery’s impact

By using the CRM and Recruitment marketing platform offered by Beamery, they managed a **29% reduction in agency use**, **saving over £150,000** since roll out, and a **33% increase in commercial job applications**. Their new platform had the following impact on their talent acquisition organization:

- Proactive hiring process, resulting in a steady flow of leads for hard-to-fill roles, with the use of talent pools and forms
- First building blocks of a Talent Community
- Consistent, clear and efficient resourcing process from start to finish
Getting started with recruitment marketing

The meat of recruitment marketing is in the actual strategy: the campaigns, the content, the data and the reporting. There is, however, some work to be done before getting to that: setting up a new team and a new tool stack, defining relationships with other teams in the talent organization, as well as with leadership in and out of the people organization, not to mention, finding out what help you can get from solution vendors and partners.

You are now all set up to get started with recruitment marketing.
Recruitment marketing and your team

The importance of strategic alignment

How do executives think about Recruitment Marketing? Do they see it as one of the pillars of a high-performing recruiting function? Do they understand the strategic role it plays in acquiring talent, in the same way that marketing plays a strategic role in acquiring customers? Or do they think that it’s yet another recruiting cost center with unclear impact on the overall business?

It is crucial to have strategic alignment from executives before attempting to build a recruitment marketing function, for the following two reasons:

1. Gaining a budget to build new team or acquire adequate tools
2. Ensuring the objective and scope of the function are aligned on, so that the team is not set up for failure.

How do you obtain strategic alignment?

- Talk the right people: C-suite executives, such as the CHRO or the CEO, or regional leaders if they have enough influence and decision power.
- Define the scope, autonomy, and decision power of the recruitment marketing function.
- Ensure that the team is not limited in its ability to have an impact by explaining what you need for success
What does a best-in-class recruitment Marketing team look like?

Recruitment Marketing is getting more executive exposure

A full recruitment marketing function enables the Talent Acquisition team to be more of a value creation center, and less of a cost center. That is why modern organizations consider recruitment marketing to be a separate function within the Talent Acquisition organization, and not just an additional skill set within recruiting teams.

Recruitment marketing should report directly to the Head of Recruiting, as it owns a lot of the candidate market data needed to make decisions about which hiring needs should be prioritized and how resources need to be deployed.

In some companies, Recruitment marketing reports to multiple recruiting teams. As a result, it is constantly pressured to deliver to the “loudest” team, at the expense of any kind of long-term planning. That is not an ideal situation.
Recruitment marketing and your team

Components of a modern recruitment marketing team

Consider the list below to get you started on designing a recruitment marketing team.

Skills needed
- Marketing strategy, marketing campaigns
- Branding experience
- Data analysis, market research
- Familiarity with modern marketing tools

Roles needed
- Employer brand owner: design of the brand, monitoring and relationship with marketing
- Recruitment marketing content specialist: content strategy and content creation
- Social media owner: social media channels and relationship with sourcers
- Digital marketing specialist: nurture campaigns, content distribution, advertising and automation

Recruitment marketing vs. Employer branding

Employer brand is about safeguarding the image of the company as an employer, and recruitment marketing is about planning campaigns and building engagement with candidates, by leveraging, among other things, the employer brand.

In almost all but the largest organizations, it is easier to have the same leader own both roles, even though they are two distinct jobs, as employer branding is technically within the scope of recruitment marketing.

I think of Employer Branding as the team who gets us on a “Best Employer” ranking, and of Recruitment Marketing as the team who leverages that ranking.

Alex Duell
Head of People at Beamery
Recruitment marketing: a company-vendor partnership

Recruitment marketing can feel overwhelming at the outset. There are a lot of decisions to make about the way you allocate budget, the structure of your team, and the kind of campaigns that you want to start running.

If you’re investing in software to help you manage the new process, you need to choose carefully. Good vendors are 90% partner, 10% provider. They work with you to map out the outcomes that you’re looking for with the software and help you put in place a clear plan to help you get there.

Buying Recruitment Marketing software is very different from buying an ATS — it’s critical to choose a vendor that is more of a partner than a provider. You need someone you can listen to your needs and grow and improve the product around you. You can’t just send out an RFP, you need to establish whether the company you select has the right resources to suit your needs.

Madeline Laurano
Aptitude Research Partners
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Charu Malhotra
Alex Png
About Beamery

Beamery’s Talent Operating System allows enterprises to attract, engage, and retain top talent, and manage the entire talent journey through one unified platform. Beamery’s mission is to help the world’s best companies acquire their greatest assets: their people. Founded in 2014, Beamery is trusted by the world’s most innovative global organizations to treat their candidates like customers. Beamery has offices in London, Austin, and San Francisco.

For more information, visit the Beamery website, follow @BeameryHQ on Twitter, or email us at info@beamery.com.

“The best candidate experiences are powered by Beamery”

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