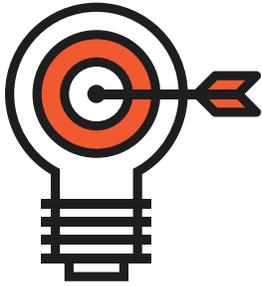


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Acquire
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TALENT PULSE

PROPRIETARY RESEARCH FROM HCI

Recruitment Marketing: How High-Performing Companies Attract Talent





Oleeeo provides an enterprise-wide Recruiting Enablement platform. With intelligence built-in, Oleeeo is your recruiting force multiplier, letting you leverage data and automation to make great, diverse hires more efficiently and effectively, every day.

With Oleeeo:

- Reduce recruiter workloads while nurturing, hiring, and/or redeploying high volumes of candidates
- Tailor recruiting workflows to pinpoint and fast track top candidates, and to better engage candidates for the future
- Inform and hardwire D&I into your recruiting strategy, moving the needle in D&I

Oleeeo's Recruiting Enablement platform includes solutions to attract, source, select, engage, hire, and onboard employees. With capabilities in volume recruiting, campus recruiting, event management, virtual recruiting, interview management, redeployment, internal mobility, intelligent candidate selection, de-biasing job postings, and talent acquisition insights, Oleeeo offers the most comprehensive Recruiting Enablement platform. Today over 400 employers use Oleeeo. Learn more at www.oleeeo.com.



TALENT PULSE
PROPRIETARY RESEARCH FROM HCI

Talent Pulse from the Human Capital Institute (HCI) explores the latest trends and challenges in strategic human capital management. Through quarterly research reports, *Talent Pulse* provides practitioners and decision makers with insights and tools to work better today and prepare for the future of work.

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SUMMARY

Talent acquisition teams are facing intense pressure to find talent as priorities shift and hiring ramps up. With competition for talent and changing candidate expectations, recruitment marketing is a strategic priority. Companies are rethinking how they attract talent and focusing on initiatives to nurture and engage talent earlier in the process.

In this survey, we asked human resources and talent acquisition practitioners how their approach to talent attraction has changed over the past year. **And, while 81% of companies stated that recruitment marketing looks different since COVID-19, only one in three companies are increasing their budgets to better attract talent.**

In today's market, recruitment marketing is a competitive advantage. It improves the candidate experience by providing relevant information, targeted messaging, and more meaningful engagement. It also improves the recruiter experience by providing a more efficient way to communicate with a broader pool of talent via more personalized messaging and communication.

Despite the benefits and increased investment, most companies do not have a clear vision for the future of recruitment marketing. They invest in solutions without a strategy or ability to measure the ROI of their efforts. The result is a recruitment marketing approach that is reactionary and inconsistent. **According to this study, 66% of companies are unhappy with their recruitment marketing efforts today.**

Companies that want to drive change and build a successful recruitment marketing program will need to closely examine their strategies and technology options. We surveyed over 350 talent acquisition and HR professionals to understand how organizations that boast better human capital and business outcomes approach recruitment marketing differently.

We learned:

- ✓ **Recruitment Marketing Is Not an Isolated Activity**
 High-performing companies are more likely to collaborate with other areas of the business to support recruitment marketing activities, including corporate marketing, Chief Diversity Officers, Employee Resource Groups (ERGs), and CHROs.
- ✓ **Technology [Alone] Will Not Solve the Problem**
 Companies need a clearly defined strategy before investing in technology. Companies should consider their target audiences, overall goals and objectives, and key performance indicators before investing in technology. Most companies that lack the resources fail in their recruitment marketing efforts.
- ✓ **Data Needs To Drive Decisions**
 Companies are collecting data on candidate interactions and engagement, but often do not know how to take action on that data. By setting goals, defining metrics, and building insights and action, companies can plan for the future.
- ✓ **Career Sites Need To Be Engaging**
 A dynamic career site that includes information on corporate social responsibility, internal mobility, and DEI can be an effective tool at attracting talent.

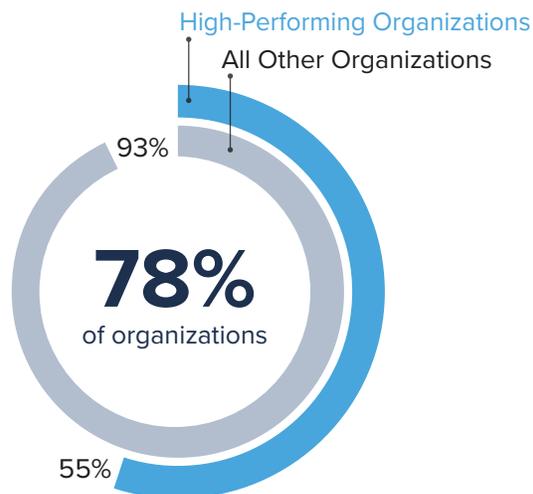
FIGURE 1 **Percentage of organizations with a clearly defined recruitment marketing strategy.**



TOP CHALLENGES

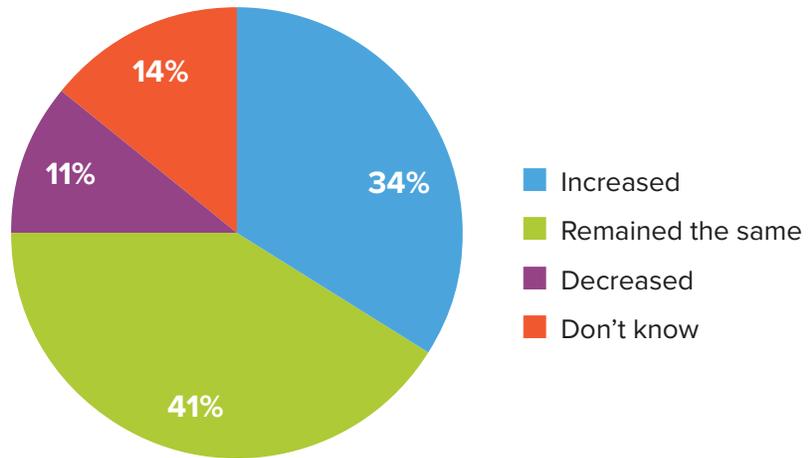
Recruitment marketing is a critical area of talent acquisition that is too often ignored. Companies of all sizes and across all industries are struggling to find available talent. High-performing companies with a more strategic approach to recruitment marketing are more successful at attracting talent. Ninety-three percent (93%) of companies are struggling to find enough candidates in this market, compared to 55% of high-performing companies.

FIGURE 2 **Percentage of organizations challenged with finding enough candidates today.**



As companies look to grow, the labor shortage has impacted business operations and success. Retailers and restaurants have been forced to close or reduce hours. Supply chain has been impacted creating customer delays. Hospitals are reducing bed utilization with the shortage of nurses. And technology companies are not able to deliver on customer demands or roadmaps. Companies can no longer afford a passive or reactionary approach to recruitment marketing. They must invest in more strategic ways to attract, engage, and nurture talent for current and future needs. **Currently, 75% of companies are continuing their investment or increasing their investment in recruitment marketing.**

FIGURE 3 Change in investment in recruitment marketing in the past year.

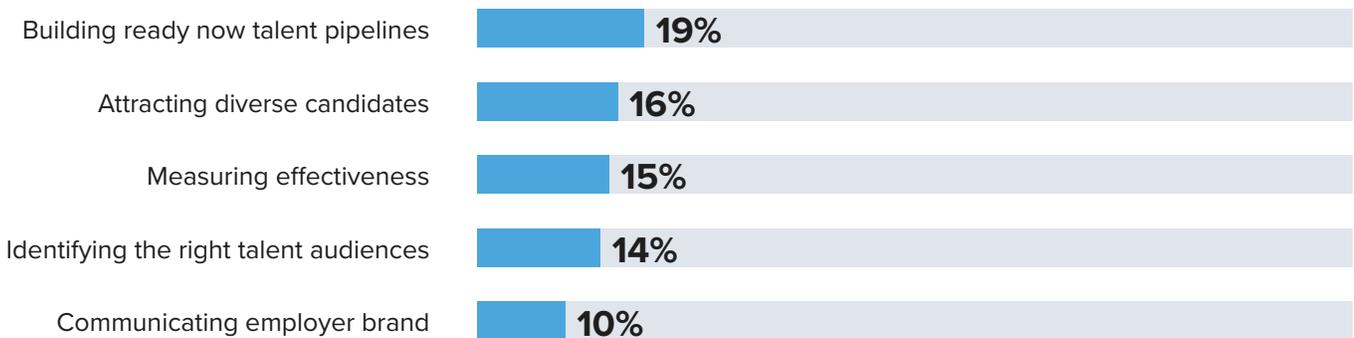


Although recruitment marketing has gained traction over the past few years, most companies are lacking the resources, staff, and strategy they need:

- ✓ **Lack of Resources:** Sixty percent (60%) of companies do not have enough resources on their talent acquisition team to support recruitment marketing efforts.
- ✓ **Lack of Dedicated Role:** Sixty-seven percent (67%) of companies do not have a dedicated role for recruitment marketing.
- ✓ **Lack of Data:** Only 57% of companies use data to drive decisions in recruitment marketing.

When asked about top challenges in recruitment marketing, building a ready now talent pipeline, attracting diverse candidates, measuring effectiveness, and identifying the right audiences were top on the list (Figure 4).

FIGURE 4 Top challenges in recruitment marketing.

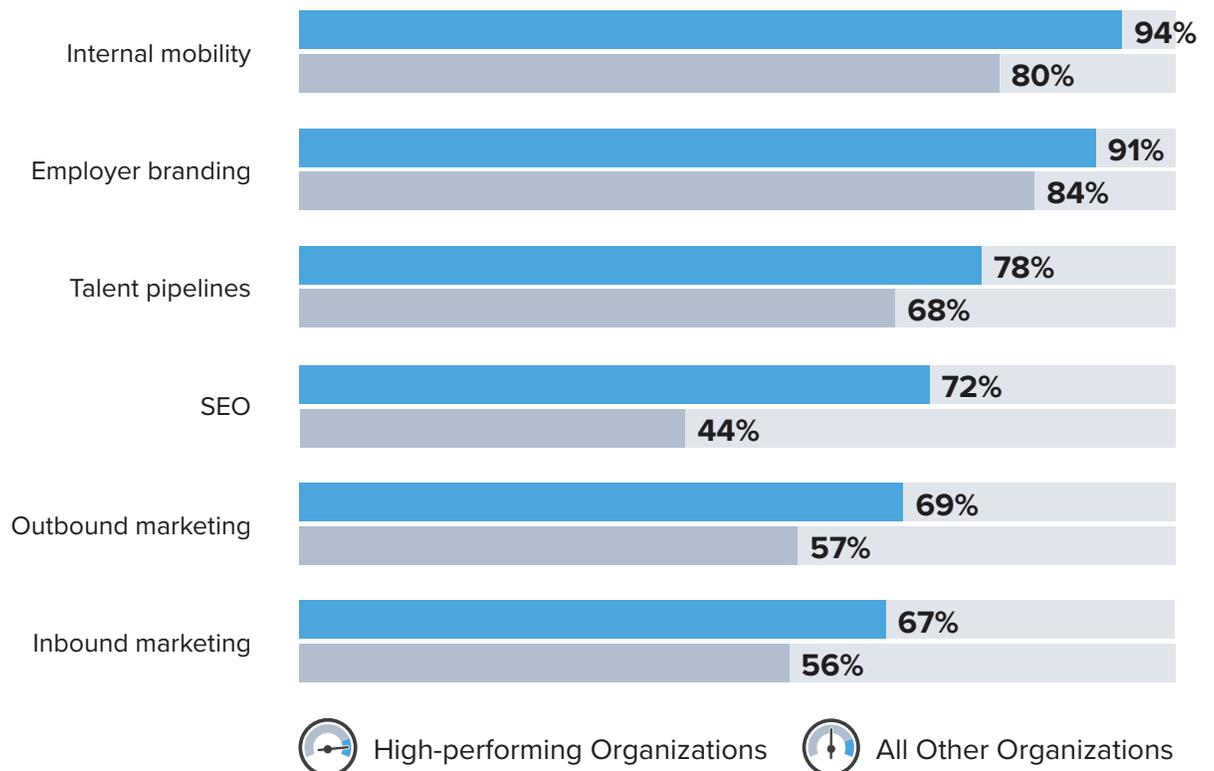


One reason that companies lag behind in recruitment marketing is that they do not have a clear definition of what it actually is and how it benefits the organization.

A CLOSER LOOK: DEFINING RECRUITMENT MARKETING

Recruitment marketing includes every interaction or activity before someone applies for a job. It encompasses the engagement, communication, advertising, and interactions with talent early in the process. Recruitment marketing as a practice includes inbound marketing, outbound marketing, employer branding, and candidate engagement. When combined, these processes help companies connect a brand to the right person at the right time, with the right communication and messaging. This study found that high-performing organizations have more robust recruitment marketing programs that include basic elements—such as inbound marketing, outbound marketing, and employer branding—as well as more advanced elements (internal mobility, talent pipelines, DEI, and SEO).

FIGURE 5 **Activities in recruitment marketing.**



- ✓ **Internal Mobility:** The process of moving talent across the organization into different roles is gaining traction as a critical part of talent acquisition. Companies with recruitment marketing strategies must consider how they attract this talent.
- ✓ **Employer Branding:** The employer brand is the reason that someone wants to work for an organization. It encompasses the culture and the employee value proposition. A strong, descriptive brand will help companies attract talent and alleviate some of the challenges that sourcing can create.
- ✓ **Talent Pipelines:** Candidates should be engaged through consistent communication and relevant information. Too often, organizations ignore their candidates until a job opportunity exists. Companies will have the most success when they have talent pipelines with hot, cold, and ready now talent.
- ✓ **SEO:** Search engine optimization is the process of improving the quality and quantity of website traffic to a website or a web page from search engines.
- ✓ **Outbound Marketing:** Outbound marketing is a traditional form of marketing that promotes a company through continued advertising, promotions, public relations, and sales.
- ✓ **Inbound Marketing:** Inbound marketing attracts customers by creating valuable content, communication, and experiences tailored to them. It forms connections that candidates are seeking and addresses concerns that they already have.

Similar to a corporate marketing strategy, recruitment marketing should use these activities to:

- ✓ **Influence:** Provide the right information through messaging, segmentation, and communication.
- ✓ **Attract:** Make sure organizations are going after the right audience by understanding the candidate personas, job advertising, and search engine optimization (SEO).
- ✓ **Nurture:** Engage with individuals consistently through information and messaging specific to their interests using vehicles such as campaigns and newsletters.
- ✓ **Convert:** Convert individuals into applicants and candidates at the right time.
- ✓ **Measure:** Evaluate these efforts to determine the engagement of candidates, conversion rates, and the effectiveness of the overall strategy.

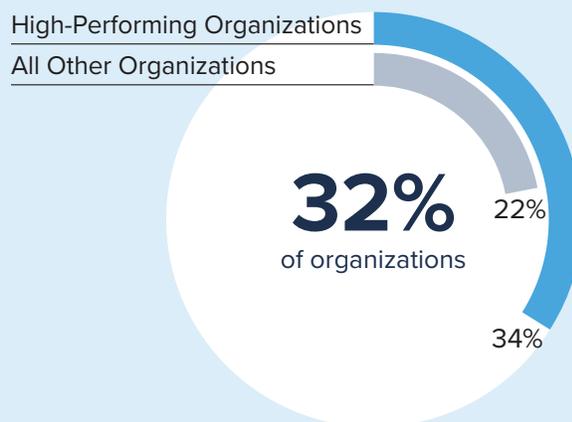
Identifying the processes of recruitment marketing can help companies optimize the effectiveness of their strategies and technology investments.

THE RISE OF THE RECRUITMENT MARKETING PROFESSIONALS

Several roles in the talent acquisition function are measuring the success of talent acquisition technology initiatives and helping to drive these relationships with other parts of the organization. A few of these roles include:

Recruiting Operations Professionals	Less than 30% of companies have a dedicated recruiting operations role that can help support integration, implementation, and adoption.
Candidate Experience Manager	The Candidate Experience Manager role is influencing decisions around recruitment marketing solutions and candidate communication tools.
Recruitment Marketing Professionals	Recruitment marketing professionals play a pivotal role in helping companies create, manage, and track all pre-applicant activities. They are responsible for building out strategies to attract talent early, create talent pipelines, strengthen employer branding, and invest in the right technology solutions. Several companies we interviewed for this study stated that these roles play a critical part in talent acquisition technology selection today. This study found that 34% of high-performing companies have a dedicated recruitment marketing role, compared to 22% of all other companies.

FIGURE 6 **Percentage of companies with dedicated recruitment marketing role.**



Companies need help attracting talent, engaging talent, and competing for talent early in the recruitment process. Without a strategic approach and a technology platform to support these efforts, companies are left with inconsistency in the experience, data, and capabilities.

KEY STRATEGIES

Recruitment marketing is more than technology investment. It is a commitment to strategic talent acquisition that encompasses people, process, and technology. Companies that have clarity around these aspects of recruitment marketing are better able to gain internal buy-in and achieve results through technology investment.

A few strategies that we identified from this study include:

- ✓ Identifying talent audiences
- ✓ Collaborating with other areas of the business
- ✓ Using data to drive decisions
- ✓ Personalizing communication

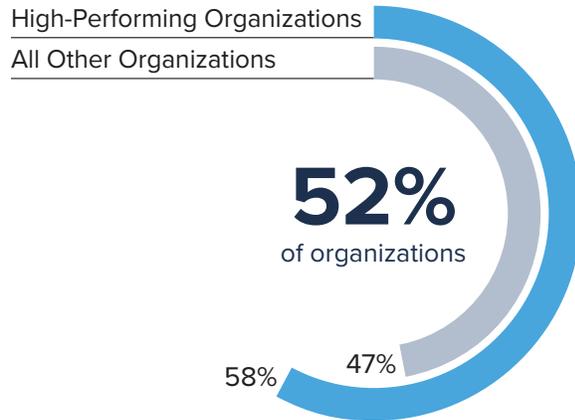
Identifying Talent Audiences

Recruitment marketing is most effective when companies consider the talent audiences or personas that they are targeting. Personas are profiles that represent groups of similar people in a target audience. They can help companies determine how to reach people on a more personal level while delivering the right messages, content, and deliverables at the right time.

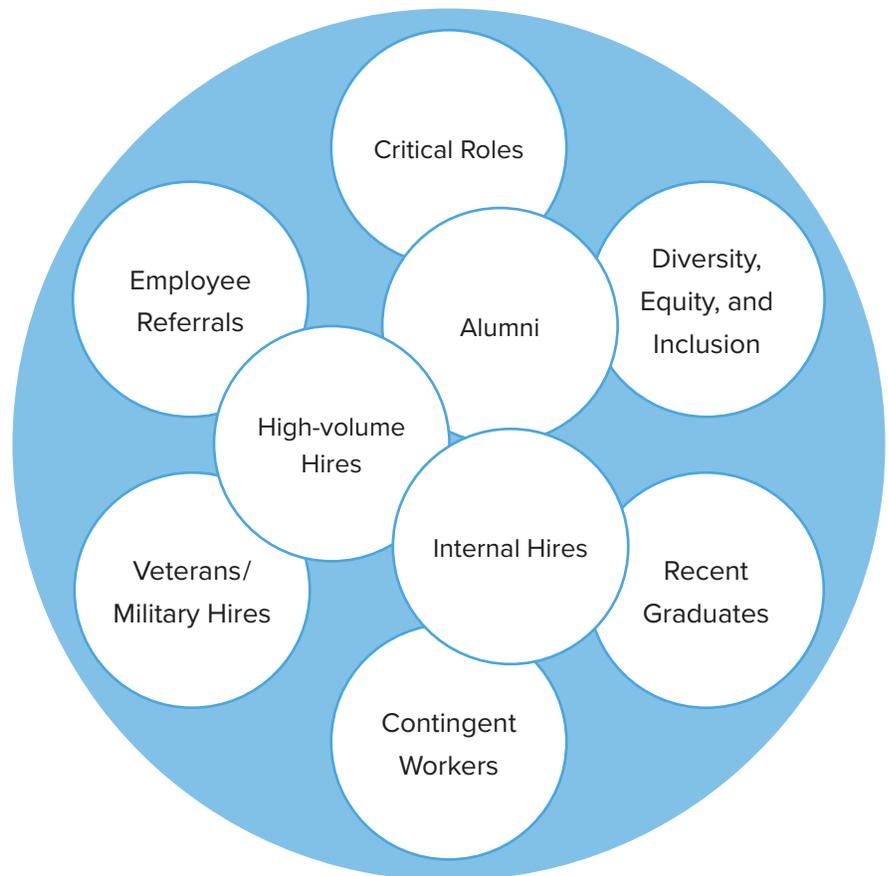
Marketing departments spend energy and resources trying to understand their buyers. They identify, nurture, and engage buyers in a way that builds a long-term relationship. Most organizations develop buyer personas to understand the behaviors, motivators, challenges, and preferences of buyers.

The type of insight from a buyer persona and target audience can also be used to provide a more personal experience for candidates and give recruiters the insight they need to attract, recruit, and hire top talent. High performing organizations are more likely to segment marketing activities to target talent audiences, but they still have work to do.

FIGURE 7 Percentage of companies that target talent audiences.



Different audiences require different communication, different engagement, different strategies, and different capabilities. Below are a few examples of the audiences that companies should consider in their recruitment marketing efforts:



Collaborating With Other Areas of the Business

Recruitment marketing is a maturing area of talent acquisition. Unfortunately, many companies build isolated strategies that do not align with broader business objectives. Recruitment marketing is not an isolated process. It needs to be integrated with the overall corporate brand, DEI efforts, and employee experience. Today’s candidates are sophisticated and have relationships with a brand even before they apply for a position. If content or communication is inconsistent, it may leave a bad impression.

This study found that talent acquisition and HR are the primary owners and contributors to recruitment marketing activities. On a positive note, over half of respondents stated that corporate marketing and executives are contributors to recruitment marketing professionals. Yet, only 29% of companies state that Chief Diversity Officers are contributing to recruitment marketing, and only 34% state that ERGs are contributing. As companies prioritize DEI, employee experience, and reducing bias in the hiring process, involving these stakeholders in recruitment marketing efforts can make an impact.

FIGURE 8 **Involvement of key stakeholders in recruitment marketing.**

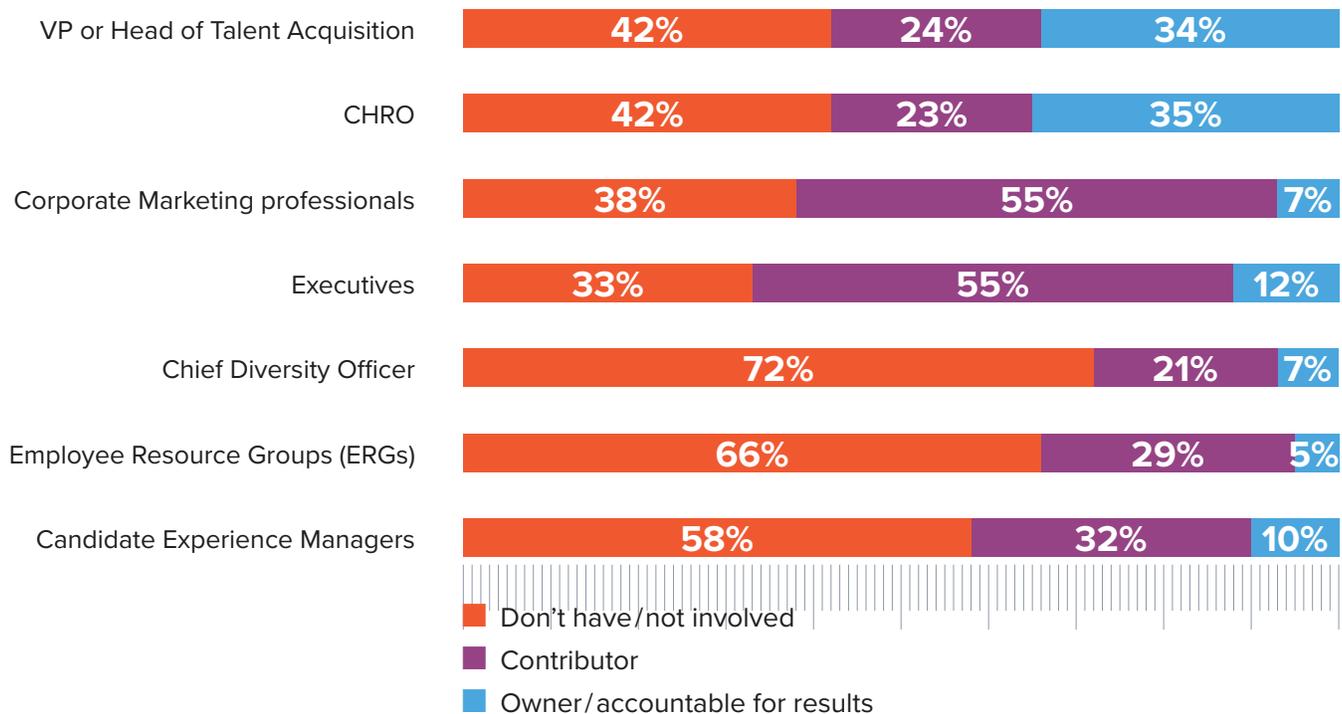
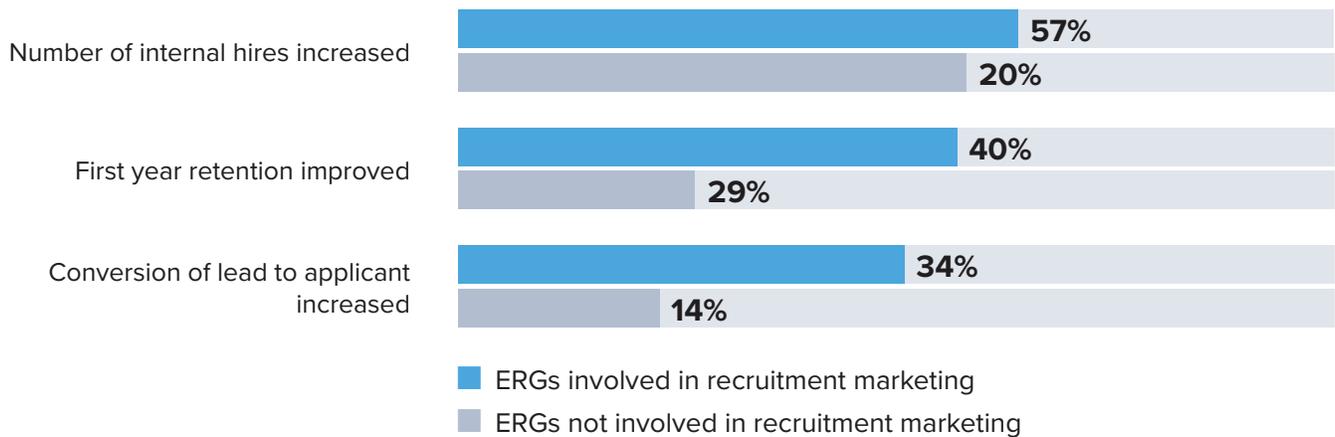


FIGURE 9 **Percentage of companies where Chief Diversity Officers have some involvement in recruitment marketing.**



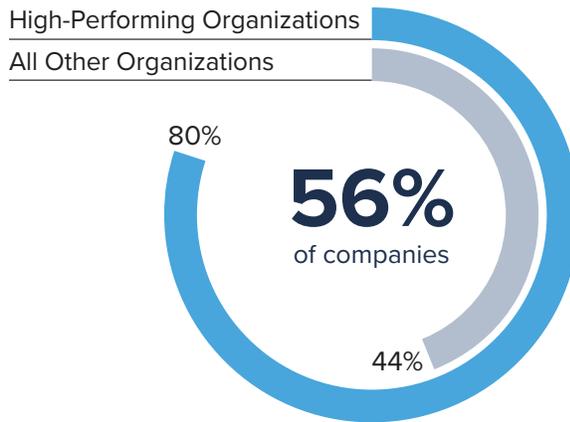
FIGURE 10 **Performance improvements when employee resource groups are involved in recruitment marketing.**



Data to Drive Decisions

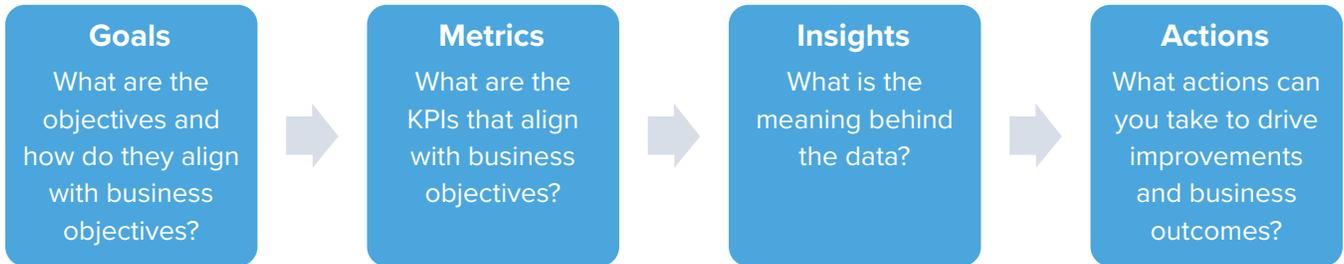
Over the past few years, many talent acquisition teams have struggled to manage disparate systems and an influx of data in attracting talent. The primary challenge companies face is not necessarily the quantity of data, but rather the accuracy and consistency of that data. These priorities are paving the way for talent acquisition transformation. According to this study, 80% of high-performing companies use data to drive decisions and action for recruitment marketing, compared to 44% of all other organizations.

FIGURE 11 **Percentage of companies that use data to drive decisions.**



A new framework for talent analytics that looks at the insights needed to drive change is required (Figure 12). Organizations must start with their goals and objectives, identify critical metrics, develop insights on those metrics and prioritize action items to move forward.

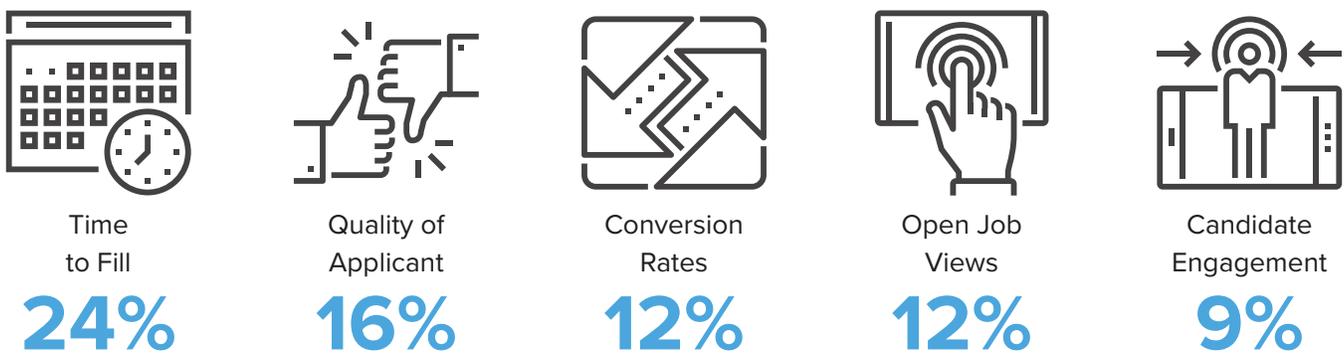
FIGURE 12 Talent Analytics framework.



Goals: Goals for recruitment marketing may include building stronger talent pipelines for the future, attracting more diverse candidates, or targeting the right talent.

Metrics: Metrics for recruitment marketing include *efficiency* metrics (time to fill, recruiter productivity, conversion rates), *effectiveness* metrics (quality of applicant, quality of hire, first year retention), and *experience* metrics (candidate experience, diversity of sources and hires, and candidate engagement). This study found that the most common metrics used to measure recruitment marketing include time to fill, quality of applicant, conversion rates, open job views, and candidate engagement.

FIGURE 13 Most common recruitment marketing metrics.



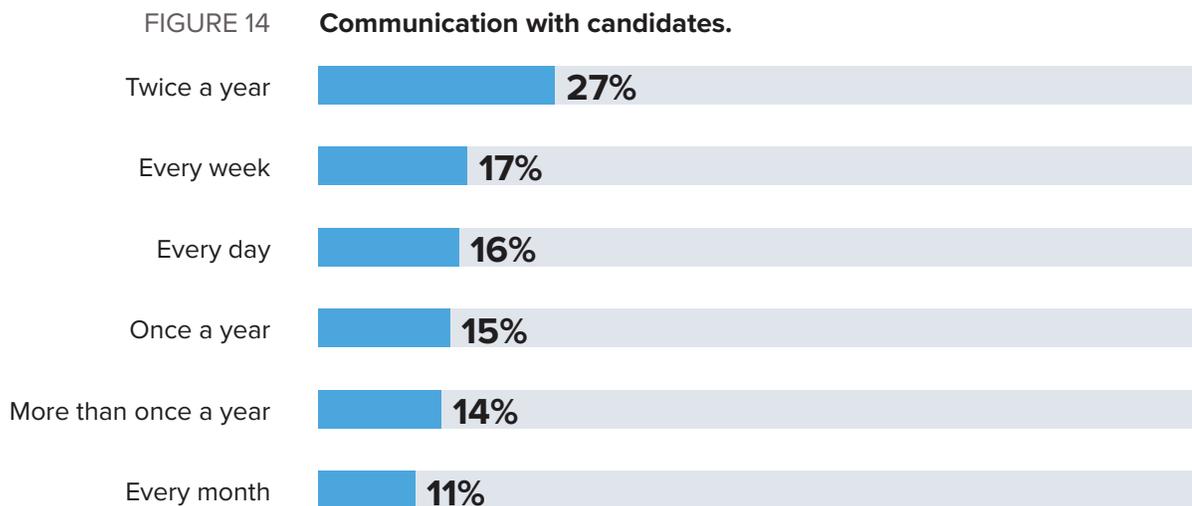
Insights: Recruitment marketing is an organization-wide endeavor where data and analytics should play a key role. Companies must use analytics and insights to identify any gaps, prioritize areas for action and enable ongoing measurement of progress.

Action: Companies must use these insights to determine what actions to take to people, process, and technology.

Personalized Communication

Companies need to be genuine with their messaging and communication. Employers should target key audiences and use social media to be transparent rather than promotional. Personalized messaging can help companies build stronger relationships with talent and help candidates feel more engaged through the process. For companies to create personalized communication, they must understand their talent audiences, segment communication to those audiences, and provide some consistency.

Unfortunately, the majority of companies (56%) only engage with candidates a few times a year or longer. These companies ask candidates to join a talent community and then, miss the opportunity to send information about future jobs or information about the company (Figure 14). High-performing companies are two times more likely to send out information to candidates at least every week.



Automation can play a critical role in helping to personalize communication and provide more connections and consistency to candidates. The next section of this report will focus on the role of technology.

TECHNOLOGY

Once companies can clarify the audiences and processes involved in a recruitment marketing strategy, they can better understand the role of technology.

Overall, recruitment marketing technology improves the front-end of the recruiting process and tackles most of what the ATS could never do. It accomplishes this by offering companies a single pre-applicant platform instead of multiple disparate solutions.

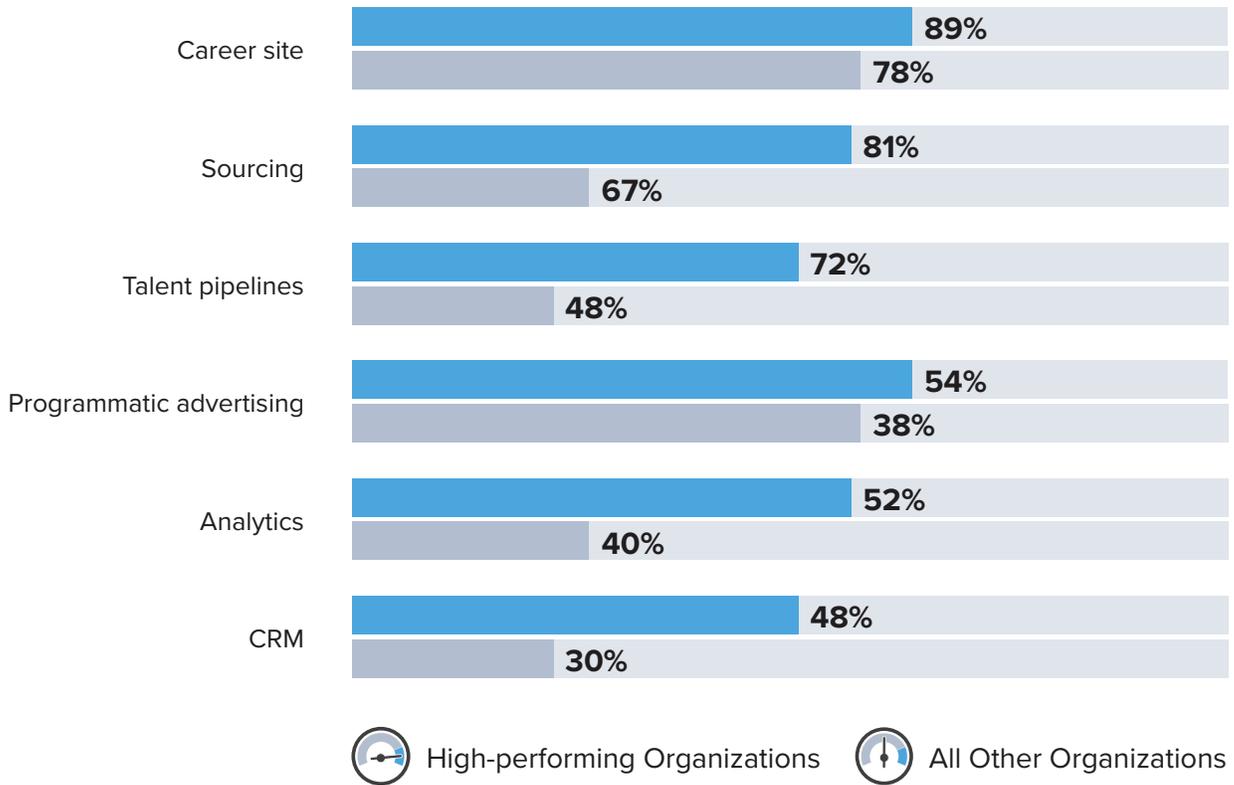
A recruitment marketing platform can handle all aspects of recruitment marketing, giving organizations the advantage of having greater insights, a more consistent experience, the ability to track conversion rates throughout the process, and improved efficiency. As recruiters look to do more with less, a single platform helps them better manage talent attraction.

FIGURE 15 **Moving to a recruitment marketing platform.**



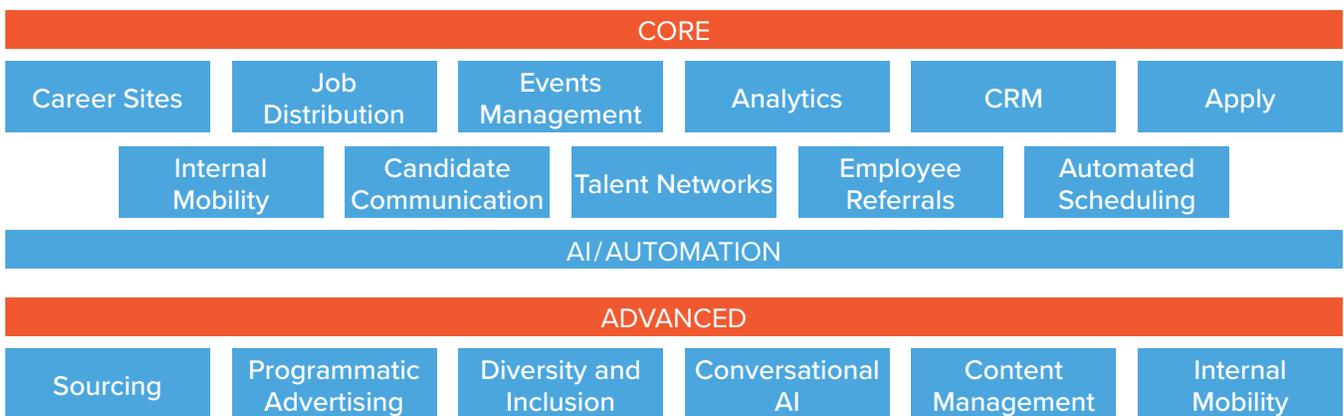
Recruitment marketing technology includes core capabilities (“must-haves”) and advanced capabilities that may or may not be core to the platform (“nice-to-haves”). The most critical capabilities in these systems include career sites, CRM, analytics, apply, job distribution, talent networks, candidate communication, events management, internal mobility, automated scheduling, and employee referrals. High-performing organizations are more likely to invest in technology to support these different areas (Figure 16).

FIGURE 16 Recruitment marketing technology investment.



The following framework shows the core and advanced capabilities in recruitment marketing today.

FIGURE 17 Recruitment marketing framework.



Core Capabilities

- ✓ **Career Sites:** Sites and microsites that are targeted to attract talent with content and information.
- ✓ **Events Management:** Capabilities to help create, manage, and track different events.
- ✓ **Job Distribution:** The process of distributing job posts to multiple sites.
- ✓ **Candidate Relationship Management (CRM):** A system to track, manage, and measure candidate communication.
- ✓ **Analytics:** Dashboards to provide insight into the effectiveness of recruitment marketing efforts.
- ✓ **Internal Mobility:** Capabilities to attract and engage talent internally for jobs and future opportunities.
- ✓ **Candidate Communication:** Capabilities to improve candidate reach through various types of communication, including messaging, text, and chatbots.
- ✓ **Talent Networks:** Capabilities to group candidates to anticipate future hiring needs.
- ✓ **Apply:** Capabilities to support a company's apply process, including mobile apply.
- ✓ **Automated Scheduling:** Capabilities to automatically schedule calls and interviews with candidates and hiring managers.
- ✓ **Employee Referral:** Capabilities to communicate, manage, and track the employee referral process to make it easier for employees and stakeholders to refer talent to the company.

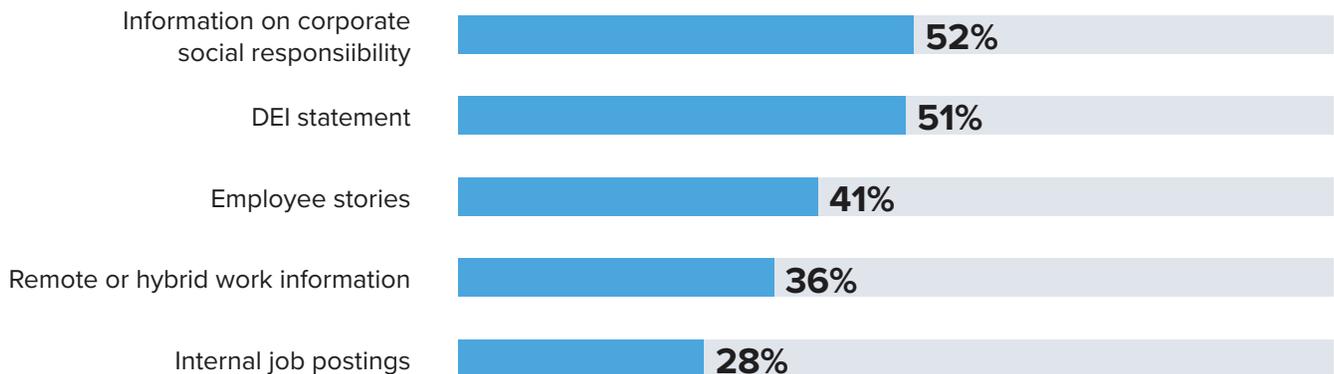
Advanced Capabilities

- ✓ **Content Management:** Tools to support the collection, management, and publication of content to a career site.
- ✓ **Sourcing:** Solutions to source both active and passive talent.
- ✓ **Diversity and Inclusion:** Capabilities to help users be more aware of bias with data-driven hiring and greater decision making to ensure a more diverse and inclusive talent pool and workforce.
- ✓ **Conversational AI:** Solutions that use omnichannel communication to engage with candidates in a more meaningful way through text, messaging platforms, and voice.
- ✓ **Programmatic Advertising:** The automated buying and selling of advertising online.
- ✓ **Internal Mobility:** Capabilities to engage with internal talent and provide targeted messaging.

To attract talent, companies need dynamic career sites that provide information on the company, highlight the employee experience, and offer an easy apply process. Most ATS providers and recruitment marketing providers are offering career site capabilities today. The information and content included on career sites varies based on the company and employer brand. This study found that over half of companies include information on corporate social responsibility and a DEI statement on their career sites. Only 28% of companies include internal mobility or internal job posting information despite the increased focus on internal talent.

FIGURE 18

Content on career sites.



CONCLUSION

Companies building a business case for recruitment marketing need to understand the key trends and benefits of investing in a more strategic approach to attracting talent.

The foundation of this strategic approach is a strong understanding of the business objectives within your organization, and alignment between the employer brand and the consumer brand. For talent acquisition to be effective, recruitment needs to begin long before a candidate applies for a job. It needs to begin before that individual even knows they want a new job.



Metrics for Improving Recruitment Marketing

Building relationships with talent earlier

- ✓ Number of leads that opt in to your talent network (by skill, location, etc.)
- ✓ Growth of talent pipelines over time
- ✓ Conversion rate of sources to leads, applicants, and hires
- ✓ Cost per lead, applicant, and hire
- ✓ Cost per hire from talent network versus external source

Improving the content on the company career site

- ✓ Trends in the number of career site unique visitors and sessions
- ✓ SEO ranking and popular keyword for career site on Google
- ✓ Number of social shares within job description
- ✓ Views of military/veteran, diversity/campus/student/intern content
- ✓ Views of job family specific content
- ✓ Views of employee stories

Improving the candidate experience

- ✓ Tracking of all employer brand touchpoints in candidate journey for all candidate contacts
- ✓ Conversion rate of career site visitors to leads
- ✓ Opens, clicks, and conversions from personalized email nurture campaigns

Improving the conversion rates of leads

- ✓ Opens/clicks/views of marketing campaigns
- ✓ Leads that opt in to your talent network
- ✓ Leads that apply for a position
- ✓ Applicants that drop off but then are re-engaged to complete application
- ✓ Applicants that are hired

Improving the time to fill a position

- ✓ Time to find
- ✓ Time to acquire a lead
- ✓ Time to apply
- ✓ Time to interview
- ✓ Time to offer
- ✓ Time to hire

Improving the quality of hires

- ✓ Hiring manager satisfaction
- ✓ Positive candidate experience survey results
- ✓ Improvement in Glassdoor Rating
- ✓ First year retention
- ✓ First year performance

Improving operational efficiency

- ✓ Time saved from automation of workflows
- ✓ Cost savings by elimination of manual data analysis with spreadsheets detailing real time analytics

ABOUT THE RESEARCH

In August 2021, a survey link was distributed via to opt-in members of HCI’s Survey Panel and electronic mailings. We filtered those who are not involved with recruitment marketing at their organization, duplicate entries, and careless or partial survey responses out of the dataset for a final total sample of 451 respondents. The results of this questionnaire and secondary sources form the basis of this research. Seventy-one percent are headquartered in North America. Only categories describing at least 5% of the survey sample are displayed below.

Survey Respondent Demographics

What is your functional area?

Human Resources	49%
Recruiting, Sourcing, Talent Acquisition	20%
Talent Management and Organizational Development	10%

What is your current level of responsibility?

I manage my work and contribute to teams and projects.	25%
I manage my work and lead a team of people.	23%
I lead and am responsible for other people managers below me.	8%
I am responsible for a business unit or function.	28%
I am responsible for an entire organization.	16%

How many employees work at your organization?

Small	Under 100	18%
	> 100 and ≤ 500	28%
Medium	> 500 and ≤ 1,000	13%
	> 1,000 and ≤ 5,000	23%
Large	> 5,000 and ≤ 10,000	5%
	> 10,000 and ≤ 50,000	10%
	> 100,000	4%

What is your industry?

Manufacturing	16%
Information	5%
Finance and Insurance	10%
Professional, Scientific, and Technical Services	12%
Educational Services	6%
Healthcare and Social Assistance	11%

Definition of High-Performing Organizations

HCI researchers developed an index of seven talent outcomes (candidate experience, internal mobility, employee engagement, diversity and inclusion, quality of hire, conversion rates, and hiring manager satisfaction) and seven critical business dimensions (customer satisfaction, regulatory compliance, talent attraction, innovation, profitability, shareholder value, and productivity) for evaluating the relative strength and weakness of respondents' organizations. These inventories are composed of items with five-point rating scales. Scores from these items are aggregated to create a composite score that reflects the overall strength of each organization in terms of its performance. Those scoring 52 or greater on this inventory are considered high-performing organizations (HPO) and consisted of 33% of the total. HPO status had no relationship with the number of employees within an organization nor the respondents' seniority.



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