

The HR Marketer's Guide to

Talent Acquisition

Act like a recruiter, think like a marketer.



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The relationship between candidates and employers has changed. A new generation of digitally empowered talent has brought with it a whole range of new demands, and completely redefined what it means to be a good company to work for.

Today, a strong salary alone isn't enough to attract the best talent around. Candidates are looking for an employer that shares their values, has a company culture that they can comfortably fit into, and enables them to work towards goals that matter to them personally, in a way that suits them.

A recent study of over 24,000 people conducted by LinkedIn and Imperative found that 73 percent of purpose-oriented people are satisfied in their jobs. That's good news, but for those tasked with acquiring top, purpose-oriented talent, it also presents a major new challenge.

The kinds of tacit qualities that drive purpose and employee wellbeing are very different from traditional tangible benefits like pay levels. From a recruiter's perspective, you can't just tell someone what you offer them—you need to show them, in a genuine, believable way.

A basic job ad just doesn't cut it anymore. If you want to attract the best new talent to your business, you need to constantly demonstrate how great your business really is as a workplace, and what you can do for your prospective employees.

You need to show what makes yours a great place to work in a genuine way, instead of just telling people. You need to target the right people, in the right places, at the right time, with brand messaging and content that's aligned with their values, desires, and needs.

Put simply, you need to start acting like a marketer.

In practice, that means making a lot of big changes to the ways you seek out, engage with, and appeal to potential new hires. If you want to attract the best and brightest people to your business, HR must embrace the skills of marketers to effectively:

- Create and maintain an appealing, genuine, and honest employer brand
- Adapt to what a new generation of candidates is looking for in an employer
- Go where the talent is, and use new technology to target the right people with the right opportunities
- Make the most of visuals, social channels, and new technology to deliver powerful brand messages to those who may consider working for you

Each of those points presents its own challenge for traditional HR teams and recruiters.

Fortunately, we've called on industry experts in each area and asked them to share their experiences, predictions, and best practices to help you become an effective HR marketer today.

If you want to win the war for top talent, it's time to make some changes. This guide will show you where to start.



Building and maintaining an employer brand that inspires, attracts, and gets results.

By Andrew Warner, VP Marketing at Monster.com

If you want to win the war for talent and attract the best people with the best skills to your business, your employer brand is the most important weapon in your arsenal. Whether you think you do or not, everyone has an employer brand—but what does it take to make yours truly great?

The first step is making sure that your employer brand is an honest reflection of your business's culture and values. Today's workers are looking for employers with a culture and set of values aligned with their own, so if you're honest about what it's really like to work for you publicly, the right people will naturally start gravitating towards you.

If you're a smaller business working on a smaller budget, that could be as simple as making your culture extremely transparent using employee-created social content such as photos and videos. For larger businesses, it's a bigger challenge—they first need to define exactly what their culture looks like across the enterprise, then work to create a consistent employer brand that reflects that.

The second step is making sure that everything you're creating and going to market with is aligned with your customer brand. If your employer and consumer brands are at odds with each other, candidates are going to get mixed messages, and that's a big red flag for them.

The best way to keep everything aligned is by giving your HR and recruitment teams the chance to work closely with internal marketing teams to understand the messages they're going to market with. With the two groups working closely together, HR teams can start to learn from the way marketers operate and gain a firm grasp on many traditional marketing disciplines.

Those disciplines are critically important to the success of your employer brand efforts, and are instrumental in:

- Exposing your employer brand to the right people, in the right places, at the right time
- Crafting audience-specific messages for different candidate groups
- Understanding and approaching the entire task as a marketing exercise



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Andrew Warner
Vice President Marketing at Monster

Andrew Warner is an experienced, international marketer who has held senior positions within major organizations including the BBC, Microsoft, Sony, LG Electronics, and Expedia, Inc. At Expedia, Andrew spearheaded the brand's revitalization, leading the multiple-award-winning Travel Yourself Interesting campaign.

Andrew Warner is currently Vice President of Marketing at Monster Worldwide, where he has responsibility for all marketing activity in Europe. He joined Monster in 2014 and has already led a reorganization of the company's marketing operations across 14 countries, and a major brand relaunch. Recently, Andrew led the team that launched Monster's new Employer Branding suite of products.

Andrew is a Fellow of The Marketing Society and has been named by both *Campaign* and *Marketing Week* magazines as one of the UK's top 100 marketers.

HR can also learn a lot by looking at the way marketers measure the success of their efforts. If you're not already, you should consider using connected, integrated talent-acquisition platforms that put analytics at the heart of your recruitment efforts.

With platforms like that in place, your HR team can measure response rates, reach, and clearly see what's being done right, and where there's room for improvement—the same way marketers do with their campaigns.

The future of the employer brand.

Many companies already have the component parts of a great employer brand covered. The next step is bringing them all together. Brand content, social communications, technology, employee-generated content, and other elements all need to be part of a single, connected employer brand experience.

Setting up a site or page dedicated to your employer brand is a great way to do that. By dedicating part of your website to your employer brand, you can publish careers opportunities alongside the content that shows off how great your business is as a workplace—and expose a greater number of potential candidates to your current opportunities when they click through from one of your pieces of social content.

That connected experience then needs to be constantly maintained. We're moving into the age of the "always-on" employer brand, where HR teams can't afford to think about their employer brand only when a new position needs to be filled.

An employer brand must act like a consumer brand, constantly attracting attention, establishing an image, and keeping itself in the front of the minds of both jobseekers and those already in employment.

For marketers, programmatic advertising has revolutionized the way customers are targeted with content and messages, and in the future, it will do the same in recruitment. It's provided a clear and simple way of addressing one of the biggest challenges of managing an effective employer brand: putting the right messages in front of the right people at the right time.

As the tools that enable programmatic job advertising become more accessible to businesses of all sizes, they'll become an increasingly important part of everyone's recruiting strategy.

Taking advantage of them is simple. If you want to set up your own programmatic recruitment advertising efforts, you need to:

- Identify and select a tool or partner to help you do it
- Define the personas and groups you want to reach with your opportunities
- Conduct research to discover where and when in potential candidates' online experience to put your message in front of them
- Launch your automated programmatic campaign
- Review how effective it has been using analytics, and identify areas where it can be improved

That goes hand in hand with another kind of important modern recruitment tool that we use at Monster, which is job-matching technology. By looking at the wealth of data available to you through social and other channels about what candidates are looking for, and the kinds of things to which they're suited, you can pinpoint people who are a perfect match for your current opportunities.

That tight targeting insight can then feed into your ongoing programmatic recruitment efforts to help you really hone in on the right people for the job. And the best part is, with the right tools, a huge amount of the process can be completely automated.

Additionally, as we move forwards and the concept of the employer brand evolves, it's important to recognize that today's HR professionals never signed up for a job in marketing. If you want your HR experts to become effective HR marketers, you have to help them develop the skills required gradually, in a way they are comfortable with.

The easiest way to do that is through formal training opportunities that will give them the chance to build up their skills in a natural way, rather than simply having to adapt to massive changes overnight.

If your most trusted "people people" wake up and suddenly find that their job has completely transformed overnight, talent retention could become an immediate issue in the HR department itself.



Five tips to help you get the most from your employer brand.

1 Define who you are, and what you can offer to new employees.

The first step to creating a great employer brand is defining who you are, what your values are, and what you are doing to uphold them and create a great working culture. Work with people from across your business to build up a solid understanding of what it really is about your business that does that.

2 Dial different elements of your employer brand up and down for different audiences.

You must segment your potential employee market just as a marketer segments their customers and prospects. Different values and elements of your brand culture will have a greater impact on different groups of people, so think carefully about what matters to each group, and tailor your brand messages and content to them.

3 Focus on delivering a work/life match, not a work/life balance.

Increasingly, candidates are looking for a job that's fully aligned with their life, not just one they can enjoy their own lifestyle alongside. It's all about delivering the kinds of experiences they want at work, not just ensuring they have enough time to have those experiences outside working hours.

4 Don't just see your employer brand as a tool for attracting talent; recognize how it can help you retain talent too.

Everyone wants to be part of a business with a great employer brand that's aligned with their own aspirations, goals, and values—including people who are already with you. Use what you know about them to help shape an employer brand that's just as good at keeping people with you as it is at attracting new people in.

5 Put your employer brand front and center of the candidate experience.

Once you've worked to create a great employer brand, make sure it's visible to those who need to see it. Candidates today want to know who they're talking to at the earliest opportunity, so make sure all of your great brand content and messages are right in front of them when they look into job opportunities at your business.



What today's candidates want—and how you can deliver it.

By Simon La Fosse, Founder of La Fosse Associates

The definition of a “good” job has changed a lot in recent years—especially in the minds of the new digital generation of employees entering the workforce. A strong compensation package, job security, and the promise of progression are no longer enough to consistently pull in the very best talent available.

Today’s employee is looking for a job that can give them a sense of purpose, an employer that shares their values, and a workplace with a culture that’s totally aligned with their own.

Because those things are so important to today’s candidates, they’re certainly not afraid to seek out honest information about them themselves. Sites like Glassdoor in the UK have made company culture completely transparent, and have made genuine information about what it’s like to work for you easier to access than ever before.

So, when it comes to creating and marketing your employer brand, it makes sense to lead with your values, how you intend to make a difference to the world, and what it is that you really want to do as a business—beyond just making money.

When candidates come to check out your brand (which they will do), they want to see genuine, honest, value-adding content that reflects who you are as a business, and shows them how they might fit in with that.

Honesty is the name of the game. You know your values, you know what you stand for, and you know what it’s like to work for you. If you want to attract good talent, all you need to do is work out how you’re going to show that all off to the right people.

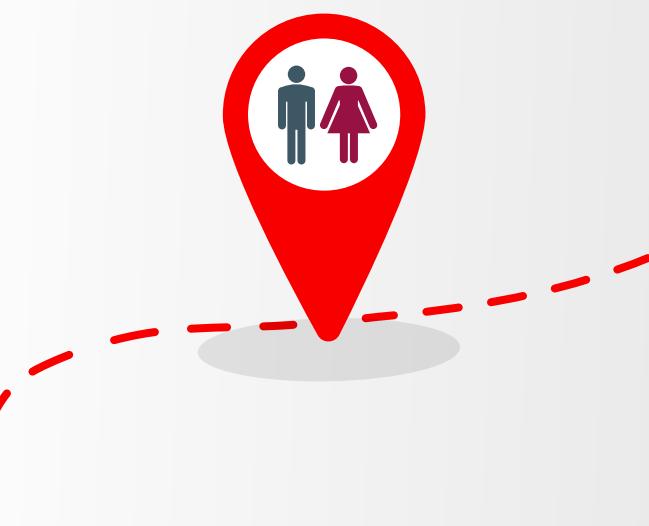
Building an employer brand isn’t a pure marketing exercise. There’s no smoke or mirrors. This is an exercise in honesty. If you’ve created a great place to work, all you need to do is make it transparent to your potential candidates; the rest will come naturally.



Simon La Fosse started La Fosse Associates in 2007 based on the twin ideals of co-ownership and outstanding candidate care. This simple focus has enabled the business to grow rapidly to become the leading technology recruiter in the UK with a team of 140 and a £50 million turnover. They have been one of the 100 fastest growing companies in the UK for three years in a row and have been voted in the top 15 in “The Sunday Times 100 Best Companies to Work For” in the UK for the last four years in a row.

He worries endlessly about maintaining the company’s culture and values as they scale, whilst trying to remember to enjoy the journey.

Most importantly, he is lucky to have a wonderful partner and three children who help him remember that work is just what he does in between leaving them in the morning and coming back in the evening.



The story of La Fosse's success.

At La Fosse Associates, we've built a world-class recruitment team. Our success has been down to a huge number of factors, but one of the most important is that we're a great place to work. Looking after people, ensuring their quality of life, and maintaining a co-ownership program and a flat organization structure have helped us build a culture that good talent wants to be a part of.

But most importantly, we've made that culture visible to our candidates. When someone comes to look at our employer brand, they get an honest look at what life is really like at La Fosse. And when they go off to double-check what we've shown them against our Glassdoor rating, they see the same things again.

We also lead by example. We try to engage with potential candidates at the earliest possible stage, just to reaffirm once more that we care about our team, that we're eager to communicate with them on their level, and that we're a productive, nurturing company that's just as interested in them as they are in us.

By following that model, we've built up a team that has helped us:

- Achieve revenue growth of 45 percent per annum
- Maintain an attrition rate of 20 percent in an industry where the average is far higher
- Boost our employer brand further by acting as loyal brand advocates

Five quick tips to help you attract the best candidates to your business.

- 1 Provide candidates with real human evidence of how you give your employees autonomy, the chance to develop their skills, and a sense of purpose beyond just making money.
- 2 Be genuine in everything you do regarding your employer brand. If you find yourself having to exaggerate how great a place your business is to work in, concentrate on making it the kind of place candidates want to work first.
- 3 Lead by example, engage with candidates at the earliest possible opportunity, treat them with respect, and demonstrate that you're as interested in them as they are in you.
- 4 Create an environment that people like turning up to every day, and give your current team genuine reasons to become powerful brand advocates.
- 5 Don't approach your employer brand as a traditional marketing exercise. First, lay the foundation for a great employer brand by making your business a great place to work, then focus on demonstrating that in an honest, genuine way.



Going beyond social sourcing and building a great social employer brand.

By Anne Dobey, Digital Transformation Leader, LinkedIn

Social sourcing has been a growing trend in the world of HR and recruitment for a number of years now. Quite simply, the practice of social sourcing means using new social channels and networks such as Twitter, LinkedIn, and Facebook to help attract, reach, and identify the best talent available.

But social sourcing is so much more than just recruiting through new social channels. It's a response to a very important statistic—that whilst only 20 percent of the workforce is actively looking for a job, 90 percent of people would be interested in moving for the right opportunity.

If you want to capture, captivate, and ultimately convert that 90 percent into new hires, you have to put the right opportunities in front of them wherever they are—and today, overwhelmingly, social channels are where they are.

It's easy to see why social sourcing practices are so effective. Talent knows talent, so leveraging your professional networks—and those of your employees—is a simple and highly effective way of identifying potential candidates for new roles, and maximizing the reach of your employer brand.

But now that HR and recruitment teams are having to think more like marketers to pull the right people into their businesses, the social opportunity for them goes much further than social sourcing.

The wealth of data made available through social channels is helping recruiters to learn more than ever before about their potential candidates. Hugely valuable information can now be gathered and utilized to help improve the quality of your talent-acquisition efforts, such as:

- Information trends on where talent is moving
- Trends on where people with particular skills are congregating, and where hubs are forming for particular skillsets around the world
- Insight into the kinds of opportunities that might lead a particular candidate persona to move on from their current job

That information isn't just helping to better inform the talent-acquisition efforts of the modern HR department; it's helping them to take up a more strategic role within the business and become trusted advisers to C-suite decision-makers.

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Anne Dobey

Digital Transformation Leader for LinkedIn

Anne Dobey is the Head of Media Solutions in Northern Europe. Over the past four years, she has developed the Employer Branding Business for LinkedIn in Northern Europe, and has worked with many of the top companies globally developing their go-to-market plans for employer branding.

Three “must-haves” for successful social sourcing.

If social sourcing is new to you and you’re thinking about exploring it for the first time, here are three key things that you need to have in place if you want to get the best results—and attract the best talent.

1 A clear picture of the kind of person you want to target, and how best to reach them.

Your potential social audience is going to be huge, so clearly define upfront the kind of person you are looking for, and do your research to discover which platforms they’re using, how and when they’re using them, and what you need to do to put yourself in front of them at the right time.

2 A consistent presence across every platform you use.

With social sourcing, you often have to play the long game. A single interaction or well-placed message isn’t, on its own, often going to get someone to engage with you as a recruiter and try to learn more about you. Instead, you need to ensure that you’re present across all of their social activities, on multiple channels. And every time they see anything to do with your employer brand, it has to be consistent and reinforce the same messages they’ve already been exposed to.

3 Technology that lets you measure how well you’re doing.

Like every project, your social-sourcing efforts need to be measurable. Many new HR and talent-management tools and platforms come built for social sourcing, and give you access to powerful analytics dashboards that help you not only to visualize your reach and the impact of your social-sourcing efforts, but also to identify potential candidates who may have escaped your notice previously.



Building a social employer brand.

Social platforms play a critical role in successful employer brands. They act as windows into your culture, giving people an honest and genuine look at what life is like in your business. For many of today’s candidates, what they see when they visit your social pages could be the biggest reason to get in touch or apply for an open position.

But attracting them is just the start. Once someone new joins your business, social platforms can also help them to meet their new colleagues, get up to speed with what’s going on in the business, and immerse themselves in the culture that first attracted them to your company.

In the UK alone, LinkedIn has over 20 million members. So when someone wants to connect with their new colleagues, learn who’s who, and familiarize themselves with the people they’re going to be working with, there’s no better place to start.

If you enable your team to share images, videos, and thoughts detailing their experiences within your business, they can become a powerful tool for attracting talent in themselves. Social is the platform that turns your employees into powerful and trusted brand advocates, and puts their genuine experiences right in front of the kind of talent you really want to attract.

The 2016 Edelman Trust Barometer Global Study found that on a wide range of subjects, employees are the trusted voice of your business. On information relating to how employees are treated in a business, 48 per cent of respondents said they would trust the word of an employee, compared to just 19 percent saying they would trust the CEO.

The future of social talent acquisition.

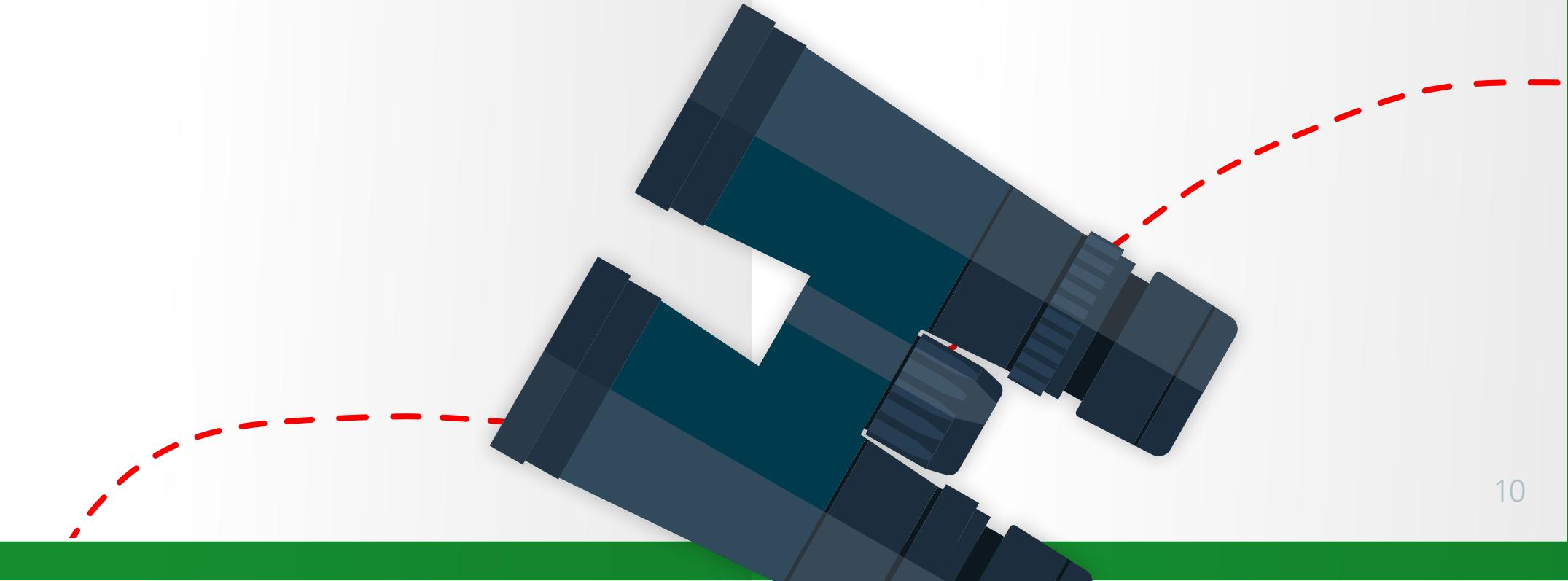
As time goes on, and more companies start to recognize the wealth of talent data available to them through social channels, we will see big improvements in the way that data is used. It can be utilized to improve the way employee brand efforts are targeted, ensuring that the right messages get delivered to the right people, in the right places, at the right time.

It will also help businesses to identify where talent is geographically. If you're planning to open a new office somewhere and need a very specific set of skills amongst the people who will work in that office, it makes sense to use data on the availability of talent to inform where your business goes.

Beyond that, businesses need to make better use of their own internal networks. Talent knows talent, so tapping into the personal and professional networks of your best people can provide a strong source of referrals and great new hires.

Five steps to creating a great social employer brand.

- 1 Get executive buy-in for your employer brand efforts; work closely with senior leaders to discuss their vision for the future, and consider how you can tailor your employer brand to help attract the kind of talent that will help them make that vision a reality.
- 2 Assemble the right team for the job. Get a mixture of HR, marketing and comms experts on the case. Have them work closely with the kinds of talent you'd like to attract to get a real feel for what matters to them, and what they're looking for in an employer today.
- 3 Look at your employee value proposition and mission, and use them to help craft a defined set of messages that you're happy to go to market with.
- 4 Create a go-to-market plan that's going to help you get those messages in front of the right people. Make network shares a key part of that, and use all of your available networks to help your existing talent put those messages in front of other talent they know. But don't just depend on your network; you have the opportunity to expand your reach by directly targeting the talent you need to hire.
- 5 Understand what success looks like, and pick some key performance indicators (KPIs) to help you measure the success of your efforts. That's not just important for seeing where you could improve; it also helps you demonstrate the value of your efforts to senior leaders, ensuring that they will buy in again in the future—helping this entire process to become a constant, always-on cycle.

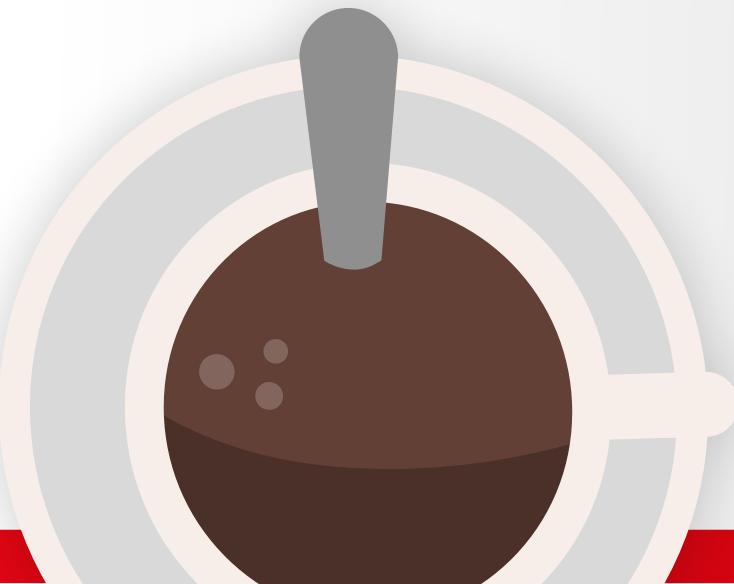


Visuals: A smarter way to tell the story of your employer brand.

By Chris Sykes, Miles Beacroft, and Gemma Hood of Volume Global

Shrinking attention spans, busier lifestyles, and a huge surge in smartphone use have forced today's marketers to do more with less. Today, great marketing is all about telling a compelling story in a succinct and engaging way, and then giving your audience the chance to engage and learn more once you've hooked them in.

Things have been that way in marketing for a few years now—but only recently have recruiters started waking up to the idea that the same principles should be applied to their talent-acquisition and employer-branding efforts.



For recruiters and HR teams, strong visual content can be a major boon to any employer brand. Photos, videos, and even certain elements of graphic design can help you:

- Show people what it's like to work at your company in a genuine, honest way
- Make working life at your company completely transparent, so people can get a feel for a "day in your life" before they join
- Create an appealing visual identity that your current employees love being part of, and new hires can't wait to join

Your employer brand is a window into your business. It exists so that the world can see how great it is to work for you. Nothing does that better than simple, honest images and videos that capture real moments around your workplace, and show events, happenings, and even issues that are important to you.



Chris Sykes
Chief Executive Officer of Volume



Chris established Volume in 1997 and, as a futurist, focused the company on innovation. Volume was one of the first technology-biased digital agencies in the UK, working with global technology brands as well as start-ups.

As Volume's Chief Executive, Chris continues to drive the business, but is involved primarily in building Volume.XO (in which the .XO stands for *extraordinary*): Volume's technology-agnostic center of competence for cognitive computing.

Chris is also chairman of BRND WGN, a leading digital-branding agency based in Malta.

The basics of great visual brand content.

Marketers have become adept at producing powerful, striking, and effective visual content, and over the years have refined a number of best practices for its creation. For them, it's second nature, but for HR and recruitment teams, it's a whole new world.

Here are some quick rules to follow to help you get on their level and build winning employer brand content:

1 Less is more.

When it comes to writing copy for your content, make it as succinct, to the point, and punchy as possible. Create with the millennial attention span in mind, and try to get your point across in the shortest, most direct, and most striking way possible.

2 Maintain consistency in colors.

Your company may already have strict brand guidelines for marketers to follow, and now that you're creating your own content, you need to follow them too. Stick to the outlined brand color palette, and if your company doesn't already have one, build one yourself that borrows heavily from those used in other aspects of your branding (such as your logo and website design).



3 Show, don't tell.

Anyone can say that they are great, but not everyone can actually demonstrate it. Always look for ways in which you can demonstrate how good your business is at something instead of simply *telling* someone you're good at it.

For example, if you want to tell your audience that you are a great workplace with a great culture, consider creating a video that shows that off in a genuine way, instead of just putting it down in words.

Miles Beacroft
Chief Commercial Officer of Volume

Volume's Chief Commercial Officer, Miles, boasts an interesting and wide-ranging career in marketing and communications. With previous employers including Fortune 500 companies such as Dell and British Telecom, Miles has an impressive knowledge of the full marketing mix—and experience in country, EMEA, and global roles as well as B2B, B2C, and channel programs.

At Volume, he leads a large client services team, in which he oversees the rapid development and deployment of award-winning content; works to ensure staff deliver optimum client satisfaction at all times; and manages his people, all the while promoting the company's engaging and exciting employer brand.

The idea behind “Volume People.”

At Volume, our main website is quite technical, and really focuses on making it easy for our prospective clients to understand what we do, and what we can do for them. Alone, it wasn't really conveying what day-to-day life was like for our people.

So we went away and created a sister site, especially for our people—appropriately called Volume People. That site is the home of our employer brand. It contains a wealth of images, videos, and other content giving people a genuine look at what life is like at Volume, and what a Volume person really looks like.

Since its launch, the site has worked wonders for us. It's helped us attract great new talent, it's helped us show off who we are and what we can offer to prospective candidates, and it has provided a clearer sense of identity for our current workers that is an honest reflection of our workplace culture.

The best part is that the site was surprisingly easy to put together. Here are five things we did to help build a great visual employer brand that you can do too:

1 Make your people the stars of your employer brand.

Put them front and center, and lead with images and visuals that accurately reflect who they are, and show off what makes them one of your people.

2 Enable your people to continually create and share bitesized bits of employer brand content.

That could be anything from a photo of them in a meeting to a short social video of their line managers competing in a three-legged race at the annual staff sports day.

3 Where possible, show off the values of your organization in a visual way.

If you give people the time to volunteer for charitable causes, have them take some photos or videos while they're doing it. That can often form your most valuable employer brand content of all.

4 Try to tell real stories.

A short video interview with an existing employee is a great opportunity to capture what they have enjoyed about working for you so far, and demonstrate how you have helped them grow during their tenure.

5 Tailor your content to the kind of talent you're looking for.

If you need tech skills, make the content around that opening uniquely appealing to people with tech skills. Challenge them, give them something to solve, or find a unique way of showing why your company is such a great place for top tech talent to work.



Gemma Hood
Chief People Officer of Volume



Gemma is Chief People Officer at Volume. Passionate about pioneering in areas including talent acquisition, retention, and development, Gemma is constantly investigating the industry's newest digital tools.

Having established teams across the globe, remotely; deployed an intuitive employee intranet, Voogle; launched a well-received careers website, Volume People; and rolled out a remarkable reward and recognition programme, The V Awards, Gemma is perfectly positioned to discuss how technology is changing the way we shape our employer brand... forever, for better.

[Click here](#), to find out more.

How HR can deliver a connected, consistent, and transparent digital candidate experience.

By Mélanie Hache-Barrois, HCM Strategy Director Southern Europe, Oracle

In recent years, digital has completely transformed the consumer experience. The convenient, personalized, digitally enabled experiences that we have all become accustomed to receiving as consumers have set an expectation of every interaction and experience we have today—and the candidate experience is no exception.

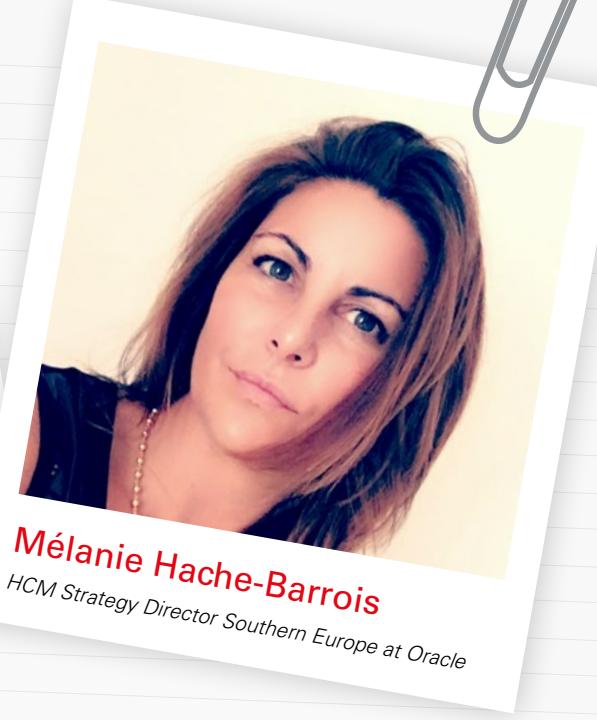
For many companies, there is still a big digital gap between the experiences they deliver to consumers and those delivered to candidates. If you want to attract the very best talent around, that needs to change. HR and recruitment teams must treat their candidates the same way that marketing treats its prospects—as VIPs.

When you deliver compelling, connected, and convenient candidate experiences from the start, you can show people that you're a great employer instead of just telling them so. By making your business transparent and easy to engage with, you can give people a real idea of what it's like to work for you, long before they've even got in touch.

But providing candidates with the right digital experiences requires much more than just new technology, content, and channels. For traditional HR teams, it requires a complete shift in mindset.

Think about the kind of application form you'd have to complete for a job 10 years ago. It required a huge amount of information, and it wasn't exactly exciting to complete. All of that information was for the benefit of the HR department—the entire experience was built around fulfilling their needs first, before those of the candidate. Today, HR must flip that on its head and embrace the opposite to attract the very best talent available.

Employees today are more willing to move between jobs, and spend more time browsing their opportunities than ever before. By building experiences around them and making your business and your employer brand as transparent and easy to engage with as possible, you can capture candidates at those critical moments. Quite simply, by making it easier to engage with you, you can attract a lot more interest in your employer brand.



Mélanie Hache-Barrois
HCM Strategy Director Southern Europe at Oracle

Graduate in Management at the IAE (University Schools of Management), Mélanie Hache-Barrois started her career as a marketing consultant, then joined Capgemini group, where she held several positions.

Winner of the generalist prize Junior Trophy ANDRH (National Association of CHRO) in 2014, Mélanie is an expert in recruitment and HR strategies.

She is currently HCM Strategy Director Southern Europe at Oracle France, she regularly contributes to the Oracle HCM France blog.

Bridging the gap between consumers and candidates.

Modern candidate experiences are a journey, and they start a lot earlier than many people recognize. For a huge number of companies, candidate experiences overlap with consumer experiences, and begin when someone is one of your customers, or is just exposed to your consumer-facing messaging.

Take a major supermarket, for example. Even if you have no intention of applying for a job there, every time you choose to shop there you are exposed to messages and interactions that influence your perceptions of the store as a workplace. Then, if you find yourself in need of a job down the line, those past experiences can help push you towards finding out more about working there.

That moment when someone goes from being a consumer to a candidate is critical to modern HR teams, and to help encourage it to happen, the candidate experience needs to be tightly woven into and aligned with consumer experiences in any business in a customer- or client-facing industry.

In practice, that means using all of the channels available to create and manage a strong digital employer brand that's visible to people who are candidates now, and those who may potentially become candidates in the future.

From social platforms and dedicated employee brand sites to customer-facing messaging and user-created content, there's a lot for modern HR teams to manage. Fortunately, thanks to intuitive cloud-based suites of modern HR tools, managing a connected, consistent, and effective digital candidate journey can actually be very simple.

The challenges now don't revolve around whether or not the technology exists to help; they depend on the HR department's ability to change its mindset and strategy, and adapt to the needs of a new generation of candidates.

Five steps to creating a great digital candidate journey.

1 Know your audience.

The first step towards creating a great digital candidate journey is knowing who you are creating the journey for. Different opportunities within your company will appeal to extremely different candidate personas, so it's important to understand what each is looking for, and craft the steps of your journey with their needs and preferences in mind.

2 Align your candidate journey with your culture.

As you create any kind of employer brand content or messaging, you must ensure that it is truthfully aligned with your real working culture. You are trying to show people what working life is truly like at your business, and what they can gain in real terms from joining you. By aligning the digital candidate journey with your culture, you can keep it transparent, genuine, and, above all, engaging.

3 Decide what's going to set you apart from your competition.

You can't create every part of a digital candidate journey overnight, so it's important to prioritize the things that are really going to help you stand out from the crowd. What is it that sets you apart from your competition? What do your employees enjoy about working for you that they couldn't get elsewhere in the industry? And what is it that makes you a truly great employer? Once you have your answers, make sure you lead with them throughout the journey.

4 Utilize your people to make your candidate experiences genuine.

When it comes to creating genuine, engaging, and inspirational employer brand content, nothing is stronger than real experiences shared by real people. Your current employees can be your greatest asset when it comes to creating a strong candidate journey. Make the most of their experiences, find new ways of sharing them with people outside your business, and enable them to become powerful brand advocates through whichever channels they choose.

5 Always be genuine in the experiences you create.

In everything you do, you must ensure that you never oversell yourself as an employer, or portray your business in a way that isn't completely honest. You're trying to attract people with values, goals, and cultures aligned with those of your business, so if you portray yourself in a dishonest way, you'll end up attracting people who, while skilled, aren't a good fit for the company.

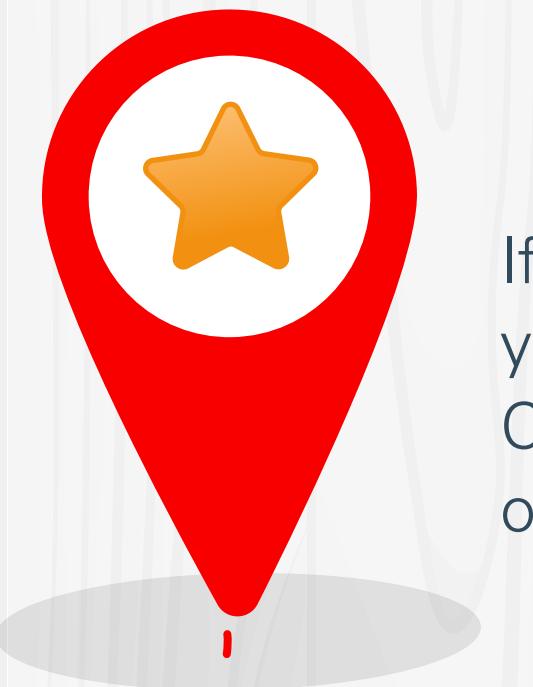
Become a more effective HR marketer today.

To attract the very best talent today, HR teams need to make some big changes—in how they engage with candidates, how they present and market their organization and opportunities, and in their mindset and approach to talent acquisition.

Nobody is expecting you to transform overnight. But, with the help of the insights shared by the experts in this guide, and the right supporting technology and tools, you can make all of the changes needed to become a flexible, agile, and candidate-focused HR marketer.

It all comes down to three key things:

- Treating your potential candidates with the same respect and care that marketers treat their prospects with, and enabling them to engage with you on their terms
- Being completely transparent and building an honest employer brand that's a true reflection of who you are, and what your business is like to work in
- Using all of the new channels and technology available to target the right people, with the right employer brand messages and content, at the right time



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your journey today
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