

A man with grey hair and a beard, wearing a black polo shirt, is operating a blue CNC machine. He is looking at the machine's control panel, which features a screen and various buttons. Three students, two women and one man, all wearing black polo shirts, are standing to the left of the machine, observing the process. One of the women is holding a piece of paper. The machine has a large window showing the internal components. A caution sign is visible on the machine's frame.

## EMPLOYMENT MARKETING STRATEGY GUIDE

**MARKETING**   
**METRICS CORP.**

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# WHAT IS EMPLOYMENT MARKETING?

Employment marketing involves building a company or “employer” brand and articulating what makes your company different or special. The employer brand impacts recruiting, retention, engagement and overall perception of your company. It should answer a very simple but important human resource related question: “Why should I work here?”

# WHY EMPLOYMENT MARKETING?

Imagine the growth and competitive advantage you would have if you were able to consistently hire and retain talented employees. If you think recruiting for top talent in the industrial space is difficult now, wait until Foxconn and their suppliers start hiring thousands of employees in 2018 and 2019. The unemployment rate in Southeastern Wisconsin could dip below 2%. Marketing's importance in HR is further validated by the fact that 10,000 Baby Boomers in the US are retiring every single day. This means that businesses are facing a looming labor shortage and competition for skilled workers will become fierce. The battleground for finding top talent is online, therefore requiring effective digital marketing. As a result, Wisconsin companies are researching various employment marketing strategies that will help them find, hire and retain top-notch talent, allowing them to maintain a competitive advantage in their industry.

Today, many potential applicants use the same tactics when searching for a new job as they do while searching for a new product or service as consumers. They will search online to determine whether you are worth working for. In fact, 71% of applicants will research your company (visiting websites, social channels, employee review sites like Glassdoor, etc.), before applying for a position. With employee review sites like Glassdoor, individuals currently or previously employed by you can post good or bad comments about your company anonymously. Take a moment to visit your website, social channels and online review sites. Do these digital platforms accurately communicate why someone should consider working at your company?

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# EMPLOYMENT MARKETING STRATEGIES AND TACTICS

To answer the question “Why should I work here?”, you really need to answer a series of questions from the perspective of the candidate. These answers must communicate that your company is a good employer and a great place to work.

Recruitment or employment marketing uses many of the same well-crafted digital marketing strategies and tactics as marketing new products or services. These tactics, referred to as outbound and inbound marketing, are centered around:

- ✓ knowing your target audience
- ✓ increasing the visibility of your “employer” brand
- ✓ creating interest that leads to action; in this case, applicants and new hires.

Outbound employment marketing requires reaching out to candidates directly via job postings, job fairs, paid advertising, recruiters, etc.

Inbound or content employment marketing covers generating content that brings the candidate to you via blogs, public relations efforts, social media and website content. A constant stream of information that tells the story of your employer brand, culture, community involvement, etc. will bring in more qualified and high-quality applicants. We use various touch points such as video, images, interactive websites, social media (Facebook, Twitter, LinkedIn, etc.), blogs, targeted ads, and more.


- 76% of job applicants want details on what makes the company an attractive place to work. (Glassdoor survey, October 2014)
- Companies with positive brands get 2x as many applications as companies with negative brands. (Betterteam Blog 2017)

# WEBSITE

Since most applicants will visit your website before they apply, it is important to keep your website updated with the latest employment related information, company news, etc. We suggest using four major pages to showcase your employer brand: About, Careers, Community Involvement and Company News.

## ABOUT US PAGE

This page answers the questions: Who we are, what we do and why we do it and what is most unique or special about our company. Although company history is important, today's applicants want to work for a company that is forward thinking. The focus should be on identifying your company's value proposition or what truly differentiates your company from the competition. Showcase your business as an appealing place to work by highlighting information on company stability, growth in revenue and/or employees, investment in new equipment and/or technology that will keep you competitive in the years to come. Feature company anniversaries as well as awards or recognition (Top Work Places, Fastest Growing Firms, Healthiest Work Places, etc.)



After receiving a job offer, 64% of candidates said they research a company online and 37% said they will move on to another job offer if they can't find sufficient and encouraging information on the company. (Careerbuilder 2016)

Top 5 pieces of information job seekers want employers to provide as they research where to work:

- Details on compensation packages
- Details on benefits packages
- Details on what makes the company an attractive place to work
- Company mission, vision and values

(Glassdoor U.S. Site Survey, January 2016)

## CAREER / EMPLOYMENT PAGE

This is the main destination page for job candidates where they should learn more about your company from an employment perspective. This page should reflect your company's Mission, Vision, and Culture. Prospective hires should be able to view the information on this page and understand what makes your company special. It will be beneficial to include open positions, list of benefits, on-boarding and training details.

If a former employee posted a negative comment on job boards such as Glassdoor and Indeed, positive employee testimonials on your career page will counteract negative comments and present a positive narrative about your company.

Aim to target and appeal to specific groups of potential applicants. We worked with a client that wanted to attract more women and Millennials as applicants, so we wrote a blog titled "A Local Perspective on Women and Millennials in Manufacturing." and then linked it to their career/employment page. The client received a ton of free publicity because of this relevant piece of content. Other content ideas could include targeting mid-career changers, veterans and minority groups.

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- 50% of candidates say they wouldn't work for a company with a bad reputation - even for a pay increase. (Betterteam Blog 2017)
  - 46% of Glassdoor members read reviews before they speak with a company recruiter or hiring manager. (Glassdoor Survey September 2013)
  - Nearly 80% of Millennials look for people and culture fit with employers, followed by career potential. (Collegefeed, March 2014)
  - In 2015, Millennials became the dominant demographic on the labor market (Pew Research)



## COMMUNITY SERVICE PAGE

Many Millennials want to know that they can make a positive difference in the community. Your Community Service page should showcase how your company is involved with charitable causes (United Way, Children's Hospital of Wisconsin, local food pantry, etc.) and your contributions can be communicated through action shots or even videos of your participating employees.

What is most attractive to prospective hires?

- Competitive Compensation Packages - 52%
- Emphasis on Work-life Balance - 38%
- Advancement Opportunities - 31%
- Collaborative Environment - 29%
- Training / Continued Education - 27%
- The Organization's Ethics - 27%
- Work From Home Options - 25%
- Ease of Commute - 21%
- Fun Company Culture - 17%
- Access to Emerging Tech - 16%
- Sense of Camaraderie - 10%
- Other - 3%

## COMPANY NEWS / BLOG PAGE

This page will provide noteworthy updates and news about your company. An effective public relations campaign will create meaningful additional content for this page. If you offer a blog, you can publish an ongoing stream of relevant, useful and interesting content that relates to your industry or company.



## TECHNOLOGY

Since many candidates will research your company website with their smart phones, it's important that your website can be viewed optimally on different devices. Secondly, make sure applicants can apply directly on your website rather than having to leave and submit through a third-party application channel / platform / app.



In 2014, 89% of job seekers believed a mobile device was an important tool for the job search. ( Glassdoor )



# HOW SOCIAL MEDIA IMPACTS HR

Since many job seekers use social media to help find a job, these channels are great tools for promoting your open positions and strengthening your employer brand. Social sites like Facebook and LinkedIn track life data such as employment history, geography and job titles, making it easier to target and attract talent. As a result, a digital employment marketing ad campaign (PPC) on Facebook and LinkedIn can be very effective in generating exposure to your employer brand. It also a good tactic for attracting passive candidates (those who are not actively seeking a new job) and former alumni for rehiring purposes.

Consider these other tactics:

- ✓ Post important company and employee milestones on social channels a minimum of 2X/month.
- ✓ Work with HR to capture employee testimonials and post them on social channels and review sites such as Glassdoor.
- ✓ Your best employees should be encouraged to promote your company brand on their own social networks.

79% of job seekers say they are likely to use social media in their job search. (Glassdoor 2013)

Best channels to build an employer brand:

- My Company's Website(Career Site) - 61%
- LinkedIn - 55%
- Third-party Website or Job Board - 40%
- Facebook - 35%
- Campus Recruiting - 31% (LinkedIn Global Recruiting Trends 2017)

Nearly 3 out of 4 employees say their employer does not (or doesn't know how) to use social media to promote their brand. (Glassdoor 2013)

67% of social job seekers use Facebook to search for jobs. (Jobvite Recruiter Nation Report 2016)



# HOW PUBLIC RELATIONS IMPACTS HR

Once your website is updated and properly communicates your company or “employer” brand, you need to consistently promote it via a public relations effort. A great employer brand can’t be built overnight. When it comes to PR, our experience is that it takes 3-4 press releases before you get any traction with potential media outlets. For one client, a series of news releases on investing in capital equipment led to an interview, which further led to an article in a well-known industry magazine. The title of the article was “Employees Set the Pace for Success”. With a lot of consistent effort and some luck, you can get your story told and seen on a local, regional or national level.

Consider the following topics:

- ✓ Company anniversary, news and events
- ✓ Community Service projects
- ✓ Awards such as Healthiest Employers, Top Work Places and Fastest Growing Businesses
- ✓ Miscellaneous HR related articles such as Women & Millennials in Manufacturing
- ✓ Investment in people, equipment, etc.



- It takes 3-4 press releases before you get any traction with potential media outlets.
- An effective PR campaign will reach potential candidates that are not actively seeking a new job.

## EMPLOYMENT METRICS

Employment Metrics should be tied to overall business goals and demonstrate measurable results. Once the reputation of your employer brand is widespread enough, candidates should come to you, instead of the other way around. One of the ways to measure this change is by analyzing traffic to your employment page and other HR related website pages. Other metrics include: number of applicants, time to fill open positions, number of hires, cost of hiring an employee. Current employee metrics include participation in employee benefit programs, initiatives, satisfaction, and turnover.

- Average cost per hire for companies is \$4,129. (SHRM Human Capital Benchmarking Report 2016)
- Average time-to-hire a new employee was 39 days in 2016, down from 43 days in 2015. (Jobvite 2017 Recruiting Funnel Benchmark Report)
- Real cost of employee turnover:
  - Entry-level employees - between 30-50% of the annual salary to replace them.
  - Mid-level employees - upwards of 150% of their annual salary to replace them.

## WE'RE HIRING

For the really complex roles and positions to fill, it might make sense to look into using recruiters. In addition to shortening the time to hire, they will find candidates that aren't actively looking for a new job. They typically charge 15% of the annual salary but offer a 12-month, free replacement guarantee. We have a relationship with one firm that focuses on filling manufacturing openings.

Where are applications coming from? Here are the top five sources:

- Job Boards - 52.17%
  - Career Sites - 33.90%
  - Referrals - 3.07%
  - Internal Hire - 2.26%
  - Agency - 1.76% (Jobvite 2017 Recruiting Funnel Benchmark Report)
- Job seekers say they use an average of 7.6 job sites during a job search. (Glassdoor 2016)

What job seekers expect to find on a job description:

- Salary - 74%
- Total Benefits Package - 61%
- Employee Ratings - 46%
- Contact Info of Hiring Manager - 40%
- Work From Home Options - 39%
- Description of Work / Life Balance - 35%
- Photos / Videos of the Work Environment - 31%
- Descriptions of Team Structures and Hierarchies - 27%
- Number of People Who've Applied - 25% (Careerbuilder)



# SUCCESS STORIES

## WISCONSIN METAL PARTS:

To keep up with orders from new clients, Wisconsin Metal Parts asked Marketing Metrics Corp. for assistance in recruiting and hiring new employees. The recruitment/employment marketing efforts included new software which made it easier to recruit and hire new employees, content writing for new employment pages with articles targeted towards women and Millennials, as well as a press release, online branding and a social media campaign.

These employment marketing tactics boosted the number of applicants, reduced the time needed to fill open positions and ultimately increased the total number of employees from 70 to 122 within 18 months.

## THERMTECH:

In a significant shift from the previous site where you couldn't find the employment page, the new website has a career landing page which is easily found. The content answers the question, why should I work here. It features: open positions, employee testimonials, who we are, compensation/benefits along with company and industry videos. We integrated a recruitment portal which makes the recruiting and hiring process a little easier for both the applicant to apply online and Human Resources in posting jobs and reviewing applicants.

Mary Wiberg Springer, Vice-President of ThermTech said, "the new career related content effectively articulates why ThermTech is a great place to work and assists us in finding, hiring and retaining top-notch talent."





## ABOUT MARKETING METRICS CORP

We use unique and effective employment marketing strategies and tactics to boost your employer brand, meet your hiring challenges, and improve the overall experience for your existing employees.

Since graduating from Marquette University's school of business in 1983, Steve Condit has spent most of his career working with custom manufacturers and distributors to accelerate their businesses. Anita Condit completed her undergraduate degree in Psychology from St. Louis University, and went on to earn her Masters from University of Wisconsin – Milwaukee in Industrial Relations and Human Resources.



# Let's talk

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