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May 2016

The changing face of recruitment:
How technology and good marketing practice are key to future success.

Candidate experience is a hot and important topic. And rightly so; after all candidates are the lifeblood of the recruitment industry. It goes further than the recruitment industry: hiring the right people makes or breaks any company, with the most talented dropping out of the hiring process if it isn't aligned with their expectations.

Candidates now expect recruitment processes to be smooth and frictionless, similar to say, retail. From the way websites are designed to the treatment they receive along their hiring journey, it needs to be seamless, personalised and candidate centric: built on authenticity, reinforced through honest relationships.

Recruitment is only now beginning to embrace much needed influences and techniques from other disciplines like Marketing, Business Intelligence and Product Design. The stronger these influences become, the greater the demands on the recruiter (be it in-house or in a recruitment agency). Ultimately it will change the profile and skill set of a recruiter.

Already recruiters are increasingly pressured as they have to deal with growing complexity across attracting, engaging, retaining and qualifying candidates, whilst still using outdated technology and deploying traditional approaches. This can often lead to a crack in candidate experience; after all a great candidate experience starts with a great recruiter experience. This is often forgotten or neglected.

This white paper focuses on the changing demands on recruiters and how talent marketing software and implementation of good marketing practices can aid this transition to allow recruiters to focus on what is really important - building relationships with candidates.

What candidates expect

To understand what recruiters are facing, let's have a look at what candidates (you and I), expect across all our experiences:

Frictionless experiences: We are busy. Our lives are full. We want everything within it, all the services and technologies to be as easy and as smooth as possible. In an ideal world, they just run in the background with minimum interference. Take Terminal 5 for example, it is very easy to go through check-in and security, hardly any waiting and only afterwards you notice how easy it was and how all the different little items created an overall smooth and seamless journey. Even leaving feedback is easy and simple via the smiley buttons. Amazon is another great example: easy to understand and use, accessible everywhere, entirely flexible. No unnecessary actions, as few clicks as necessary, great suggestions (like mind reading at times) and completely reliable at every stage. They make my life easier and that's what I want.

Mobile centric: Even though we have been talking about mobile for a long time, we are only starting out on the mobile journey and still now there are many companies with unresponsive websites. But that's not what I am talking about. What I am talking about is using the data that is intrinsic: it knows my location, it knows my address book, it even knows and remembers the languages I use to write texts to specific people. Linking up these data sets is incredibly exciting and users today expect that it is being used to give a more personalised experience

Diminishing loyalty: People are becoming more happy to share personal data, login by Facebook, try new apps and website. But if it doesn't work as promised, if it uses your data for something else than stated, they abandon you and won't use you again and to top it all off: they tell the entire world. Loyalty has to be earned through

every interaction, every single time. This trend is especially pronounced with younger generations such as the Millennials, but is now seeping through to everyone, as we all have learned the hard way that most companies don't reward loyal customers but just chase new ones.

Authentic relationships: We have become very cynical with all organisations, from companies to political parties. We feel that we are being permanently sold to, lied to. We are being treated as a nuisance instead of the decision makers, the buyers, the voters. We want to be treated like human beings, not like numbers or products. We want to have authentic relationships which are built on mutual respect, trust, honesty, support, good communication and good humour. They go a long way and make a significant difference in the perception and repeat purchase of a brand.

Frictionless experience, mobile-centricity, diminishing loyalty and authentic relationships should be the cornerstones of any successful recruitment approach. Keep them in mind when choosing software and interacting with candidates. At every stage, ask yourself the question: How would I want to be treated? What would make me recommend this service to my friends?

Let's see how these candidate demands play out in the different stage of recruitment.

Attract

Engage

Retain

Qualify
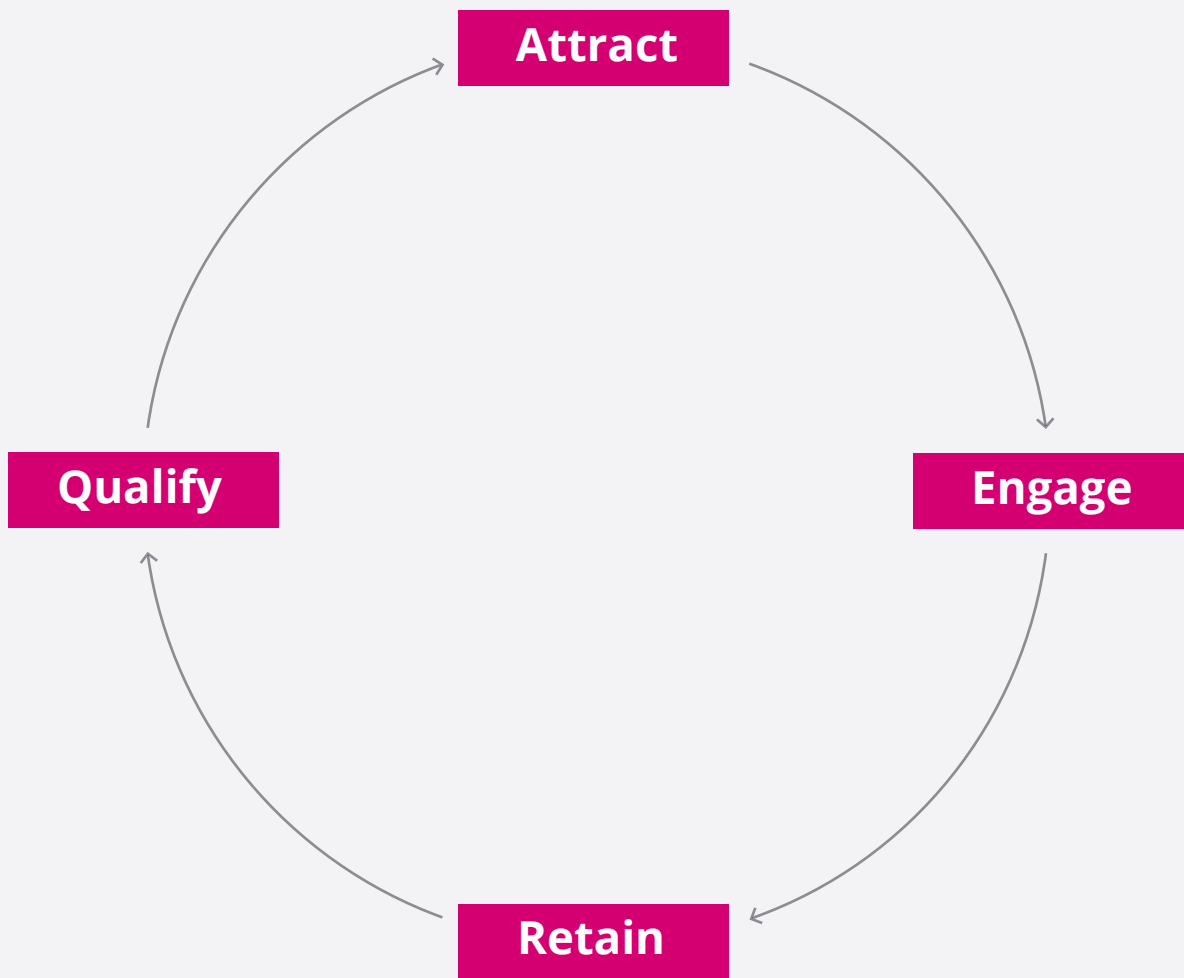
The four stages of recruitment

Recruitment can be broken down into four stages. Each stage is getting increasingly complex and requires the recruiter to enhance his skill set and alter his behaviour. In this people-centric age, it is not enough to use only job boards and LinkedIn to find and attract candidates. The recruiter needs to adapt her behaviour and work around the candidates. Where can I find them? What do I need to offer to attract them? How can I make it as seamless as possible for candidates to apply and communicate with me? What is their preferred method of engaging after they have applied? Answering these questions requires recruiters to behave like marketers and to adapt their modus operandi.

Current technology solutions are rigid and reinforce internal workflow and process. They are pure productivity engines. They don't equip the recruiter with the flexibility and agility needed to create candidate-centric segments, build meaningful talent pools and enable authentic relationships. They often don't provide the recruiter with personalised and automated assistance to scale their efforts.

Stage 1: Attract

This first stage is based on understanding your target market. Where is the talent? What attracts them in the first place? What makes my offer stand out from all the others in this very competitive marketplace?

Finding the talent itself isn't as easy as it used to be: Teachers don't just read TES to find their next role. IT developers don't just use JobServe to find their next contract. Sales professionals are not waiting on LinkedIn for their next opportunity. We experience a significant fragmentation of candidate sources - instead of using one or two channels, recruiters are now required to utilise a multitude of different avenues.

Over the coming years it could be more complex still. As the survey below shows, recruiters believe social media and their own website will increase in importance. This requires additional skillsets from the recruiters (such as content marketing, landing page testing) as well as an open mind, as the social networks we know and use today will be usurped by others such as Snapchat and WhatsApp, bringing in the age of conversational commerce.

The results also highlight the need to bring your product (job) to wherever the candidate is, instead of waiting for the candidate to come to you. Recruiters therefore need to embrace marketing channels that are not yet in their playbook such as programmatic advertising and retargeting not only on the internet but also on digital TV. The foundation of choosing the most appropriate marketing channel and employer branding message is to research the candidate's needs and desires. To understand what they really want and to segment them by behaviours and interests, not just sector, skill and location. Finally, by positioning your offer so it is attractive, insightful and truthful to the candidate - remember, this isn't just about putting bums on seats but bringing in productive and impactful talent.

To be successful and thrive in this changing environment, the recruiter has to understand marketing principles and approaches from segmentation, targeting and positioning, to building an employee value proposition based around the HR mix of participation, performance, personalisation and package.

Did you know? Employers think that - besides the hygiene factor of salary and location - candidates see an attractive benefits package as the most important criteria when choosing a job. That's not the case - candidates value an interesting project that enhances their CV far more. So forget the ping pong tables or selling your great brand and focus on the project a candidate would actually be working on.

Source: "Recruitment Viewpoint Survey - ARM".

Currently, which channel(s) do you believe provide the best source of quality candidates?
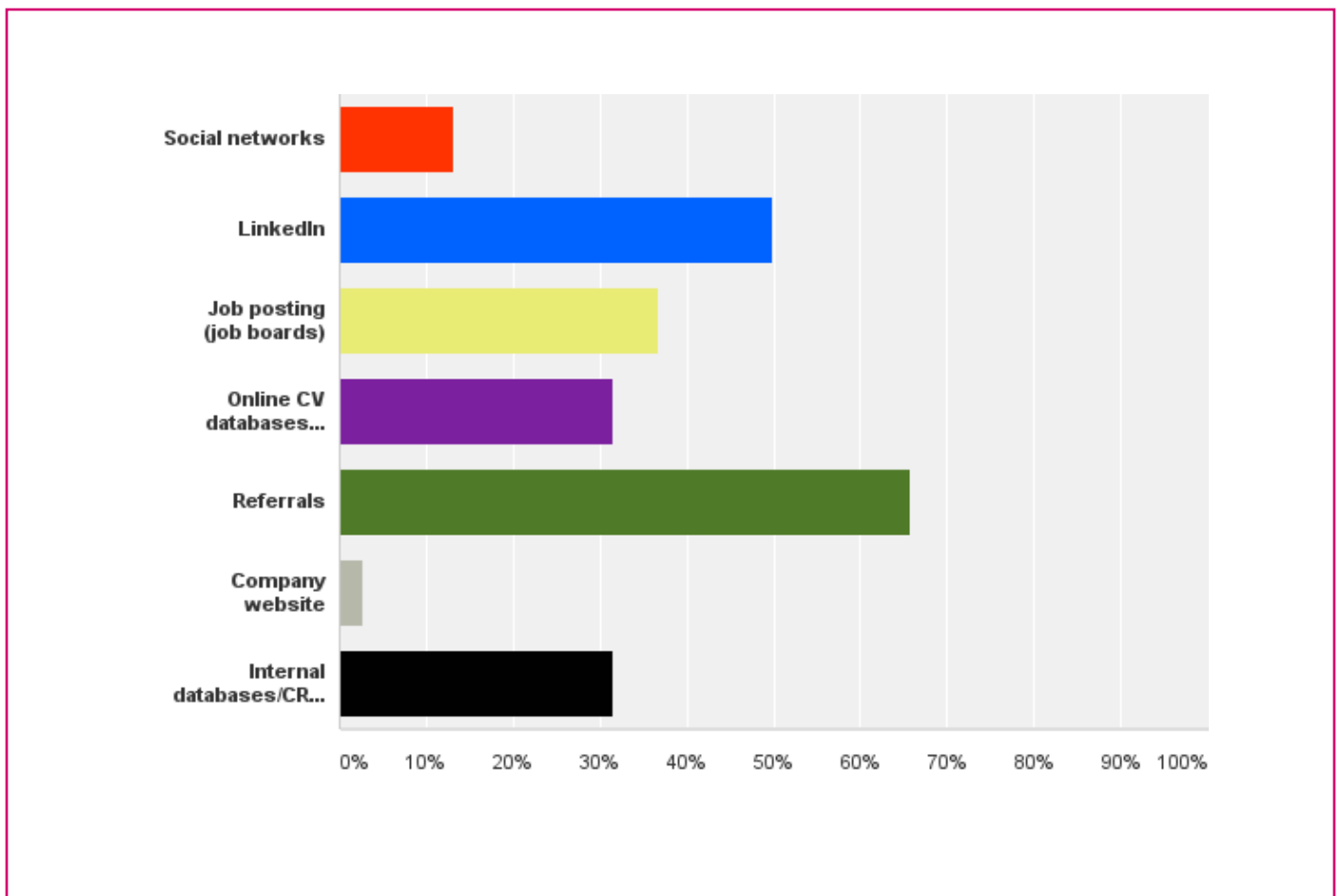
Which channel(s) do you believe will provide the best source of quality candidates over the next five years?
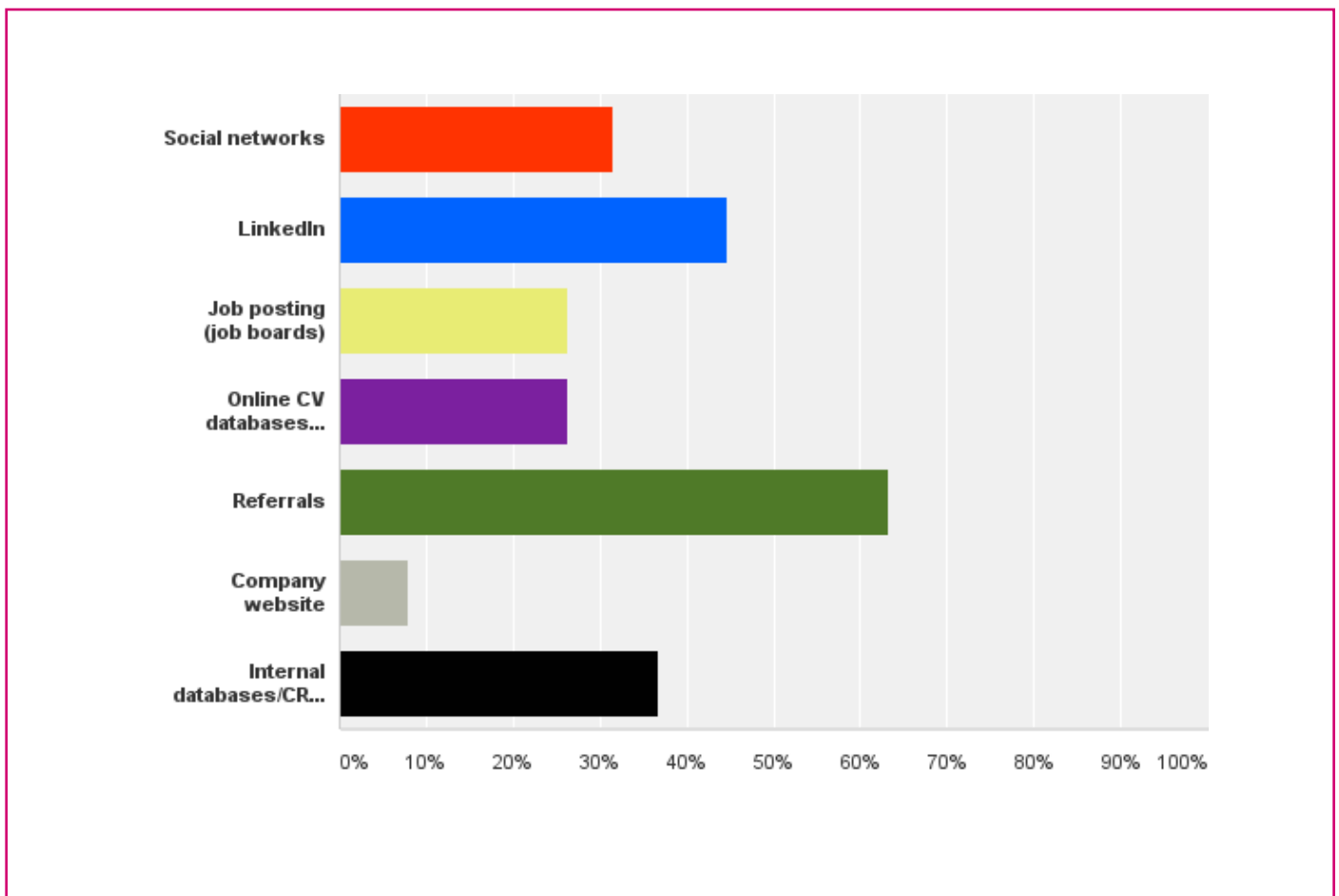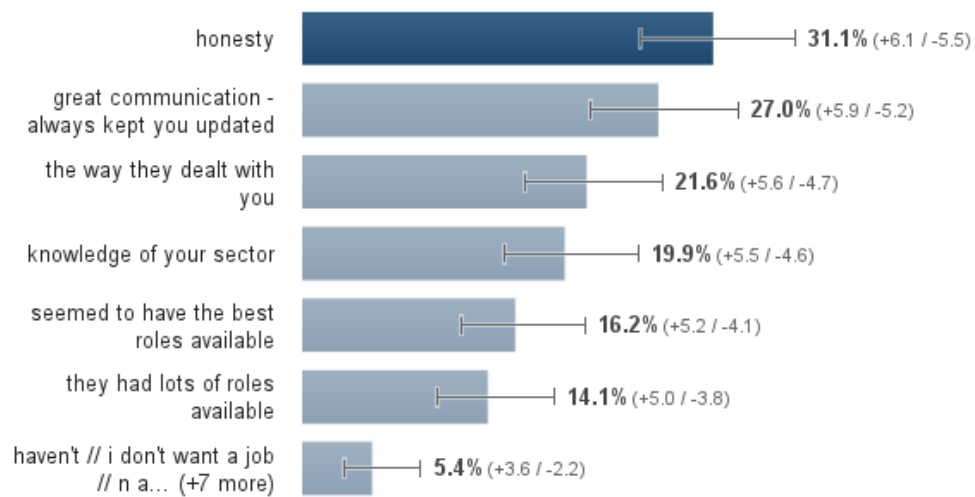
Stage 2: Engage

This is a crucial stage. This is where you make your mark and where the recruiter earns their money. A lot of people apply for roles but are not actually committed - they are in the market and looking at multiple options.

This stage is all about one-to-one communication, about understanding the needs, desires and motivations of the individual candidate, about building on the segmentation of the attraction program through developing a deep and authentic relationship.

In general, healthy relationships are built on mutual respect, trust, honesty, support, good communication and good humour. In the recruitment process, it's no surprise that lots of surveys of candidates show "honesty" plays a crucial part (see following survey):

MULTIPLE ANSWERS
If you have ever established a good relationship with a recruitment agency, what was it that made them stand out for you above their competitors

honesty	**31.1%** (+6.1 / -5.5)
great communication - always kept you updated	**27.0%** (+5.9 / -5.2)
the way they dealt with you	**21.6%** (+5.6 / -4.7)
knowledge of your sector	**19.9%** (+5.5 / -4.6)
seemed to have the best roles available	**16.2%** (+5.2 / -4.1)
they had lots of roles available	**14.1%** (+5.0 / -3.8)
haven't // i don't want a job // n a... (+7 more)	**5.4%** (+3.6 / -2.2)

RATING SCALE
How important is it that a recruiter communicates with you throughout the recruitment process?
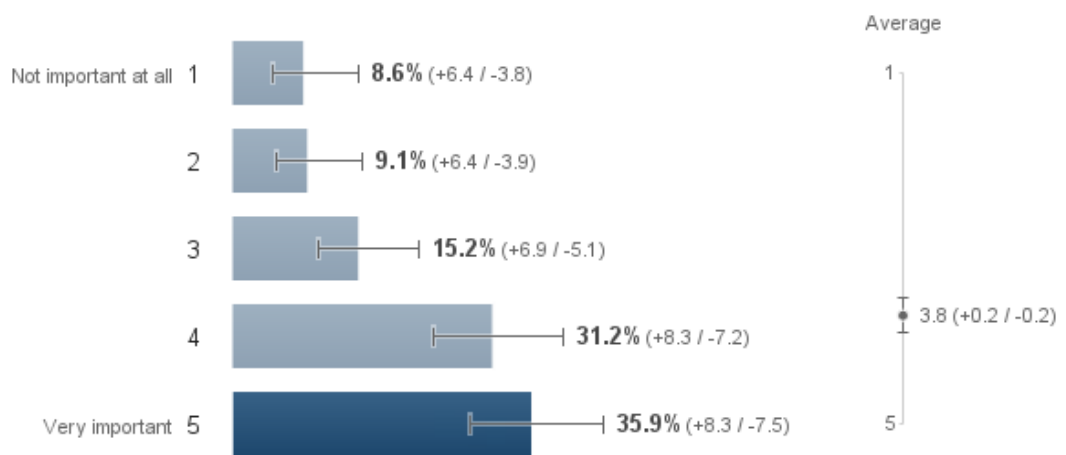
Building great relationships represents a competitive advantage. It isn't the sector knowledge, it isn't the quantity or quality of jobs - these are the hygiene factors. For the candidate the stand out factors are being treated authentically and being kept informed.

It is not only about what you say, but also how you say it: The recruiter has to be comfortable communicating with a candidate in their preferred medium - be it SMS, Snapchat or email. The recruiter needs to listen, understand and respect the opinions of the candidate and to frame the opportunity in an honest way so as to ascertain if it fits to move the candidate through the recruitment process.

This stage is the one when an employer brand gets either strengthened or breaks apart. At stage one the EVP and brand values can be communicated in a standardised way, but here it is all about the recruiter living the brand values. People are the brand. They are the strongest and most influential brand ambassadors and this is the crucial moment to reinforce what a brand stands for. This is also the moment when a lot of candidates drop out of the process so this is the time for empathy and emotional intelligence.

Retailers are very good at informing people where they are in the process of buying products whilst making people feel good. Most recruiters don't send any messages about the process, or alternatively, send automated messages to stop candidates contacting them in the first place. There is nothing wrong with automated messages, but they can be written and designed in a more personalised and human way. As the data below shows, for 2/3rds of candidates, updates throughout the recruitment process are key.

On page 10, recruiters state that referrals are the best source for quality candidates and believe that it will remain for the foreseeable future. A candidate only refers another candidate when she herself had a great experience in the first place.

A big part of recruitment is letting people know when it is the end of the journey. Candidates are aware of that and yet can feel a pang of disappointment. Recruiters seem to think that they have to talk to a candidate in person to give the bad news, when in fact at this stage the candidate sees it as her time being wasted on a phone call. Just let me know it is over and why, but use my preferred method of communicating. Don't make me jump through hoops because that is what you prefer or what you have been told to do. We are in the candidate centric age.

Did you know? Less than 20% of candidates are 100% committed for finding a role at the time of application. Around 90 % of candidates that dropped out of the process at the screening phase cited various reasons that all amounted to being unwilling to complete further administrative tasks. Many stated that they were frustrated and that it felt like they had been reverted back to the start of the application process

Source: "Smart Recruit survey - applicant trends and behaviours in 2016".

Stage 3: Retain

If five candidates have been shortlisted, only one gets the job. The recruiter still has a relationship with four that he or she deemed good enough to put forward for the final interview. Now is the time to retain the contact, to build on the relationship and to ensure that the employer brand is strengthened even though it was a disappointing outcome for the candidates.

As the results below show, recruiters believe the most successful ones will be those that have the best relationships with hard to find or top quality candidates. Right now, most don't behave accordingly.

Going forwards, the most successful recruiters will be the ones that have the best relationships with the hard to find/top quality candidates.
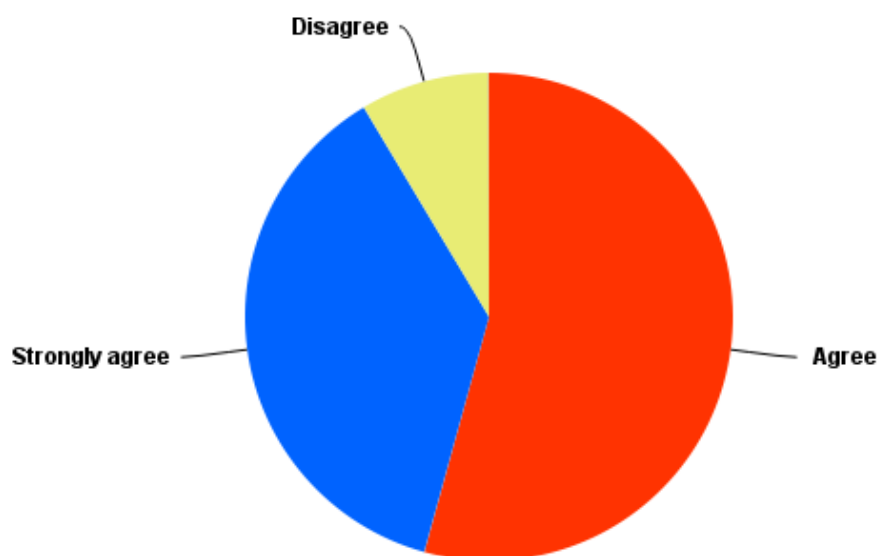
At this stage the recruiter and his marketing team need to find the right balance of interaction and participation. Few candidates have an interest in playing a proactive role in a company's talent pool - after all they have a life to live. Social media is an ideal channel to keep in touch, sharing relevant content for your target market, leaving it up to the candidate when to participate. Personalised messages at birthdays or job changes can create positive reinforcements. This stage also requires that CVs are regularly updated - not by the candidate, but through social media scanners - and that talent pools are segmented in a meaningful candidate-centric manner and communication is made in accordance with the findings about the target market at stage one.

Stage 4: Qualify

By many this stage is seen as the most important role of a recruiter: qualifying if a candidate has the relevant skills and the right fit for an organisation. It is however overrated: Most interviews don't delve deep enough and are so influenced by human bias that they cannot ascertain the probability of success of a candidate within an organisation. As Kevin Wheeler puts it in his presentation "5 Disciplines to Recruitment Excellence": "Predictive ability of a carefully given & structured interview is barely above chance; of a normal interview, flipping a coin might be as good."

Here it is best to bring in tests to really get a comparable view across candidates. For this to be successful the recruiter has to have established a good relationship with the candidate in the prior stage, so that she doesn't drop out. Tests can be fun, if they are built like games and if the results are of interest to the candidate. It is really important to share the results and findings of tests - doing this, increases the likelihood of participation and strengthens the relationship.

Did you know? Just 19 out of the top 250 applicants selected by the client from the SRO dashboard completed the client's pre-screening process for each job. On one of the roles only 1 candidate in the client's top 25 had actually completed the pre-screening.

Source: "Smart Recruit survey - applicant trends and behaviours in 2016".

How the role of the recruiter is changing

The complexity across attracting, engaging, retaining and qualifying is increasing significantly. Most recruiters don't have the bandwidth or the tools to deliver a real impact across all four stages, let alone the mind-set and skill-set, thus impacting the candidate experience negatively. All this comes on top of the frustrations that recruiters already experience:

What are your main frustrations when working? (select more than one if appropriate):

Answer Choices	Responses
Hiring managers not clear about what they want	34.29%
Hiring managers have unrealistic demands for candidate requirements	34.29%
Budgets too small for technology investments that would make a difference	14.29%
Sourcing woes (unrealistic requirements, candidate shortage)	51.43%
Administrative overload	20.00%
Managing fragmented candidate sources	8.57%
Outdated databse/contact information	22.86%
Managing talent pools	20.00%
Other (please specify)	11.43%

The recruiter of the future needs to be a full stack employee; well versed in marketing, comfortable making decisions based on data, obsessed with testing and experimenting and assisted by personalised and automated systems. These are the foundations for the recruiter in the coming years, as outlined by Kevin Wheeler:

Typical Recruiter 2020-2024

· **Is increasingly self-employed or "sometimes" employed.** Cycles between projects & longer term contracts

· **Spend very little time interviewing, scheduling, or searching.** Leverages technology to find, qualify & engage candidates.

· **Uses data to design decisions.** Experiements, tests hypotheses.

· **Performance measured by.** Engagement rate, social media, web presence, peer comments, analysis of work output.

· **Workplace is:** anywhere - mobile/fixed/remote/virtual.

Source: http://www.slideshare.net/kwheeler/future-of-recruitment-41482338/22

Thus the focus will move from searching, scheduling and interviewing to finding and engaging candidates. In other words to build meaningful relationships. Recruiters today are already somewhat aware of this shift as these survey results show:

Which of the following do you think would make the biggest difference to your recruitment success over the next few years?

Answer Choices	Responses
Improve use of social media	3.03%
Proactively build talent-pools/pipelines	48.48%
Increase focus on improving relationships with passive candidates	39.39%
Invest in company's marketing/branding	6.06%
Invest in technology	0.00%
Other (please specify)	3.03%
Total	

However they don't yet appreciate that technology and marketing will be the underlying drivers of change and bringers of scale. Recruiters should understand that building talent pools starts with improving relationships and this is where they need support from their leadership.

It is the responsibility of the business to facilitate the change by facilitating cultural change, by reinforcing it via different KPIs, by changing remuneration and by equipping recruiters with the right tools and skill set. This will ultimately improve the recruiter experience and also lead to a much better candidate experience.

It is important that technology and tools...

· Offer a frictionless and mobile experience.

· Help manage the increased fragmentation and demands.

· Follow a simple yet adaptable workflow.

· Automate repeated tasks.

· Are as easy to use as Uber.

· Allow flexibility and personalisation to play to each recruiter's strength.

· Enable meaningful segmentation beyond skills, locations and industry.

· Enable meaningful segmentation beyond skills, locations and industry.

· Facilitate communication via the candidate's chosen method.

· Increase relevant matching of candidates and companies.

· Integrate smoothly and simply with other solutions and data providers.

About Idibu

We believe that the relationships we have are what defines us. Life is all about great relationships and they are built on mutual respect, trust, honesty, support, good communication and good humour.

idibu is a talent marketing platform that facilitates better relationships between candidate and recruiter. The software integrates seamlessly into the candidate's job seeking journey and into the recruiter's workflow.

Attract: Relationships start with the recruiter attracting candidates with meaningful communication in the right places.

idibu offers simple and effective multi-channel sourcing across job boards, LinkedIn, aggregators, Google, social platforms (including Twitter, Facebook and Instagram) and your own talent pools. idibu utilises automated landing pages to create a seamless candidate experience and proprietary matching software to support the shortlisting offer.

Engage: Relationships develop through honest, authentic and timely communication.

idibu enables recruiters to communicate with candidates in their chosen way so that no candidate inquiry is left unanswered. This includes 2 way SMS, auto-responders, Video interviewing and tracked communication.

Retain: Relationships strengthen through delivering on your promises and continue to engage at the right time and in the right way.

idibu allows recruiters to create meaningful talent pools to find candidates easier and set up a bespoke communication strategy. This includes social media scanner to keep the CVs update and integration with existing CRMs and ATS.

idibu is used by over 500 businesses across the UK, APAC and the USA: Some of those can be seen here...

A selection of clients

Telefonica

NES
Global Talent

Pertemps
Network
the face of recruitment

HCL
Workforce Solutions

HRS
HYPER RECRUITMENT **SOLUTIONS**

blueArrow

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Martin Bramall

Martin is the Managing Director of idibu, a sourcing and recruitment marketing platform for teams looking to attract, connect and engage with the very best candidates - be they passive or active in the market. Martin has worked for over 10 years in recruitment technology helping companies enhance their presence and recruit online. Prior to that he worked in PR & Marketing roles in a range of sectors across both B2B and B2C. When he isn't working, you can often find Martin pounding the streets as he runs around his hometown of Barcelona.

Felix Wetzel

Building on nearly twenty years of senior marketing and strategy experience within disruptive, two-sided marketplace companies, I am fascinated by the concept of introducing Marketing principles and techniques to Talent functions and Recruitment companies. I help companies position themselves in a way that is attractive to clients and empowering for employees, and then translate this into product and marketing implementations. I advise CEOs on designing strategies and building organisations that match their ambitions. I integrate HR Tech solutions to improve the candidate experience and internal productivity. It's all about people.