▶ THE ULTIMATE GUIDE TO

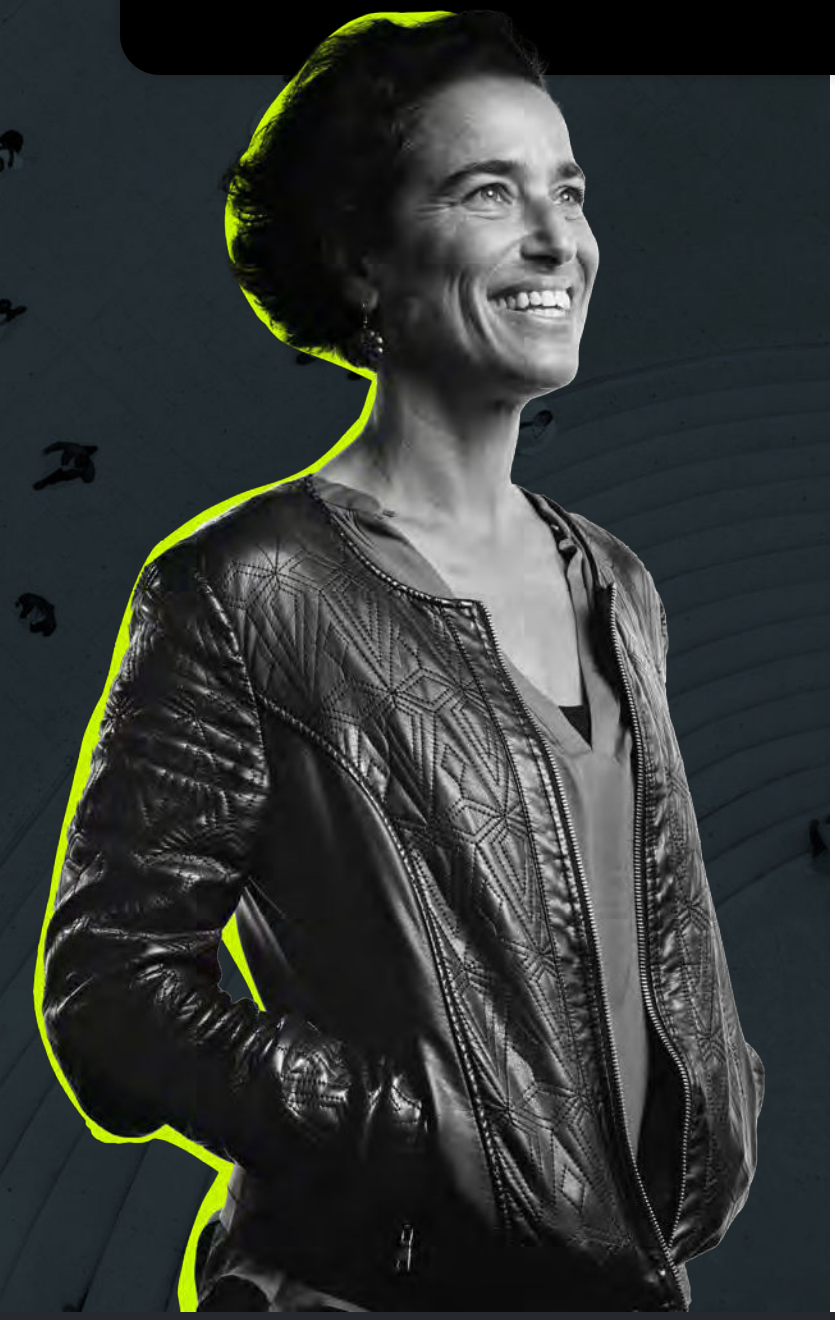
# SOURCING & RECRUITMENT MARKETING

RIVAL

Formerly SilkRoad Technology

**According to LinkedIn, 71% of job candidates do their own research before applying to a company[i].**

This means that organizations must ensure that their employment brand, value proposition and offerings are current, relevant, easily accessible and something of value to potential applicants. Recruitment marketing and sourcing is exactly the way to do it.



## RECRUITMENT MARKETING AND SOURCING: DEFINED

Recruitment marketing is the combination of strategies and tools that organizations use to create awareness and engagement with potential applicants, candidates and referrals. Often, recruitment marketing efforts focus on building an employment brand and communicating the employee value proposition (EVP).

Sourcing, more specifically, a sourcing strategy, is developing a plan for finding qualified candidates. Emphasis on the word "qualified."

Together, recruitment marketing and sourcing are used to attract and engage qualified applicants for the organization's open positions.

# THE IMPORTANCE OF RECRUITMENT MARKETING AND SOURCING

To effectively compete in a world where change is constant and adapting with agility is paramount, organizations need both recruitment marketing and sourcing. Only using one might not provide the results you're looking for. For instance, an organization can have excellent recruitment marketing messaging but not be using it in the right places. Or, the company might know of great places to find candidates and not be using the right message.

Think of recruitment marketing and sourcing as the combination of being in the right place at the right time...*and* saying all the right things.

## Key Insight:

According to recent research from The Josh Bersin Company[ii], when the company's employment brand is strong, candidates feel a sense of purpose, and the organization listens to its workforce, companies are:

**5x** more likely to exceed financial targets ▶ **6.1x** more likely to delight customers ▶ **7.4x** more likely to innovate effectively

# RECRUITMENT MARKETING AND SOURCING: SHORT-AND-LONG-TERM CONSIDERATIONS

Sourcing, recruiting, hiring and retaining the best talent continues to be a priority for organizations. According to a report from The Conference Board, CEOs globally rank talent as their number one internal concern[iii]. Couple that statistic with a data point from PwC that says **40% of global CEOs think their organization will no longer be economically viable in the next decade** if they continue their current path[iv]. Bottom line: organizations must constantly reinvent themselves to meet customer and shareholder demands. And they need precisely the right people – qualified employees in the right roles – to do it.

HR departments and talent acquisition professionals must start thinking both short-and-long-term when it comes to the organization's talent needs. An approach of stable agility is useful in this environment; a balance of achieving best practices while being flexible to the ever-changing workforce and business landscapes. A place to start can be by using recruitment marketing and sourcing to build talent pools.

# STABLE AGILITY: A COMPETITIVE ADVANTAGE

Are you ready for the next disruption? Stable agility is an approach that enables you to be flexible in the face of change while balancing foundational best practices, operational efficiency and continuity for employees. Being agile to change is a competitive advantage, but stable agility integrates the following elements that takes your recruitment strategies (and results) far beyond the status quo.

**PRECISION:** Deploy data, insights, workflows and experiences to the right people at the right time.

**DYNAMIC:** Deliver responsive, tailored and contextual experiences to employees.

**SCALABLE:** Embrace extensibility to adapt to changing environments, business and employee needs throughout the employee lifecycle.

**RELIABILITY:** Ensure consistent performance and excellence amidst change and disruption.

**AUTOMATION:** Automate processes, data flow and cross-functional coordination to unlock insights that promote efficiency and cost and risk reduction.

# TALENT POOLS: INTERNAL AND EXTERNAL

Talent pools take on two forms – internal and external. An internal talent pool is a group of individuals who have been identified within the organization and are being developed to assume positions of greater responsibility. The individuals are often high potential and high performers. And the development activities could include upskilling and reskilling. We're not going to do a deep dive into internal talent pools in this white paper but be sure to read the Ultimate Guide to Talent Mobility[v] by Rival, formerly SilkRoad Technology.

An external talent pool is a group of individuals who are either passive or actively interested and engaged with the organization for the purposes of potential employment. From the organization's standpoint, this could be for regular openings or future openings. Here are a couple of examples:

A hotel regularly has openings for banquet servers. The talent acquisition team might build a talent pool of qualified individuals with the skills to be a banquet server. Then, when openings occur, they already have a pool of people to contact.

A retail company might expand its e-commerce presence in the next few years. However, they do not have people inside the company with adequate e-commerce experience. The talent acquisition team starts building a pool of individuals with e-commerce experience to have candidates to contact when the company is ready.

Organizations can create targeted, precise campaigns to build and manage multiple talent pools that will meet their hiring needs and attract both active and passive candidates. Having multiple talent pools allows organizations to create segments and interact with those segments meaningfully (i.e., recruitment marketing) and reduce the likelihood of talent scarcity when it comes time to hire.

**Some common talent pools include:**

### Geographic locations

If an organization has multiple locations, it might want to have talent pools based on where the candidates are located. In today's work environment, it could make sense to build talent pools for hybrid and remote work.

### Position specific

Organizations might want to segment a talent pool by job level (i.e., executive, management), job status (i.e., on-call, seasonal) and/or job skills (i.e., software engineers).

### Recruiting events

It might make sense to create talent pools by the event where the company and candidate first made contact, like on-campus hiring, targeted job fairs or a professional conference.

### Non-traditional talent pools.

Organizations could build talent pools such as veterans, older workers or second-chance hiring.

### Diversity hiring

Some organizations might build talent pools that align with their diversity efforts, such as women, African American or Black, Latinx or Hispanic, Asian, LGBTQ+ and people with disabilities.

The goal of internal and external talent pools is to help the organization build connections with qualified candidates, ultimately propelling a company forward regardless of what's happening in the business world at that time. This means not only being inclusive in building the talent pool but also regularly communicating with candidates so they stay engaged.

# FIVE STEPS FOR BUILDING AN INTEGRATED RECRUITMENT STRATEGY

Dr. Stephen Covey once said, “Begin with the end in mind.” And it makes a lot of sense here. Knowing where the organization wants to be in the future will help in building an integrated recruitment strategy that delivers results. Below are five steps to consider.

## Step One: Complete Your Workforce Plan

Many organizations have staffing plans, i.e., a one-year hiring forecast. Staffing plans are absolutely necessary and help organizations have the right number of employees to run the operation.

A workforce plan takes the talent strategy several steps further. It’s a 3-5 year hiring outlook based on organizational goals and external forces. Workforce plans consider variables like an organization’s growth plans and industry projections. A workforce plan propels organizations forward, enabling them to plan the right combination of internal and external talent pools that will be essential for success.

The plan also provides stable agility for the HR team; organizations can thoughtfully adapt technology and resources – time, money and headcount – toward recruitment marketing and sourcing strategies to meet their business demands while maintaining their core HR and recruiting functions as needs shift. The foresight into business needs enables the recruitment team to strategically and methodically build the appropriate awareness, marketing plan, campaigns and talent pools to drive outcomes when and where the business needs it.

A workforce plan also prompts the organization to test-drive new sources to achieve its goals. Also, earlier in this white paper, we mentioned the example of a hotel wanting to build a talent pool of banquet servers. The organization might need to expand its sources to include hospitality and/or restaurant job boards. They might also want to consider the advantages of becoming a second-chance employer.

## Step Two: Identify Your Ideal Candidate Profile

### An Ideal Candidate Profile and Its Role in Recruitment Strategy

An Ideal Candidate Profile (ICP) is a comprehensive description of the traits, skills and competencies a perfect candidate for a specific role would possess. The profile might include attributes such as level of education, years of experience, technical skills, soft skills and cultural fit. Beyond these, you may also consider the candidate's career goals and potential for leadership.

An ICP is not just a wish list but a strategic tool that can significantly improve the efficiency and effectiveness of your recruitment efforts. By defining your ideal candidate upfront, you ensure that all your recruitment activities are tailored to attract, identify and evaluate the candidates who are most likely to succeed in your organization. An ICP should be a dynamic document that is continuously reviewed and updated to reflect changes in the market or within your organization. For example, suppose you're a tech company seeking a Senior Software Engineer. Your Ideal Candidate Profile (ICP) might look something like this:

### Senior Software Engineer – Ideal Candidate Profile (ICP)

**Technical Skills and Experience:**

- Minimum of 5 years of experience in software development, including experience in Java, Python and C++
- Proven experience in leading development teams and managing large-scale software projects
- Familiar with Agile methodologies and DevOps practices
- Experience in building and maintaining cloud-based software solutions, preferably with AWS or Azure

**Education:**

- Bachelor's degree in Computer Science, Information Technology or a related field. Master's degree preferred

**Interpersonal Skills:**

- Strong communication skills with the ability to explain complex concepts to non-technical stakeholders
- Proven problem-solving abilities and innovative thinking
- Team player who thrives in a collaborative environment

**Fit with Company Culture:**

- Passionate about technology and continuous learning
- Committed to our core values of innovation, collaboration and excellence

### Integrating Workforce Planning and Ideal Candidate Profile

One of the most effective methods to attract and recruit high-caliber talent is to strategically utilize your workforce plan and ideal candidate profile in tandem. Your workforce plan acts as a roadmap, outlining the key skills and experiences your organization needs to achieve its goals. In contrast, your ideal candidate profile provides a detailed description of the perfect candidate, including their skills, experiences and characteristics.

When used in unison, these two tools can significantly strengthen your talent acquisition strategy. Your workforce plan can help identify the key roles and skills your organization will need in the future, enabling you to target your recruitment marketing and sourcing efforts more effectively. Meanwhile, the ideal candidate profile can help ensure those efforts are focused on the right individuals - those who not only have the necessary skills and experience but also align with your company's culture and values.

In essence, a well-crafted workforce plan provides the 'what' and 'why' - it identifies what talent the organization needs and why it needs them. The ideal candidate profile then provides the 'who' - it describes the individuals who can fulfill those needs best. By synchronizing these two elements, you create a potent combination that can attract, engage and recruit the high-caliber talent your organization needs to thrive and succeed.

## Step Three: Define Your Employer Value Proposition (EVP)

Outline the key benefits and unique aspects of working at your organization, ensuring this messaging is consistently portrayed across all recruitment channels. This will help attract candidates who align with your company's culture and values. Your EVP serves as the foundation for all recruitment marketing efforts.

**Why an Employer Value Proposition (EVP) Helps an Organization Stand Out**

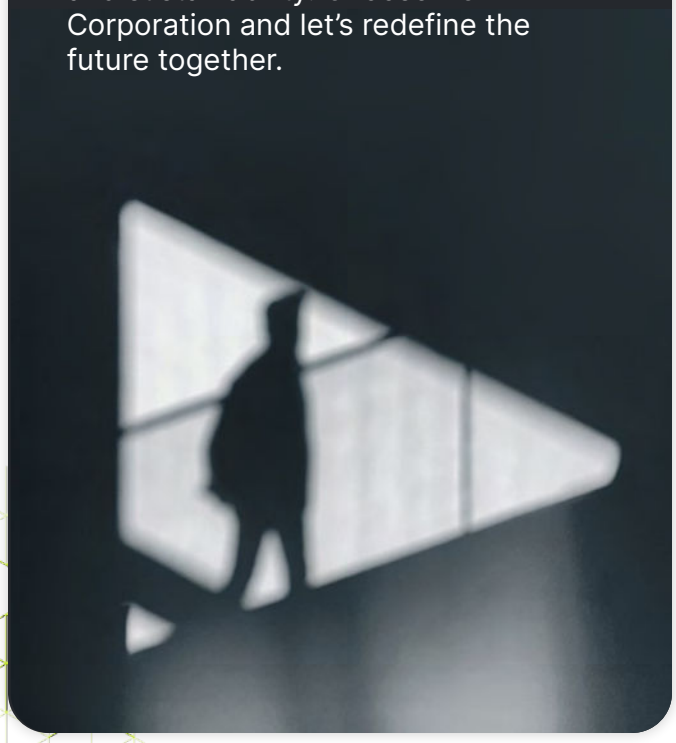
In a market teeming with potential employers, an effective EVP acts as a differentiator, making your organization stand out amongst the competition. It defines the unique aspects, benefits and experiences employees receive in return for the skills, capabilities and experience they bring to your organization. It's more than just the monetary compensation; it encompasses the entire employee experience - the culture, environment, career opportunities and the satisfaction of being part of something bigger.

A well-articulated EVP attracts not just any talent but the right talent - individuals whose values, aspirations and capabilities align with your organization's mission and culture. This alignment leads to enhanced productivity, higher employee engagement and lower turnover - all strategic advantages in today's hyper-competitive business environment.

**Here's an example of how an Employer Value Proposition (EVP) may be articulated:**

At ACME Corporation, we believe in empowering our employees to redefine the boundaries of what's possible.

As part of our team, you'll have the opportunity to innovate and make a difference on a global scale. We offer a competitive compensation package, comprehensive benefits and fantastic growth opportunities. Our culturally diverse and inclusive environment encourages collaboration, ensuring each individual's voice is heard. At ACME Corporation, we're committed to the professional development of our employees, providing ongoing learning opportunities that help our team members grow and flourish in their roles. At the heart of our values is our commitment to social responsibility and sustainability. Choose ACME Corporation and let's redefine the future together.



## Step Four: Develop a Multi-Channel Recruitment Marketing Plan

A well-devised multi-channel recruitment marketing plan should consist of a strategic blend of different channels and tactics, all working in harmony to attract and retain ideal candidates. Organizations should always be marketing their organization as an employer of choice and recruiting even when in a hiring lull.

**The plan should include:**

### Email Marketing:

Leverage personalized email campaigns to reach out to potential candidates. These could be newsletters about company updates, job alerts or follow-up emails post-application.

### Social Media Marketing:

Utilize platforms like LinkedIn, Facebook and Twitter to engage with potential candidates. Create compelling posts that showcase your company culture, along with job postings that resonate with your ICP.

### Content Marketing:

Develop insightful blogs, articles, employee testimonials, vlogs or videos that demonstrate your company's expertise and experience. This not only boosts your organization's credibility but also helps to attract candidates who align with your values and aspirations.

### Employee Referral Program:

Encourage your current employees to refer potential candidates. This not only helps in sourcing qualified candidates but also ensures a cultural fit as existing employees understand the company culture.

### SEO:

Ensure your job postings are SEO-optimized to rank high on search engines and job boards. This increases their visibility and attracts more potential candidates.

### Job Fairs and Networking Events:

Participate in job fairs and networking events to personally connect with potential candidates. It provides a platform to present your EVP firsthand and establish meaningful connections.

Another key element of successful recruitment marketing is leveraging technology and data to make informed decisions. With the advancement of technology, there are now various tools and platforms available to help optimize and streamline your recruitment process. From applicant tracking systems to social media analytics, data and technology can help you target the right candidates and improve your overall recruitment strategy.

Overall, recruitment marketing is a vital component of any successful hiring process. It requires a proactive and strategic approach to attract top talent and build a strong team for your organization. By consistently promoting your company's employer brand, creating a positive candidate experience and utilizing technology and data to add precision to your strategy, you can stay ahead of your competition and secure the best talent for your company.

## Step Five: Develop Engaging Content and Campaigns

Once you've established your workforce plan, identified your ICP, developed your EVP and created your multi-channel marketing plan, you need to create the content and campaigns that will help you reach and make an impact with your intended audience.

**A successful recruitment marketing campaign should be comprised of several key elements. They include:**

**TARGETED MESSAGING:** Each piece of content should speak directly to your Ideal Candidate Profile (ICP). Messages should be customized and personalized, focusing on what matters most to the candidates.

**ENGAGING CONTENT:** From job descriptions to company culture videos, your content should be compelling and authentic. It should accurately reflect your Employee Value Proposition (EVP) and resonate with your target audience.

**CONSISTENT EMPLOYER BRANDING:** All your content and messaging should consistently reflect your company's brand, mission and values across every touchpoint - from the website to the career site to social media to email campaigns.

**MULTI-CHANNEL DISTRIBUTION:** Your campaign should leverage various channels - job boards, social media, company website, email marketing, etc. - to maximize reach and visibility.

**DATA-DRIVEN OPTIMIZATION:** Use data and analytics to track the performance of your campaign and make adjustments as necessary. This will ensure your recruitment marketing efforts are effective and result-oriented.

### Effective Content Mix for Recruitment Marketing Campaigns

Creating a mix of diverse and engaging content is crucial for a successful recruitment marketing campaign. Here are some types of content organizations should consider:

**COMPANY CULTURE VIDEOS:** Showcasing your work environment, team interactions and employee testimonials through short videos can give candidates a glimpse of your company culture.

**EMPLOYEE TESTIMONIALS:** Authentic stories from current employees sharing their experiences and growth journeys in the organization can create a relatable and positive image in the minds of potential candidates.

**BLOG POSTS:** Regular blog posts about industry trends, company news or insight pieces can demonstrate your company as a thought leader in your industry.

**SOCIAL MEDIA CONTENT:** Engaging content shared on social platforms can help reach a wider audience. This could include behind-the-scenes photos, employee spotlights or posts about company achievements.

**EMAIL NEWSLETTERS:** Regular newsletters featuring job openings, company updates and industry news can keep potential candidates engaged and informed.

Consistency is the key to successful recruitment marketing. Organizations must consistently market themselves to attract top-tier talent for several reasons. Firstly, it helps maintain a robust employer brand image, showing potential candidates that your organization is dynamic, engaged and committed to growth. Secondly, regular touchpoints create a sense of familiarity and trust among prospective employees, fostering a positive relationship even before they join your team. Lastly, with the market's competitive nature, consistent marketing efforts keep your organization top-of-mind, ensuring you're the first choice when talented individuals decide to change their career path.

# RECRUITMENT MARKETING AND SOURCING ELEVATE THE COMPANY'S RECRUITING STRATEGY

Despite constant change, maintaining business operations and continuity amidst disruption is essential. This is why a fully integrated recruiting solution makes good business sense. Finding qualified candidates takes time, so having a full talent pipeline is critical. The way to do that is by using precise, agile recruitment marketing and sourcing strategies to build and maintain talent pools.

Talent pools result from understanding the knowledge, skills and abilities (KSAs) the organization needs through workforce planning. Talent acquisition teams can track key metrics that align with the organization's goals and use those metrics to keep the recruitment funnel effective, efficient, productive and ultimately improve application conversions.

Organizations should consider developing strategic partnerships to leverage data and resources with technology, and power more stable agility. Then, leverage the data and resources to consistently adapt their recruiting plans as the business evolves.

A key to organizational success is stable agility, yet only 5% of organizations have implemented workforce strategies that would prepare them for disruptive business operations[vi] that have now become constant. Organizations that utilize a fully integrated, precise recruiting strategy are positioned to address critical business issues, realize talent success and empower their people to work better.

## Key Insight:

Research indicates[ii] that companies that leverage the right recruiting strategies are:

**15x**
more likely to be a great place to work

**5x**
more likely to have a deep talent pipeline

**30x**
more likely to engage and retain employees

## Rival Drives Talent Strategies with Precision and Speed

Rival, formerly SilkRoad Technology, is the intelligent engine powering stable agility for Human Resources teams. Its Talent Acquisition suite of recruiting, onboarding, learning and performance products is architected for agility, optimized with automation, and designed to scale and adapt to evolving needs. As an end-to-end solution or with a single product plugged into an existing stack, the flexibility of Rival enables change agility while maintaining business stability. With Rival, teams proactively drive talent strategies with precision and speed for maximum impact. From mid-market to Fortune 100 companies, customers agree that Rival is the ideal partner in stable agility.

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**Endnotes**

[i] https://www.linkedin.com/business/talent/blog/talent-acquisition/stats-key-to-providing-great-candidate-experience

[ii] https://joshbersin.com/definitive-guide-recruiting/

[iii] https://www.conference-board.org/topics/c-suite-outlook/press/c-suite-outlook-2023

[iv] https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey-2023.html

[v] https://hr1.silkroad.com/ultimate-guide-talent-mobility

[vi] https://hr1.silkroad.com/candidate-engagement-strategies-webinar

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