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BEYOND CORPORATE CULTURE:

Branding and Marketing for Talent Acquisition

Brought to you by



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Introduction

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In a [study](#) conducted by Beamery: when asked if “Recruitment Marketing” is a priority for their organization in 2019 -

77% of companies said yes.

The first two chief concerns with recruitment marketing were budget constraints and lack of time. The other concerns included lack of expertise and experience with recruitment marketing. This is something that companies everywhere are familiar with.

Using that as a starting point - how does Recruiting work together with Marketing in your organizations and how have you built relationships across the two departments?

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Cheryl Barbato
Co-Founder and President



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Bill Chouinard
Director of Talent
Acquisition



It's a matter of managing people's opportunities, agendas and priorities. You have to be mindful of that when working with marketing teams -

You're borrowing resources that may not have been previously earmarked for talent acquisition – you just have to be appreciative of those resources when they come your way. Recruiting departments also need to be creative and do as much of the work as they can. Treat the marketing team well and eventually you'll win them over and they'll do more work for you.

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Ellie Mirman
CMO



I've worked with recruiting teams in two ways: one is supporting the recruiting team as those functions are being built out. And also, before that build out period takes place. I've focused on the employment branding of the company. That's been on the organic side - "we don't have anyone who's really dedicated to this. Let's see what we can do in our spare time" to eventually "All right, both of our teams want to make this a key initiative. How do we collaborate on that?"

A lot of the early effort of employer branding is empowering everyone in the company to be your advocates to help get that started.

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Chad Hixon
Director of Talent
Acquisition



Recruiting is marketing these days and when companies are growing - Marketing is so focused on consumer brand. It takes both sides of the aisle coming together and asking for help and talking about what we're trying to do on both sides. It's discovering how can we work together to not only to build out talent campaigns but unify.

When you start doing things in pockets – a consumer brand might use different language than we're using in talent. So it's really important that you unify those things as early as possible.

As your company evolves over time how do you approach identifying talent that's the right fit as that change takes place? And how do analytics play a role in that?

Cheryl Barbato
Co-Founder and President



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You have to evolve the target of who you're looking for if the dynamics have changed rapidly because of the nature of your business.

Cengage was Thompson Publishing for many years – a traditional publishing house. We printed textbooks - hardline business. We hired a certain group of people and we did that for decades and then we made a conscious decision to change our business model and move into a digital format. As a result, you've moved from just having a baseline I.T. department that manages infrastructure, like email, to all of our products needing to be built and live on the Web. And oh, by the way it has to be running 24/7, 365. You have to build a whole software as a service business that never existed before in an industry that's not doing that. And that requires a sizable shift in your attitudes and your approach.

There's a lot of market intelligence out there to help you with compensation, understanding where to build out different parts of your business if you need certain skill sets. Equip your recruiting staff with that information so that when they meet with hiring managers – they can have intelligent informed conversations. Speed can be your opponent if you're in a competitive market. So you need to be able to identify who you need to find fast and engage those individuals quickly and meaningfully if you're going to bring them in and get them interested

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Bill Chouinard

Director of
Talent Acquisition



How do you approach
employer branding
organically and get your
employees to buy in and
shape it?

Cheryl Barbato
Co-Founder and President



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Early on it happens organically on its own largely because nobody is paying attention to it. But over time you start to see trends with the employees that are “stars.” If everyone could be like that person we would be in great shape. Once you have a good number of people that you've added to the team and have gone through different phases, you start to see those trends.

Some ways we've focused on employer branding is by having collaborative groups and brainstorming where we nominated those top employees to help lead the charge for defining what we want our values to be, what we want to communicate to potential employees and existing employees too, because it reinforces what you value.

We've also had a “culture champion” be the informal information collector from employees. It needs to be a combination because ultimately your existing employees can often speak to what it's like today but if there's some aspirational point of where you want to go - then you need someone who's looking ahead in that way to say “This isn't part of our culture now but we want it to be”. We need to state that so we can recruit people that way and critically look at our organization to see where that is or isn't true.

Trying to leverage the top employees within the organization has been a great way early on to figure out what those key messaging points are.

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Ellie Mirman

CMO



With all the hats that hiring managers wear - how do you make sure that they buy into the candidate experience knowing that it's key for your employment brand?

Cheryl Barbato
Co-Founder and President



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It starts with embedding recruiting in pockets throughout the organization. Whether you have one recruiter, or you have a hundred. You want to establish a foundation for which hiring teams and talent acquisition work together to create a value system.

You need to have a strong partnership and show hiring managers the why and then keep that ongoing. You want to be able to show both sides on the headcount plan and what goes into it. The feedback loop must have ongoing data on candidate surveys. Show what you're feeling, what the funnel look like, why are we losing, etc. If you can show them that recruiting is more than just take a rec, fill a rec and throw resumes over the fence then they'll typically buy it.

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Chad Hixon

Director of
Talent Acquisition

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Final Thoughts



Ellie Mirman
CMO



As Recruiting teams grow and as Marketing teams grow it has been really helpful to have a point person on each side to work with the other team. Otherwise, you have everybody going to everybody else and there's a disconnected communication. By having one person in Marketing be the point person for Recruiting to come to if they need anything on the website, or events, it just makes things easier.



Chad Hixon
Director of Talent Acquisition



The earlier that you can be transparent about your organization and almost have an omnipresence out there - the better. Enroll your employees to be active. Think about a portfolio of ways to be visible - blogs, 3 word posts for employees to share. It all spiderwebs, you can reach an audience of thousands if not millions depending on the size of your organization. Candidates have 2 or 3 companies in mind always that regardless of how happy they are, they will inevitable take a call from that company. We say that we want to be the company that people take the call from no matter what. And we approach marketing in our campaigns and where we place our campaigns in that way.



Bill Chouinard
Director of Talent Acquisition



Think of yourself in terms of delivering exceptional customer service. When you focus on that service model - it addresses a lot of the things that we have talked about and that in concert with delivering a cultural statement - when people arrive at your organization the service and culture that you preached rings true straight through their time as an employee.

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