



eBook | HOW TO HIRE IN-DEMAND TALENT SUCCESS GUIDE

“Stop cutting down trees and start sharpening your axe”

How to hire the best possible talent, as quickly as possible, at the lowest possible cost and with the fewest resources.

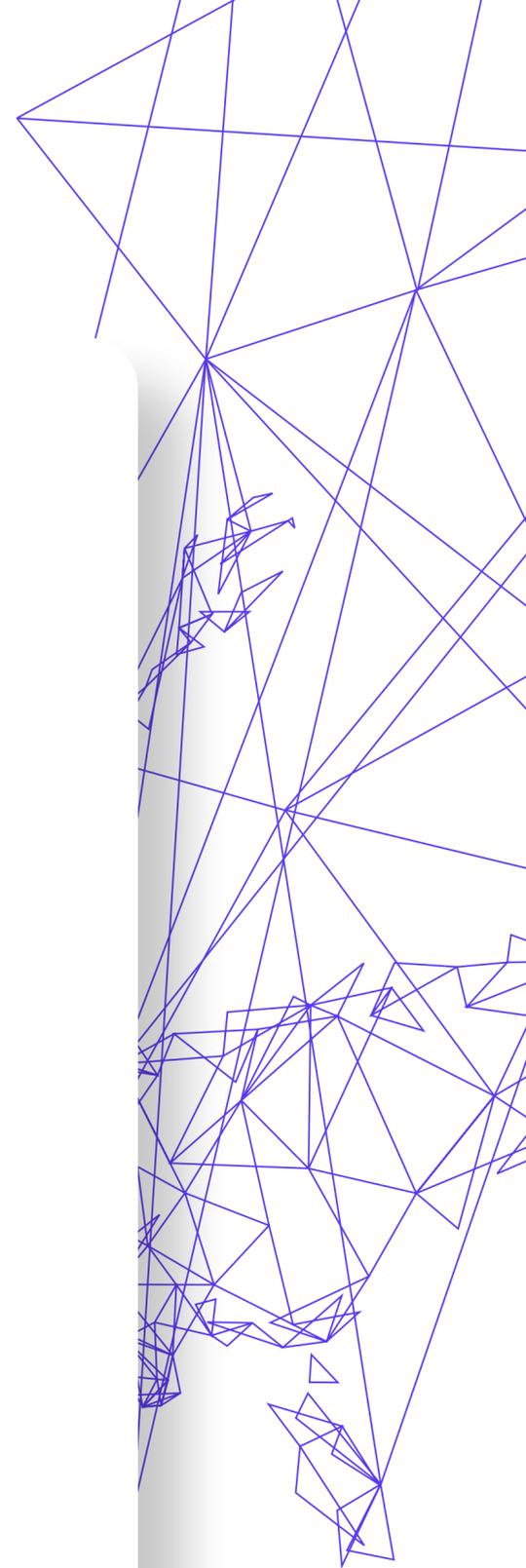
Scot McRae,
Co-founder, Candidate.ID



AS CANDIDATE BEHAVIOUR HAS CHANGED OVER THE YEARS, THE DESIRE FOR A SENSE OF FIT AND BELONGING IS CLEARER THAN EVER - THE ONLY WAY TO ENGAGE THE BEST TALENT IS TO BUILD AND NURTURE RELATIONSHIPS WITH THEM OVER THE LONGER TERM. WITH CID, WE ARE ABLE TO BUILD PIPELINES FOR OUR MOST CRITICAL ROLES – AND BEING ABLE TO IDENTIFY WHEN TOP TALENT IS MOST ENGAGED IS A CLEAR ADVANTAGE IN A SECTOR FACED WITH ACUTE SKILLS-SHORTAGES. WE CAN ALSO BUILD PIPELINES IN RELATION TO OUR GROWTH STRATEGY, BRINGING IN TALENT TO THE RIGHT ROLES, AT THE RIGHT TIME, GETTING AHEAD OF THE DEMAND. AN ADDED BONUS, IS THAT WE CAN ENSURE HIRING THE RIGHT FIT, BY NURTURING PIPELINES WITH CONTENT THAT SHOWCASES OUR GROUP'S IDENTIFY AND PURPOSE.



DAVID MARTIN
Head of Resourcing
Witherslack Group



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1 | Introduction: Marketing Automation for Recruitment - An Idea Whose Time Has Come

Having introduced the world's first marketing automation platform specifically developed for recruitment, Candidate.ID has become a core talent acquisition system for employers hiring 'in-demand talent'. As a descriptor, marketing automation is a misnomer and is better encapsulated by Forrester's 'lead-to-revenue-management system'. In recruitment this translates as 'candidate-to-application-management'. This eBook, written for recruitment specialists like you, will take you through how leading employers have deployed it, the benefits they are realising and how you too can get to success early.

In-demand talent are specialised, professional, and career-orientated. They are software engineers, data scientists, cloud architects, optometrists, project managers, sales specialists and many other specialists whose skills are in high demand but short supply. Every company wants to hire them, but they aren't on CV databases, they aren't looking at job adverts, they're ghosting LinkedIn, they don't see job postings and they frequently ghost employers, abandoning conversations or applications midway through.

For them, any career move is a "considered decision" and they can spend up to six months researching potential employers across at

least 16 different touchpoints¹. before deciding to make a move. But when they do move they move fast, with the best candidates often being off the market in 10 days².

The traditional recruitment approach and tools for hiring in-demand talent don't work because these in-demand candidates' behaviour is more akin to business-to-business buyers than consumers. Put simply, they don't see job adverts and then decide to apply.

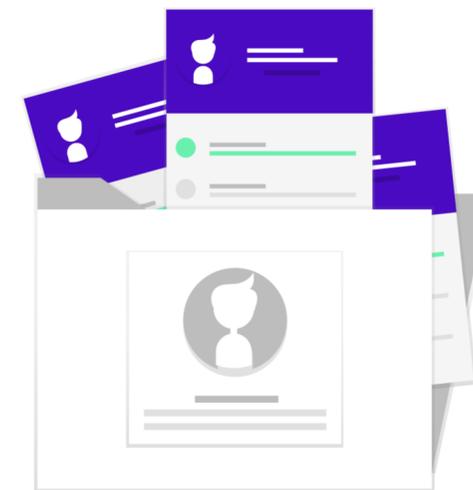
¹ IBM, Recruiting 2020

² ERE.net, 2020

Consequently, for the recruiter, merely posting vacancies on careers sites, job boards and LinkedIn doesn't generate sufficient applications in terms of quantity or quality. For in-demand talent considering moving jobs, your company and/or location is a "considered decision", so once you get their attention the first thing they do is research your company. They are looking to determine if this is the right move for them and if they could see themselves fitting in and enjoying working at your company. If that is a yes, then the next thing they will study are the role and responsibilities in detail.

They may never apply, but if you called them at that point, they would take the call. So you need to be more proactive and intelligent in how you garner their interest and engagement. Then, you need to be able to understand how interested they are (what their "job intent" is) to determine when is the best time to start a hiring conversation. To do this, you need marketing automation - a technology solution that is anchored on the tracking and scoring of candidate engagement and candidate fit against your criteria.

77% of FTSE100 are recruiting for the same 21 in-demand roles
73% of Execs struggle to keep workforce skills current & relevant
4% of candidates are ready for a hiring conversation today
#1 Challenge for recruiters is competition for talent
74% of careers website visitors do nothing
0.02% Acceptance rate for applications



Our business is split into different industries and we need to build pipelines for all of those.

NEIL DENTON

Director of Recruitment
Capgemini

Enterprises are interested in building top talent pipelines. To build these pipelines you must have a best of breed brand.

JASON MOREAU

CEO
Survale

Talent is becoming more savvy with their choices when it comes to selecting work and looks at different sources to get more informed before making a decision to engage with any potential new employer. The behaviours that talent are adopting can be likened to that of modern buying. This behaviour means employers have to continuously nurture the talent eco-system to provide the insights the talent are seeking. Knowing what content, when and where is getting the most traction and engagement is a key input to designing your Talent Attraction strategy.

JON STANNERS

Founder and Captain
Vyou

I've long been an advocate that all qualified candidates can 'do' a job, but the ones that 'will' do it well are those who are more capable of making a decision having a sense of the job in relation to their career, and their career in relation to their life. Candidate.IDs unique approach to scoring candidates is an early indication of which prospects are open to a path that holds a shared selection decision promise. Fulfilling that promise... is what differentiates great recruiting.

GERRY CRISPIN

Principal and Co-founder
CareerXroads

2 | Getting Ahead of the Business Need

The Covid-19 pandemic has reset major work trends and encouraged employers to address how they can “Build Back Better”, evolving their talent acquisition strategies to better meet their business needs.

The pandemic has also polarised the challenges facing talent acquisition teams. Volume hiring has become harder due to an increase in supply. With furlough and redundancy leading to increased unemployment, the jobs market has become flooded with candidates and employers are being overwhelmed with applications for each new vacancy, with many, if not most, of them unsuitable. Specialised, professional hiring has become harder because of an increase in demand. Yet with more

organisations seeking both to pivot towards increased use of digital and tech and improve their diversity and inclusion, skills shortages remain and firms are having to compete more intelligently for talent.

Talent acquisition leaders know that as the economy recovers and hiring returns to pre-pandemic levels, the business environment in which they operate will be even more demanding. It will be fluid, fast-paced and agile, so they will need to respond even

more quickly to meet their business needs. The traditional source-to-hire, human-to-human model isn't fast enough or scaleable. Employers are now proactively pipelining their key critical talent communities, building engagement, getting more organised and speeding up their hiring process in order to have pools of candidates identified and ready for when reqs go live.

3 | Talent Acquisition in a Tight Market

As organisations transform toward digital, gone are the days when like competed against like. Traditional bricks and mortar banks are now primarily online platforms. Consumer brands and major retailers have gone digital. New categories have been created that blur traditional industry lines – from ride-sharing, to home-sharing and beyond - leading to an exponential increase in the need for tech talent across all industries.

Previously, businesses have not had to plan for hiring the numbers of those with specialist skills and experience to anything like the extent they require today - and they've never had to spend so much money doing it. Talent is in short supply and competition is fierce. With in-demand talent it's critically important to continually reassess your approach to stay ahead of competition by engaging top talent before reqs go live, and knowing exactly when to connect and reconnect.

When demand outweighs supply, it's time to get creative, because the traditional recruitment approaches simply don't cut it any more.

In the next decade, the world will face an unprecedented talent shortage as a result of a mismatch between business needs and available skills.

Korn Ferry recently highlighted a projected global skilled labour shortage of 85.2 million workers by 2030, resulting in lost revenue opportunities of \$8.452 trillion. Overlay this with the growth of the post-Covid remote-working environment and the potential increase in organisational attrition in a jobs market where competition is increasing and we are facing recruitment challenges the likes of which we have never seen.

Talent is in short supply...

PwC's 2020 CEO survey reports that chief executives view the unavailability of talent and skills as the biggest threat to their business. Consequently, hiring talent remains the number one concern of CEOs³ and indeed of the C-suite as a whole. These challenges put the spotlight firmly on hiring. Don't get hiring right and you're making an already challenging market so much harder.

...and the competition is fierce

Today, 90% of the S&P 100 (and 77% of the FTSE 100) are recruiting for the same 37 in-demand jobs. And those 37 jobs make up almost 50% of the S&P 100 and FTSE100 job postings⁴.

The way forward

When demand outweighs supply, to get ahead of the competition you must engage with top talent before you're ready to hire them, nurturing a burgeoning relationship and delivering differentiated experiences. The traditional source-to-hire approach using job advertising, job boards and social media outreach to fill a short, transactional recruiting funnel couldn't be more wrong. Much better to go in the other direction and build smaller, better targeted and better-qualified and dynamic candidate pipelines that you can hire from as soon as reqs go live, improving the yield and speed.

Every candidate costs you money. Collecting lots of candidates in a broadly static CRM-style talent pool means that a great many of them won't fit the job or your company, so you have to rely on the selection process to weed them out, which takes time and is expensive.

Most organisations already have lots of the talent they need in their existing ATS database. The problem is they can't identify who is a good fit because the data are out of date and they can't tell who is interested and who is not.

³ 2020 Conference Board Annual Survey

⁴ Critical Talent Report 2020

Hiring talent with specialist skills or knowledge

Example: Engineering firms + Structural Design Engineers - When the goal is to get better hires in a quick and cost-effective manner, use this 9-step approach:

1. Don't collect masses of candidates in a broad talent pool.
2. Create tighter, much better-qualified candidate pipelines to improve the yield.
3. Use the data you already have in the ATS/CRM - once it's refreshed it is a talent goldmine.
4. Lead with value - offering content that helps candidates improve their skills or knowledge drives most engagement, so make sure it's related to the roles for which you are hiring.
5. Use technology that enables you to see which candidates are engaging with you - and how they are engaging ahead of any reach out.
6. Use automated engagement scoring to prioritise the best-fit candidates that need follow up right now, and then manage the ongoing pipeline.
7. Use automation to streamline candidate communications and workflows by automating all the repetitive manual engagement tasks.
8. Focus on keeping, reusing and leveraging all of the candidates and experience gained from each hire in a closed system loop. Every engagement is meaningful and no candidates or information go to waste.
9. Use this 'virtuous circle' approach that focuses on ongoing relationship building, so you don't have to start hiring from scratch every time.

“

Candidate.ID's powerful talent pipeline software has enabled us to transform a previously dead ATS dataset for high demand semiconductor engineering roles into an active talent pool for immediate and future hires, that is also GDPR compliant. We managed to close a number of hard to fill positions with people we already knew.

CHRIS BARTON
Talent Director
Dialog Semiconductor

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4 | Talent Pipelining for In-demand Talent

Across the last decade, creating effective talent pipelines has remained a Top 3 priority for talent acquisition leaders⁵. This remains an unfulfilled objective because there are really only two ways to create talent pipelines:

Manually – Human recruiters regularly contact their candidate lists to find out about each person’s circumstances. This isn’t sustainable. Recruiters often have 40 open requisitions and making contact with individuals to keep in touch is time-consuming. Even if you only have 100 candidates on your list and you manage to talk to five a day, you’ll need a full month to get through them. By the time you’ve got through them, many will have changed circumstances and you will have to start again from scratch.

Automated – Most people aren’t in the market for opportunities today so you need to nurture them until they are ‘hire-ready’ - that is, until they are up for a conversation with a human recruiter. Do this using marketing automation and your recruiters will spend all of their time talking to candidates who are a great fit and want to work for you. Do this and you’re eliminating cold contact with candidates, which is the most wasteful activity in recruitment quality conversations with ‘hire-ready’ candidates.

“How much more productive would your recruitment team be if all they did was talk to people that were a great fit and wanted to work for you?”

What technology do I need for effective Talent Pipelining?

Marketing Automation is feature-rich software that drives faster and better hiring by helping employers automate all the repetitive manual tasks and workflows for engaging candidates. At the same time as matching skills, plus tracking and scoring candidate interactions to serve up daily hot leads directly to recruiter inboxes - making them 2x more productive, it reduces time-to-offer by 50% and cost-per-hire by 40%.

⁵ The FIRM’s annual survey

⁶ Average results across Candidate.ID client base

“Marketing Automation” is a bit of a misnomer. For a better description think “Candidate to Application Management”



TALENT NEEDS TO BE MADE MORE VISIBLE IN TALENT ACQUISITION. THERE IS A CLEAR OPPORTUNITY FOR RECRUITMENT TO MOVE BEYOND THE TRANSACTION OF A JOB POSTING AND MEASURING UP A CANDIDATE PURELY ON A PIECE OF HISTORICAL TEXT WE CALL A CV. SUCCESSFUL, SUSTAINABLE HIRING IS DONE BY QUALIFYING TALENT BASED ON THEIR ENGAGEMENT WITH YOU AND NURTURING THEM INTO CANDIDATES WHO CAN APPLY WITH PERSONALITY.

WALTER HUEBER
Founder and CEO
Cammio



5 | How is Marketing Automation Different to ATS, Recruitment CRM and Recruitment Marketing

Relationship to Applicant Tracking Systems

Many ATS systems already have a module for candidate marketing, which is why talent acquisition teams wonder whether they really need marketing automation to run their recruitment activities.

If you dig into the design and capabilities, you'll find that while ATS systems are indispensable for managing the hiring process post-application, the reality is that they are not fit for purpose for talent marketing, specifically for attraction, engagement, nurture and conversion.

ATS systems are designed and optimised for a very different purpose, which is what creates the whitespace for marketing automation vendors. From a functional perspective, ATS systems typically do not provide functionality for things like modern email marketing, candidate behaviour tracking, and talent pool and pipeline program management.

Some of the more modern ATS systems can be customised to handle things like automated campaign flows and de-duplication but it's hard work...

Crucially, marketing automation systems focus on the needs of talent acquisition teams in the pre-application and pre-conversation phase, in a way that ATS simply cannot. Given the advanced integration capabilities of today's platforms, the two categories of technology are designed to work together in a way that was never possible before. Both systems are necessary, so it's necessary to understand what each one does for you – and, equally importantly, what it doesn't.

	Applicant Tracking Systems	Marketing Automation for Recruitment
Business Goal	Manage the hiring process post application. Track applicant stages, manage contact and compliance information	Develop candidate relationships pre-application. Automate marketing programs for attraction, engagement and conversion, and measure ROI
Departmental Focus	Primarily recruiters, hiring managers, and TA leadership	Primarily talent attraction, sourcing, marketing, and TA leadership
Communication Style	Individual communications (recruiter to candidate)	Communications to talent pools and pipelines (personalised and can be triggered 1:1)
Architecture	Database-oriented, static system of record, transactional queries	Workflow-oriented, dynamic system of engagement, highly detailed behavioural data queries

Relationship to Recruitment CRM

The database architecture in marketing automation solutions delivers dynamic candidate profiles, unlike the static ones in a CRM (or ATS). The unique identifier field for each candidate profile in a marketing automation solution is the email address (compared to the 15-digit code in a CRM that is generated each time a new record is created). This eliminates candidate record duplication issues and enables cookie-based tracking, combined with fingerprint and IP recognition, to group all of a candidate's activity, browsers, devices and locations into the one single candidate record. Candidate profiles are dynamic, constantly updating in real-time, meaning you can filter by a real-time engagement score to determine the candidate's stage of interest, informing you of what to do next - be it to engage further or convert.

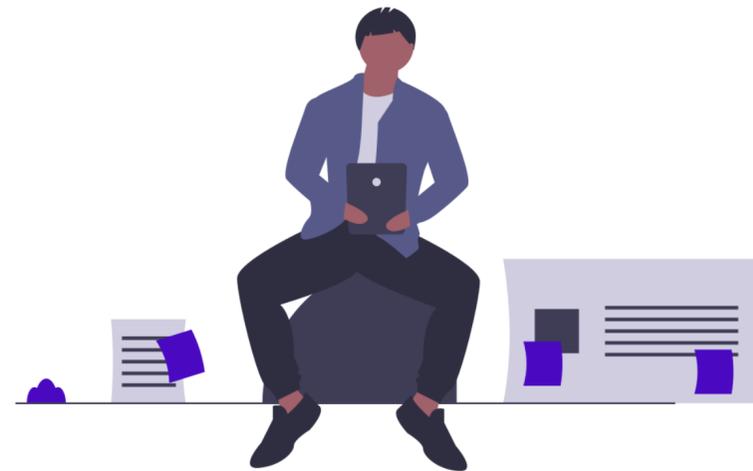
If you're looking to create broad, static talent pools and send out monthly email 'hot jobs' style newsletters with minimal personalisation and tracking and then rely on candidates replying or applying, a Recruitment CRM is fine. But if you're looking for something more sophisticated, a Recruitment CRM is unlikely to meet your needs.

Virtually every serious company has invested in having the ability to send job-alert type emails to candidate lists. However, the fact is that whilst 'batch & blast' emailing can work well, the world is changing and the email inbox and communication channels are fragmenting like never before. Talent acquisition teams have to deliver their messages in more formats, across more channels, and to multiple devices. And their messages have to be more

personalised, more relevant, delivered more frequently, and somehow still make it into the "most important" section of their candidate's inbox, whatever their channel of preference.

In reality, much of the candidate communication you see today is sloppy and unprofessional. Messages are untargeted and their delivery is ill-timed and poorly formatted. It's no wonder that for in-demand talent, candidate engagement - the holy grail of Recruitment CRM - is falling along with declining open and click rates.

Other traditional Recruitment CRM features - such as landing pages, social media, chat bots, and web analytics—only compound the problem. Because they don't integrate with the email solution, email is left in a silo. With a Recruitment CRM you can only tell what percentage your open rate or click-through rates are, but not who the actual people are and what they then went on to do. It suffers from limited segmentation, and creates excessive amounts of administrative work for teams who endeavour to connect their processes and consolidate reporting manually.



Costs quickly escalate for ad-hoc solutions that deliver poor ROI, while hiring effectiveness flounders because companies deliver inconsistent, unpersonalised experiences to their candidates.

The challenges with using Recruitment CRM for In-demand Talent Pipelining:

- It's often not very easy to get the full candidate profile from the ATS into the CRM. You'll have to rely on recruiters (who live in the ATS and have no interaction with the CRM) to add individuals, remembering all the relevant tags and sections (and, be honest, that's never going to happen).
- Talent pools can't be deleted or hidden from view, so the list gets really long, very quickly. To compound your problems, there's no comprehensive search or filter functionality.
- You can't search for talent pools unless you're assigned to it (the CRM), so there's no way to find out if it exists (unless you have full admin access - nightmare).
- You can only see the overall effectiveness of campaigns, but nothing on the actual individuals (e.g. 10% of people opened an email, but you can't find out who those 10% of people are, or what they went on to do next). In other words, you don't really know who's actually engaging with you.
- If someone does get hired, their CRM profile still exists so you'll carry on sending messages to people you've hired, which makes for a terrible candidate experience (and word soon gets around!).
- Reporting is limited: you can only get broad, top-level talent pool metrics, with nothing about which candidates are actually engaging, how engaged they are, how good a match they are, how active your talent pipelines are, or which content drives most engagement and conversion.
- The source of the applicant changes - if they're in the CRM and get moved to a live role in the ATS, their source is overwritten as CRM rather than from where they actually came.
- Campaigns can only be sent to segments or tags, but tags only work on an AND basis (i.e. you can only send to all backend engineers AND silver medalists - meaning everyone across all talent pools who is tagged EITHER as silver medalists OR backend engineers will get the campaign - as opposed to only your silver medalist backend engineers - nightmare).

Seven Signs You Need To Graduate From Recruitment CRM

The answer is to use solutions that do more - coordinating via integration with other tools, delivering more dialogues that build relationships and engage candidates, rather than “batch and blast” or “spray and pray”. That’s where marketing automation comes in.

Here are seven signs that show you are ready to graduate from Recruitment CRM:

EMAIL BLASTS, NOT CANDIDATE DIALOGUES

1 Candidates are savvy, particularly those that are in-demand. They don’t want to be blatantly marketed to and they are getting better and better at screening out mass emails. However, they are willing to engage with relevant content and they’re willing to develop relationships with organisations they like and who approach them in the right way. In order to engage them in a productive candidate dialogue, you need what we call “multi-step drip campaigns” to nurture your relationships with candidates patiently over time and move them through their decision-making journey.

The first step in making your email marketing engaging is to map out your campaign workflows, although it’s important to note that the workflows must be adaptable, never static. Also, you should always adjust your email campaigns to the responses and behaviours of your prospective candidates. This is where marketing automation comes in. Without it, you are limited to “batch and blast” email campaigns that are based on your own timetable - not the candidates. This means you’re decreasing your ability to get relevant content to your candidates at the right time.

WASTING TIME ON MANUAL CAMPAIGNS

2 Consider Adevinta, the world's leading online classifieds and marketplace company. Before they started using marketing automation, they were using Recruitment CRM, but were ineffective when it came to nurturing candidate relationships and effectively building talent pipelines for critical talent. They could see the percentage open rates on email campaigns, but they had no way to determine which candidates actually opened the email, nor take the next step with them in an automated way. As a result, they were constantly analysing data manually, creating separate lists and setting calendar notices in order to try and deliver a more personalised experience to candidates. Needless to say, this difficult and cumbersome approach limited their ability to scale. Instead of being able to clone and individually tweak similar campaigns, they were stuck building fresh campaigns from scratch each time - a huge time-suck.

CANDIDATE COMMUNICATIONS IN A SILO

3 Email blasts are divorced from your other candidate interaction channels. It would be awkward to walk up to a candidate in person and start a conversation without referencing the conversation where you previously left off. Yet that is exactly what happens with most Recruitment CRM emails. In addition, email and other communication channels are generally divorced from career site pages. A candidate who clicks through to your company's career site after receiving an email or text campaign becomes lost. You're leaking opportunities because your candidate communication is unrelated to other engagement behaviour.

DIFFICULT OR IMPRECISE TARGETING & SEGMENTATION

4 This is arguably the most important of the seven signs. The ability to precisely micro-segment your database and target your pipelines and candidates is a crucial part of effective candidate marketing. An old (and still valid) rule of thumb is that 50% of your success in a campaign comes from how well and how specifically you target your pipeline. The more you target, the more relevant your message, the better your engagement rates... and your conversion and thus your ROI. Good targeting means both candidate intent and candidate fit (in other words, who the person is and how well they match your spec), alongside behavioural filters indicating how interested they are, which career site pages candidates visit, what links they click on or content assets they engage with. These are all key metrics. Conversely, if your candidate communications are siloed, you're unable to target the right people in the right way based on their behaviours. It's also important to know where your candidate is in their decision-making cycle. Are they an early-stage candidate? A warm prospect? Ready for a hiring conversation?

Without a way to segment candidates according to where they are in their decision cycle, you can't send the right messages at the right time.

TRIGGER INSENSITIVITY

5 Triggers are the ability to listen and respond in real-time with a one-to-one response that goes directly to a candidate displaying a particular behaviour. Real-time triggers can include:

- When a candidate visits a specific web page.
- When a candidate fills out a specific form.
- When a candidate's lead score changes.
- When a candidate attends a specific event.
- When a candidate signs up for career news.
- When a candidate begins an application process.

When any of these activities occurs, marketing automation can trigger an email to that candidate. It's relevant and timely. And timeliness is everything with marketing.

According to research done at MIT, the difference between following up a candidate's hand-raise in 30 minutes versus 5 minutes means the difference between a 100 exchange in the contact rate and a 21 exchange in the likelihood of actually qualifying that candidate.

CAN'T TELL IF EMAIL IS DRIVING CLICKS OR APPLICATIONS

6 Email platforms can tell you about open rates and click-through rates, but what you really need to find out is which activities are leading to actual applications. If you can't make this connection, you can't determine recruitment ROI.

SAD RECRUITER TEAM

7 Not only do they not know which candidates are hot and who to prioritise for follow up but they can't send their own candidate marketing emails. When you don't have Marketing, Sourcing, and Recruiters working closely together, Recruiters become frustrated and see less value in Marketing. They must be closely aligned for success.

Relationship To Recruitment Marketing (Inbound)

Inbound recruitment marketing is: “The process of helping potential candidates find your company – ideally before they are even considering a job move – and then turning that early awareness into preference, which ultimately creates applications and hires”.

Inbound marketers create relevant and compelling content to attract and convert candidates and for the purpose of building audiences and attracting attention. Their job is not to find candidates, but to help candidates find them. Inbound marketing can deliver:

Candidates must find you before they can apply. If your company ranks highly in the job search results, you’ll get “free” employer brand awareness when they seek information. Also, you gain highly relevant brand exposure if/when they share your content.

Employer Brand preference trumps brand awareness any day, so inbound marketing builds preference by engaging with candidates early, often before they are even considering a move.

All other things being equal, candidates are more likely to be interested in a company with whom they have a relationship. Inbound marketing has a tendency to build on itself. Great content pays off dividends for a long time, multiplying as you create more content.

Where Inbound Recruitment Marketing Falls Short

Inbound recruitment marketing can be highly effective, but it will fail for most companies if executed in isolation. Two of the most critical limitations are:

1. It's hard to target specific audiences with Inbound - you can't effectively reach a specific set of candidate profiles, for example, medical science liaison candidates who have previously worked for these companies. To use a military analogy, inbound marketing is like an "air war." It allows you to efficiently carpet-bomb broad areas, but it's harder to use it to hit specific targets. In contrast, you need "ground war" tactics (think infantry and snipers) to target specific objectives and hold territory.
2. Inbound doesn't motivate candidates to act - By definition, Inbound waits for candidates to take action when they're ready. It's not a good solution when you need candidates to act on a specific timetable, such as straightaway as the req is live! All good inbound marketers readily acknowledge inertia and recognise that candidates need a push, not a pull, to get them to take action.

Marketing Automation + Inbound Together

Because of the limitations of Inbound, a complete recruitment marketing strategy needs to incorporate a comprehensive portfolio of approaches, including events, webinars, email and advertising, as well as inbound tactics. To get maximum value from inbound, companies need to combine it with relationship marketing, scoring, and other components of marketing automation. Above all, it's critical to remember that Inbound is a strategy, not a technology. Many technology solutions can help with Inbound, including blog software, content management, SEO, and social media monitoring. These should sit alongside a marketing automation solution. Definitely pick the right inbound marketing tools and the right marketing automation platform for your business, but don't handicap yourself by thinking of it as an either/or proposition.



Diversity and Inclusion recruitment strategies have been high on the Talent Acquisition agenda for a long time and remain imperative for locally based organisations and MNE's with a regional presence. The highly competitive nature of professional skills in this segment requires a transformation in how organisations advance their In-demand talent practices, develop their talent pools, nurture relationships, and engage conversationally with the talent they need to gain a competitive advantage and further transform their teams. This is the most effective way to passively engage diverse talent with your EVP while building a meaningful connection.

ROLAND GLASS
TalentSmith Technology
South Africa



Tim Sackett

President, HRU Technical Resources

Tim Sackett, SHRM-SCP, SPHR, has 20 years of combined Executive HR and Talent Acquisition experience, working for Fortune 500 companies in healthcare, retail, dining and technology. A prolific writer in the HR and Talent space, Tim writes for Fistful of Talent and his popular HR blog The Tim Sackett Project. Tim is also President of HRU Technical Resources, a leading IT and Engineering Staffing firm headquartered in Lansing, MI.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: People will claim it's super difficult to find talent right now. It doesn't even matter what you're trying to find (truck drivers, software engineers, nurses, etc.) the reality is, it's never been easier to find talent in the history of the world! Everyone has some sort of social footprint, and with the

right technology, an organization can truly give themselves a competitive advantage over their competition in finding and attracting talent.

Q: What would you say is key to success in hiring in-demand talent?

A: The number one key to finding in-demand talent is showing them they are desired. I'm not kidding! It's the most powerful force in the universe. We all

want to be wanted. You are never really upset when you find out someone is trying to track you down because they have a job open they think you might want. It's flattering at the very least, and it has the potential to be intoxicating. We want to be wanted! We want to feel like we are desired. If you can make talent feel that way, they will come work for you.

Q: What are some of the benefits of marketing

automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: Recruiting is both easy and hard. The easy part of recruiting should be the process of taking a job, matching it to talent, and seeing if that talent is interested. That should be the easy part! The hard part is talking that talent into your average brand, benefits, and compensation. Marketing automation makes

the easy stuff easy. The reality is, manually doing all of that stuff is what makes recruiting really difficult.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: What CEOs want to believe is that they have a talent acquisition machine that is working 24/7. The reality is they have a recruiting machine that is kind of working 9 to 5, Monday through Friday, except on holidays. Marketing automation allows this belief to come true. Candidates aren't conveniently coming to us when we have our office hours. They are coming

at night, on weekends, and on holidays. We lose upwards of 60% of candidates because we are not open when they need us to be open. Also, I would have my Chief Marketing Officer in that meeting. If it works for us to attract customers, shouldn't it work for us to attract talent?

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: Does the product actually do what they tell you it does? How do you find that out? You talk to the people who are actually using it now. You ask the vendor to give you a list of folks. That list includes: (1) A client who is using their technology the best of anyone, ever. You want

to know how good this really can be if we use it fully; (2) Someone who is going through implementation. You want to know how much work is this really going to be to get off the ground, and (3) Someone who used the product in the last year, but left. You want to know what can go wrong, and how you can make sure it doesn't go wrong for you.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: I'm hopeful for full zero touch hiring for low-skill, no-skill hiring. Post the job, the automation takes the job, does its magic to find and match candidates to the job, screens the candidates,

assesses the candidates, and sends out an offer and onboarding instructions. The tech is almost there now to do this, we just have to get over this idea that we as humans can select better with all of our unconscious biases! On the skilled workforce side, I think we still want all the benefits of automation, but adding in a real human recruiter into the loop to build relationships with pipelines of talent we'll need now and into the future.

6 | Why is Marketing Automation for Recruitment so Hot Right Now?

Downward pressure on talent acquisition budgets and headcount means employers are continually striving for more efficiency and productivity throughout the entire recruitment process. They are looking at how to condense and improve the process, how to increase automation, to do more with less, to make recruiters more effective. Time spent cold contacting candidates is the most wasteful in recruitment and everyone wants to know how to eliminate it.

Competition for talent is also greater than ever and as candidates move overwhelmingly online, hiring has become ever more complex. Executive teams are also eager for recruitment analytics and other departments, such as Business Marketing, have proven that Recruitment can (and should) be measurable. Your CFO is scrutinising your value, so here are three bullet-proof ways that Marketing Automation for Recruitment will impress your C-Suite:

Saves you Time & Money

1

Basing your business case on the ability to save time and money, as well as increasing effectiveness and productivity, is the best way to get C-Suite sign off. The main areas are:

Less People Time – Candidate.ID tells you in real-time which candidates are ‘hire-ready’ and ‘best-fit’ and who recruiters should focus on when the vacancy goes live. It also automates all the repetitive manual recruitment processes. On average, our customers make 50% more hires per head.

Less 3rd Party Costs – having slates of ‘best-fit’ candidates ready to go for when reqs go live, means employers can cut a whole host of 3rd party costs, such as:

- Reduced spend on Job Boards
- Reduced spend on Agencies
- Reduced spend on Job Advertising
- Reduced spend on Manual Sourcing

More Efficient Hiring – a smaller, higher quality shortlist of ‘best-fit’ + ‘hire-ready’ candidates means fewer screening interviews and less hiring manager interviews.

Automating Compliance – automating standardised processes, including compliance with regulations such as GDPR, means fewer spreadsheets to track, better data accuracy, less vulnerability and much less manual work.

First Access to In-demand Talent

2 In-demand talent will typically spend up to six months researching potential employers across at least 16 different independent touchpoints. But when they do decide to make a move, they move fast, with the best candidates being off the market in as little as 10 days. Having a pipeline of 'ready now' talent for recruiters to prioritise frees them to do what recruiters do best - have conversations and build relationships, selling the organisation and telling the story of why a candidate should want to join you.

Measure and Optimise Recruiting Investments

3 To improve the efficiency and productivity of recruitment you have to be able to identify which activities are delivering. Marketing Automation helps you gather all of this information so you can optimise the recruitment decisions that directly impact hiring:

- All the information in one place - a single system to record all your candidate engagement information. If you don't have one system, you can't measure.
- The ability to run tests - helps you learn what engagement works over time.
- What activities directly affect hiring/specific number of hires from an engagement campaign? How can the results be compared?
- How efficient is the talent pipeline - what are the conversation rates? How are candidates moving through the pipeline?

“Recruitment is even more complex in the post Covid world, where traditional hard to fill recruitment processes sit side by side with the process of selection and increased choice. For either type of campaign talent pipelining has become an essential tool to enable companies to deliver the right talent, on tap.”

*James Saunders,
Founder and CEO,
Attrax*

What factors are driving the increased pipelining of in-demand talent?

THE NEED FOR QUALITY TALENT, FASTER

Today, we know there is a greater need to stay ahead of the competition due to increased demand and an increasing skills gap. This is why many companies are now investing in technology that can help them engage with and hire quality talent faster.

INFORMATION OVERLOAD

From social media profiles to CVs, the amount of information about candidates can be overwhelming. It's becoming increasingly difficult for recruitment teams to process as they simply don't have the time. Systems that help companies sort through the candidate data quickly to allow them to make better decisions more quickly are therefore extremely important.

ADVANCED TECHNOLOGY

People have been talking about marketing automation for recruitment for years, but the recent developments of new technology, including advances in automation, AI and machine learning have accelerated innovation to enable more efficient and productive recruiting teams.



The world faces an unprecedented talent shortage in the next decade as a result of a mismatch between business needs and available skills. Korn Ferry recently highlighted that the Global labor shortages of 85.2 million skilled workers are projected by 2030, resulting in lost revenue opportunities of \$8.452 trillion. Overlay this with a post Covid environment and an increased remote working environment, the potential increase in attrition in an organisation where competition is increasing and we are facing challenges to recruitment the likes of which we have never seen. Given this context having an integrated and strategic holistic Talent Intelligence and Talent Pipelining & Sourcing strategy will be vital to try to address these needs.

TOBY CULSHAW
Talent Intelligence Leader
Amazon



Chris Barton

Talent Director, Dialog Semiconductor

Chris leads the Talent Team at Dialog Semiconductor across Recruitment, Development and Employee Experience and is formerly Vice President Client Services at Cielo Talent. Dialog Semiconductor is a leading provider of standard and custom integrated circuits (ICs) that power the Internet of Things (IoT) and Industrial IoT applications.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: Candidates are able to find out much more about a company today than they could in the past, before even applying to a role. It's also easier than ever before for Recruiters to know the talent that is available. This leaves our biggest challenge in having the right message at the right time for our target market. Using

marketing automation enables us to proactively engage with in demand talent and share information, understand how they are engaging with that information and provide a headstart for our recruiters to engage with talent on the right topics at the right time.

Q: What would you say is key to success in hiring in-demand talent?

A: Like any great sales process, you have to understand what they are looking for, why would

they join you vs someone else? Understanding each individual's drivers, then matching them to the EVP of your organisation - can you enable the promotion they desire, the experiences, the autonomy they miss, additional flexibility, better customer relationships or a salary increase? Through marketing automation we are able to see the content that is drawing engagement from our target talent pool, and focus our energy on attracting talent for the things they are motivated to act upon.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: You help your recruiters get to the right candidates faster. You get visibility of the people that are thinking about applying, before they have applied. When hiring for niche talent, it's the equivalent of being given a number to call, vs working your way through the phone book line by line.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: This type of Marketing is typical for product or corporate marketing. So drawing comparisons with other Marketing initiatives help to highlight the gap in sophistication with traditional recruitment models – i.e. Want a job? yes/ no and then the trail ends. Better understanding of key talent engagement enables both strategic planning, where to grow teams, how many etc, and also operationally enables the recruitment team to be more effective, improving quality and reduced empty seat time.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: The tech has to be simple to use and easy to integrate into existing processes. The partner needs to have flexibility and a desire to understand and bespoke solutions to fit with our company and infrastructure. Most importantly the people I deal with have to bring fresh thoughts and ideas, challenge us to do things better and help us get there.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: Finding people is getting easier and easier, and with insights tools developing along with broader adoption of digital profiles, the focus will be on engaging with your target talent pool. Those utilising marketing automation will have a head start on the recruiters sitting waiting for applications, or working their way through the phone book.

7 | What Areas of Talent Acquisition does Marketing Automation Transform?

Marketing Automation technology can transform the entire recruitment process, from initial sourcing to nurture to convert to hire and onboard:

CANDIDATE SOURCING

Automates the process of identifying and engaging with passive candidates. Leveraging cutting-edge technology to aggregate and analyse data about candidates' skills and experience then match them to job opportunities. These solutions also automate candidate outreach and follow-up to increase engagement.

CANDIDATE ENGAGEMENT

Automating communications triggered by specific candidate behaviours helps companies maintain relationships with candidates on an ongoing basis (vs. simply when applicants are in an active interview process).

CANDIDATE NURTURE

Automated nurture campaigns provide a continuous flow of high quality content to talent within the pipeline. These campaigns should be highly personalised, and laser focused to contain only content that is guaranteed to be of interest to the candidate.

CANDIDATE CONVERSION

Automating the identification of 'hire-ready' candidates based on monitoring their activity, then liaising with the in-house recruitment team. Threshold alerts let a recruiter know who to contact as soon as they give the signals they are warming to opportunities.

The most in-demand talent rarely ever searches or applies for new jobs. The companies they work for go to great lengths to make sure they're happy and other organizations are regularly approaching them with new opportunities. In order to hire these types of candidates you must spend time getting to know them, building relationships with them and building trust. In order to do that, you must connect with them and spend time getting to know each other long before they're actually ready to make a career change.

ELLIOTT GARMS
Co-Founder
humanpredictions

If something is 'high' in value you won't ever lose by getting the right expert to operate and manage it. Whether that's your heart, your BMW or finding your future talent. Candidate.ID are specialists; refining their knowledge and product and making it accessible to anyone that considers talent 'high' value.

TIM WAY
Co-Founder and MD
The Career Conversation

The current and future challenge for talent acquisition is the ability to attract high performing passive candidates by engaging them with compelling content. Candidate.ID is perfectly positioned to help organisations achieve this.

JONNY BRIGGS
Group Head, TA
Aviva

As we come out of this Covid state, we're seeing a trend of in-demand & niche professionals being more reluctant to change employer. As a result, a model based on structured, early engagement & nurturing of scarce talent is the only way forward and Candidate.ID are well-positioned to power the more visionary recruiter.

ROBERT PEASNELL
Deputy Managing Director
PeopleScout

8 | What are the Most Common Use Cases for Marketing Automation in Recruitment?

Hard to hire positions and locations – If you are hiring talent that is in high demand and unlikely ever to apply, you need to roll out the red carpet to them and be able to see when they become interested in your jobs so you can proactively reach out.

Silver Medallists – Relevant past applicants already in your ATS are a rich source of short-lists for today's job opportunities. You just need to activate and re-engage them.

Qualified Volume (Regular Hires) - For example, PepsiCo regularly hires national account managers and Deloitte regularly hires tax experts. These people are in high demand and can choose their employer so you need to nurture them over time.

Diversity & Inclusion – most medium and large employers have D&I objectives, whether that relates to gender, race or other diverse segments. Want to serve a special experience to certain groups? Well, talent pipelining allows you to do just that!

Internal Mobility – talent that is in demand will be constantly approached by other employers. You need to be continually nurturing that talent with a continuous flow of high quality, relevant internal communications, at the same time as identifying flight-risk. Use matching technology to aggregate and analyse data on skills, experience, ambition then stack-rank match against current job opportunities.

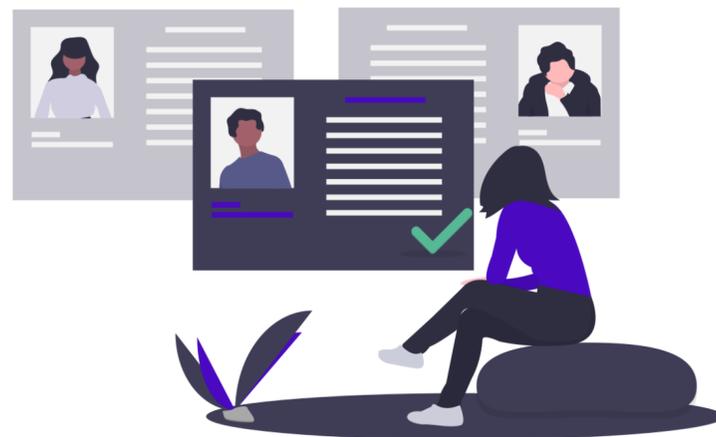
Early Careers – the most in-demand undergraduates, post-grads or MBA candidates have more options than ever and with talent pipelining you can turn their heads and keep their attention so your's is their preferred next career destination.

Alumni Management – boomerang hiring is more common than ever as individuals undertake two, three or more stints with the same organisation during their working lives. Your alumni are also brilliant sources of referrals and talent pipelining allows you to work with them more effectively.

Employee Referral – although normally limited to employee referral, your alumni, customers, suppliers and other stake-holders can all refer top talent to your organisation. Marketing automation allows you to track referrals and nurture prospective candidates until the point you and they are ready for each other.

Volume – in call centres, retail and construction for example, you may have a huge addressable market. People who applied last year but didn't join your organisation may well be ready today. It's all about timing and marketing automation helps you make use of all your candidate data.

Executive Search – we're not talking about your CEO, CFO or CTO hire but at the VP level, where there are 100 or more people who could do the job internationally, talent pipelining allows you to nurture these big fish in a personalised way and tell you precisely when to reach out.



Gerry Crispin

Principal and Co-Founder, CareerXroads

Gerry is the principal and founder of CareerXroads, a premier talent community, for recruiting and HR professionals. He has authored 8 books on emerging technology and 100s of articles since founding CareerXroads over 25 years ago. Check out www.CXR.Works. Gerry is a life-long student of hiring with a passion for conversations about how every stakeholder in the recruiting process finds meaningful work; technology & data that contribute to employer & candidate decisions; and, an organisational strategy for talent management that is sustainable.

Q: What would you say is key to success in hiring in-demand talent?

A: Success in hiring in-demand talent is tied to success in hiring all talent. Understanding and delivering what talent needs in order to make better job decisions for themselves will be the long term measure of success. Accomplishing this requires a level of transparency that doesn't exist in most organisations today. Recruiters must share information that

candidates need in order to make the best work decisions in the context of their career and the best career decision in the context of their life. We need to upskill (and empower) recruiters on how to share the information that many candidates don't even know they need. Recruiters are often restricted in what they can tell. For example, their knowledge that a hiring manager has a poor track record for developing their employees (ie. has double the attrition rate of their peers),

isn't something they can easily share. To some candidates who are seeking less from a manager, this might represent an opportunity, to others it will be a risk. If the recruiter thinks "that's not my issue, I just need to make the hire", then it just kicks the can further down the road and the organisation will make poor hiring decisions and suffer higher attrition rates. If they can empower the candidates to make better career decisions themselves, then yes you will lose some

hires, you might get slapped on the risk for over-sharing, but you will end up making better hires and delivering better retention. Today well coached candidates can and will find the information they need, and if they uncover it despite the recruiter's silence and in contrast to the EB communications, it simply creates a trust issue between the candidate, the recruiter and the employer. Complete transparency is where we have to go and very few companies are prepared to go there.

But, more and more, you will hear world-class recruiters talking about how they advise candidates to succeed in each stage of the hiring journey, supplying insights on individual hiring manager behaviour, for example and helping to surface candidates who not only can do the job but will do it.

Q: What are the most important things to look for in emerging technology to support you hiring in-demand talent?

A: If you surveyed talent acquisition leaders today, their #1 issue is integration - integration of the tools they have in play. It's their #1 frustration and it is getting in the way of them achieving their objectives. They want a single dashboard

across all the tools to give them a single point of view and pinpoint access to drill into the data that matters. They want to strip out all the redundancies and overlap between tech tools. Integration issues directly affect hiring productivity and performance and distracting recruiters from spending more time engaging, interacting and advising candidates.

Q: What do you think the future of technology in recruitment will look like in the next few years?

A: I don't know if I want to do the crystal ball thing, but 3 big areas that technology needs to address are:

(1) access - who gets access to the data, measures, and

insights we are capable of collecting and consuming. For example, as a recruiter with a new opened developer req on my desk for in-demand talent, I should be able to drill into that job or job family and see whether our total population of developers is under-represented demographically and in what way and to what extent compared to the external population. I'd like to see what all the developer profiles in my company look like from a diversity point of view. If a more diverse slate is one of my objectives, then understanding the current situation leads to an improved plan about how my talent pipeline should evolve over time. I could build a pipeline and use the technology to understand who is most

interested, and work to stack the slate with more qualified and diverse candidates in the context of where we as an employer are and where we've committed to go.

Then, of course, I'd like to be able to see how the selections decisions HMs have made on multiple slates of candidates line up to the diversity I supplied. Data transparency and valuable insights needs to be accessible at the level of the recruiter, and the skillset of recruiters for consuming, evaluating and actioning those insights needs to be improved.



ENGAGING CANDIDATES AND BUILDING YOUR RELATIONSHIP WITH THEM IS THE KEY TO BEING THEIR EMPLOYER OF CHOICE WHEN THEY MAKE A CAREER MOVE. YOU CAN'T DO THAT OVERNIGHT. AUTOMATING THE PROCESS AND USING VIDEO CONTENT WILL BUILD THAT RELATIONSHIP.

MAURY HANIGAN

Founder and CEO
SparcStart



(2) From an automation point of view, I need to better understand the readiness of qualified prospects for having a sophisticated career conversation so I can prioritise them. And, I want insights into what a candidate's areas of motivation are in order to participate in but not to manipulate that conversation. I want the technology to tell me there are 10 'hire-ready' candidates, but within that 10 here are 2 that are more skilled to make job, career and life context decisions.

(3) Employers are still at an early maturity level in their approach to 'buy, borrow, or build' the talent their firm needs to achieve their goals. We need a better understanding

of the weightings we should be applying to each in order to maximise talent engagement and long term performance. Knowing that building capability within our organisation, rather than borrowing or buying, has a strong impact on who wants to come and join us, is important. Our decision to buy, borrow, or build for different role types has an impact on our immediate ability to recruit. But, we also need a defensible model from both a Financial and Human Capital management perspective to maximize long term success. Technology should help us with the data and insights to drive the investments in each part of this 21st century hiring strategy.

9 | When Should You Invest In Marketing Automation For Pipelining In-demand Talent?

If your recruitment team is having issues hitting goals or you need to cut costs or improve productivity, it's time to focus your efforts on developing a talent pipeline strategy. Here are some of the questions to ask yourself when considering if talent pipelining is right for you now:

- Are your recruiters overwhelmed by the number of open vacancies they have?
- Do your recruiters spend a considerable amount of their time on admin duties?
- How much more productive would your team be if all your recruiters did all day was talk to people who wanted to work for you?
- Are open vacancies sitting unfilled for long periods of time?
- Is your average time to hire above the benchmark for companies in your industry?
- Do you have a proven strategy that you would like to scale?

Buying pipeline automation software for recruitment

There aren't many marketing automation products in recruitment today but here are some of the main considerations when buying:

1

The business case for buying pipeline automation software is built on:

- Increased Recruiter Productivity
- Reduced spend on Job Boards
- Reduced spend on Job Advertising
- Reduced spend on LinkedIn Recruiter Licences
- Increased Competitive Advantage
- Reduced Empty Chair costs

2

Who in my team will run the software? In our experience, people filling jobs aren't the right people to be running your pipelines. We believe recruitment marketing teams; talent sourcing teams or centres of excellence should run the pipelines. Alternatively, after an initial phase, you may re-shape your recruitment team and we have seen this work well.

After running pipeline automation for 6 months, one retail company re-shaped its team so instead of 10 recruiters tasked with filling vacancies, 3 people manage the pipeline with the remaining 7 recruiters now filling more jobs than the 10 were previously. Why? Because they know precisely which candidates to talk to and have eliminated cold contact.

3

What budget will I need to assign? Marketing automation software serves recruiters with daily hot leads every day. Its purpose is to fill jobs so although you might initially consider the cost versus applicant tracking or CRM software, marketing automation should really be considered as an *alternative* to additional recruiters, job boards and other candidate generation channels. Companies we know have reduced their overall candidate generation spend considerably because they make their own proprietary database the first source for shortlists.

4

How long does it take to set up? You should have your first candidate nurture campaigns going live within 2 weeks of buying the software and your recruiters should be spending more of their time talking to hire-ready prospects by the end of month 1.

Lori Sylvia

Founder & CEO, Rally Recruitment Marketing

Lori Sylvia has been in marketing and communications for 25 years, starting out as a technology journalist then as a marketer of new technologies at Fortune 100 companies. Lori grew her entrepreneurial spirit working at five start-ups, most recently as Chief Marketing Officer at SmashFly, where she joined as employee #30. As the Founder and CEO of Rally, Lori's mission is to help more people learn how to practise Recruitment Marketing so they can advance their careers and lead the future of talent acquisition.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: We've reached an inflection point in Recruitment Marketing – where TA teams now have the marketing know-how to attract and engage talent using social media and digital marketing – rather than needing to rely on their corporate marketing peers. More and more employers have

hired dedicated Recruitment Marketing and employer brand practitioners for their TA teams, and increasingly these pros are coming from a marketing background or prior RM/EB roles. They're going to continue to push the boundaries of how employers recruit, both in terms of digital strategies and enabling technologies like marketing automation.

Q: What would you say is key to success in hiring in-demand talent?

A: The key is speed, meaning how quickly can your recruiting team respond to a candidate or get a response from a candidate. Because often the employer or the recruiter that connects first wins. As an industry, we measure our candidate experience by time to apply, and we measure our overall recruiting effectiveness as time to hire. But another way

we can consider measuring the agility of our recruiting processes and systems is time to respond. Recruiting tech that automates candidate communications has become critical to connect with in-demand talent faster than your competitors.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

make integration with new technologies fast and easy for employers that are looking to gain a competitive advantage.

A: I believe that Recruitment Marketing will become specialized, just as Marketing has become, and therefore the technology landscape will evolve to include many, many specialized platforms and niche tools that solve specific recruiting challenges. I don't think that we can or should expect the ATS to "do everything" – especially as the pace of technology innovation quickens across, RM, EB, TA and HR. Instead, practitioners should look for vendors that are committed to open ecosystems and the use of standards, to

10 | The Future Of Marketing Automation Technology In Recruitment

The future of marketing automation technology in recruitment is already here and it is extremely exciting. Today, Candidate.ID is already recording the metadata from millions of daily insights from candidates' interactions with employers, enabling us to build multiple machine learning-powered enhancements such as job and content recommendation engines, and out-of-the-box role-specific self-building engagement campaigns. For example, for software engineers we have developed optimised attraction and conversion campaigns that build themselves. Here are just some of the features available today:

- Dynamic candidate profiles that activate static databases into talent pools and talent pipelines.
- Out-of-the-box optimised engagement campaigns that tailor the candidate experience to fit the role and the candidate(s).
- Automated vacancy recommendations based on the candidate data profile - people who liked this job also liked these...
- Automated content recommendations based on candidate interactions - people who liked this content also liked these...
- Minimising lost candidates at the application stage because the ATS application process sucks - automated nudge conversion campaigns.
- Predictive scoring - reliably determining candidates most likely to convert to quality hires.
- Predictive analytics – data driven insights to benefit recruiters and managers and to help pinpoint by role what converts your 'ideal candidate profile'.



WE SEE OUR CLIENTS INCREASINGLY WANTING TO FOCUS ON PROACTIVELY PIPELINING IN-DEMAND TALENT. CANDIDATES WANT TO 'FEEL THEY FIT' TO THE JOB, THE TEAM, THE CULTURE, AND THE COMPANY, AND WILL RESEARCH THIS IN THEIR OWN TIME. IT'S UP TO COMPANIES TO ENGAGE THESE CANDIDATES AND MAKE SURE THERE IS ENOUGH INFORMATION ABOUT WORKING AT THEIR COMPANY THAT SPEAKS DIRECTLY TO THESE IDEAL CANDIDATES. COMPANIES WANT THEIR TALENT TO 'FEEL THEY FIT/CONNECT' TO BOTH ATTRACT AND RETAIN THEM TO ACHIEVE MAXIMUM POTENTIAL IN THE JOURNEY TOGETHER. IN ORDER TO DO THIS, YOU HAVE TO HAVE A 'MANY-TO-MANY' EQUATION IN FRONT OF YOU. THERE IS SO MUCH DATA NOW THAT WE CAN USE TO HELP US PREDICT AND ATTRACT THE RIGHT PERSON TO THE RIGHT JOB. IF WE FILL THE PIPELINE AND USE THE DATA CORRECTLY WE WILL NOT JUST FIND 'A FIT' WE WILL FIND 'THE FIT'. ONLY MARKETING AUTOMATION (OR CANDIDATE-TO-HIRE MANAGEMENT) ENABLES YOU TO DO THIS EFFICIENTLY AND AT SCALE.

WILL STANEY
Founder & CEO
Proactive Talent



11 | Planning for Success - More Than Technology

Hiring In-demand Talent: Self Assessment

Marketing automation technology in recruitment makes the process of engagement campaign creation a whole lot more intentional. Recruiters are no longer blasting candidates with cold calls and emails in the hope of creating interest. Instead, measurable goals are set, candidate data are collected, analysed, and used to tailor messages based on their interests and the content with which they are interacting. Recruiters are able to provide proof of their contribution to business goals.

Why should the process of choosing a marketing automation platform for recruitment be any less intentional?

Choosing the right platform is an important decision. Not only is it a significant investment in time and resources, but the solution you choose will have a major impact on the daily activities of your sourcers, recruiters and marketers. It's really important to go into the process of selecting the right vendor with a clear understanding of your goals and priorities.

The questions below are designed to help businesses define these goals. Discuss them with your team and make sure that everyone has a clear understanding on where you stand and what you want to achieve with your investment.

Hiring In-demand Talent: Questions to think about:

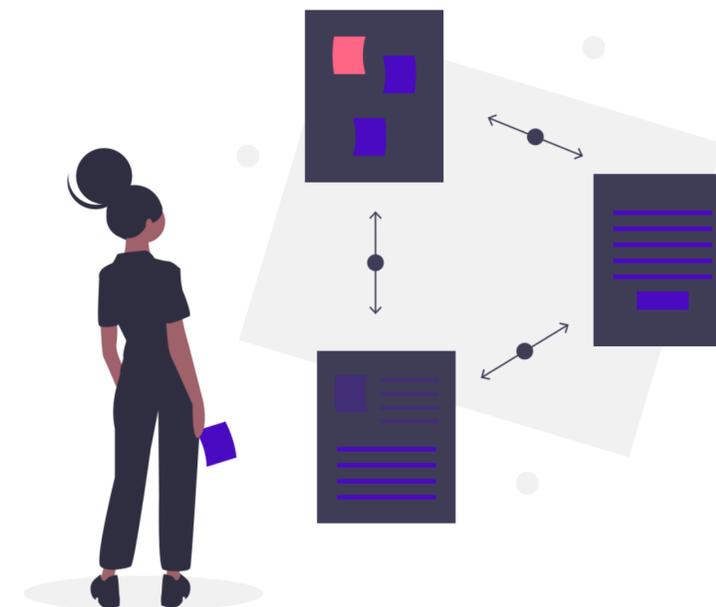
- What are the strategies that you currently use to generate leads amongst in-demand talent?
- What roles do email/text/social play in your talent lead generation?
- Do your recruiters already use a CRM or ATS?
- How do you know which best-fit candidates are cold, warm or hot?
- How do your recruiters prioritise 'hot' candidates for immediate follow-up?
- How large is your current database?
- How do you go about sourcing and/or attracting "net new" candidates?
- What are the target role type(s) and geographies?
- How are you leveraging social media?
- How do you manage forms and landing pages?
- Do you offer a range of CTAs to encourage candidates to sign up?
- How are you measuring and evaluating your candidate attraction and engagement efforts?
- Who in your company is responsible for talent lead generation generally - and specifically responsible for in-demand talent?
- Who will take ownership for talent pipelining?
- What strategies do you have for activating cold candidates, nurturing warm candidates, and converting hot candidates?
- How will your entire team benefit from talent lead generation software?
- What are your current talent pipeline KPIs and how can you show value?
- What are the short-term goals that can be achieved?
- What are the long-term goals that can be achieved?

Set Some Dates

Getting marketing automation up and running can seem like a lot of work, but remember that you don't need everything running straight away — and that you'll have plenty of help along the way. Our implementation specialists will help you set up basic features, so you can start seeing results as soon as possible, and you can work your way towards more advanced features as and when you need. Talk through a plan with your vendor and lay down some goals for dates by which you'd like things to be set up.

Share the Numbers

The best part of getting your C-suite on board with marketing automation is that the numbers speak for themselves. So share a few, as well as a few case studies of other companies like yours that have seen success. All of the information you need is out there and having the stats to support your business case will be key.





I HAVE LONG FORMED STRONG OPINIONS AROUND THE CONCEPT OF THE TALENT TIPPING POINT. THE TIPPING POINT IN ANY NETWORK IS USUALLY REPRESENTED BY A NUMBER, AT WHICH POINT THE NETWORK STARTS TO WORK FOR YOU. IN TALENT CIRCLES, I WROTE A PAPER ABOUT 8 YEARS AGO THAT EXPLORED THIS CONTEXT. CLOUD STORAGE, AND INCREASING APPLICANT NUMBERS MEANT THAT ORGANISATIONS WERE REACHING A POINT WHERE THEY HAD ALL THE CONNECTIONS, AND SOME BASELINE INFORMATION TO BE ABLE TO SOURCE FOR ANY JOB ROLE THEY WERE EVER GOING TO NEED. THE CHALLENGE WAS THAT DATA GETS “OLD” THE DAY IT IS SUBMITTED, AND IS FORGOTTEN ABOUT. I STARTED DIGGING IN TO THIS WHEN I WAS WORKING WITH A CORPORATION WHO HAD HALF A MILLION TECH PROFILES IN THEIR ATS, BUT CONTINUED TO ADVERTISE EVERY JOB, TOPPING UP THE POT. THE CHALLENGE IS KNOWING WHO IS INTERESTED IN A CONVERSATION, WHEN THEY ARE THERE BECAUSE THEY WERE INTERESTED ONCE, NOT NECESSARILY TODAY. I’M INCREASINGLY WORKING TOWARDS COMBINING L & D TEAMS WITH TALENT ACQUISITION. LEARNING CONTENT FROM THE ORGANISATION IS THE REAL EMPLOYER BRAND, AND WHAT KEEPS PEOPLE CONNECTED AND ENGAGED. CONSUMPTION OF SPECIFIC CONTENT GIVES A GOOD OUTLINE OF A PROSPECT’S REAL INTERESTS AND PASSIONS, WHICH CAN, IN TURN BE LINKED TO OPEN ROLES. THIS IS INCREASINGLY RELEVANT AS INTERNAL MOBILITY INCREASINGLY FALLS UNDER TA. IT MAKES SENSE TO ME THAT SOURCING SHOULD BEGIN HERE, INTERNALLY AND EXTERNALLY. PEOPLE ENGAGING WITH LEARNING RELEVANT TO A JOB ROLE WILL BE THE MOST RESPONSIVE TO OUTREACH, AND ARE MOST LIKELY TO BOTH EXPRESS INTEREST AND PROGRESS THROUGH THE HIRING FUNNEL. GIVEN THE DATA AND RESOURCES OPEN TO US, THIS SHOULD BE TALENT ACQUISITION NOW, 2021, AND NOT SOMETHING THAT GETS LABELLED THE FUTURE OF HIRING.

BILL BOORMAN

Founder

#tru Conferences



Matt Jones

SVP Operations, Cielo Talent

Matt helps organisations across the globe to understand, acquire, retain and mobilise talent to deliver superior business results, which is then delivered by Cielo's new innovative Cielo Talent Cloud Platform and is supported by creative and continually improving talent management services. Cielo is the world's leading provider of global talent acquisition and management solutions. Cielo leverages its global scale, customised, innovative solutions and entrepreneurial agility to help clients achieve sustained people advantage and outstanding business outcomes underpinned by world-class, technology-enabled solutions.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: Skills gaps around the world have been widening in recent history (last 10 yrs) and we have seen an increase in employers shopping for talent outside of their industry and geography which has served to intensify the challenge in engaging and inspiring these people to join new organisations. The last

12 months have accelerated this challenge as location based hiring has become less important. Organisations have therefore turned to their TA teams and/or partners to up their game in talent marketing and bring evermore consumer grade experiences through the next generation of technology and recruiting practices!

Q: What would you say is key to success in hiring in-demand talent?

A: The right mix of people, process and technology! Technology has to be a true enabler capable of delivering the functionality needed to deliver consumer grade engagement, sophisticated tracking and agile ways of working. Your TA process has to allow for, embrace and place in demand hiring at the centre of your ways of working – it cannot be an after-thought or peripheral process as even if this need only represents 10% of your

hiring, not doing it well has a disproportionate impact. Your people/teams need to have a marketing mindset as with this talent segment the major work is getting them to apply.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: There is a reason Marketing Automation is big business in the consumer world – it systematically allows you to reach, engage, interact and understand your customer better....leading to a more tailored product or service that ultimately sells more often and creates happy consumers. That is what we want in Talent Acquisition – more quality interactions with more people that lead to better hiring outcomes and happier candidates (who by then are happy employees). It simply isn't possible to reach and engage the right numbers of people with the right messages without leveraging some intelligent automation.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that

might resonate with a CEO, CFO, or Recruiters?

A: In demand talent, or more accurately in demand skills, often have a disproportionate impact on the success of a business – think of a Quality Assurance/Regulatory Affairs professional in a medical devices company: from a volume of employees' perspective these roles make up a very small percentage but the impact of vacancies unfilled can have exponential impact.... as extreme as delay in product launches/shipping. These roles often result in additional spend on agencies/search firms/advertising often only to yield the same results. For the CEO this means mitigation of negative business impact, for the CFO this means proportionate and controllable budgeting/

investment and for the recruiter this is equipping them for success.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: Assuming the table stakes that the technology actually does what you need it to, I look for the following:

Vision/strategy – technology is designed, built and evolved by people with a strategy and vision. Does your vendor have a clear vision for their product and a strategy to get there? Is your vendor passionate about the category and do they have the energy that drives innovation (that stems from a vision)?

Agility – if 2020 taught us anything it's that you really can't predict anything! Does your vendor have the agility to help you win as a market pivots? Can your vendor be agile enough to spin up a quick solution to support you in a new hiring need with short notice and an ambiguous brief?

Partnership – moving from vendor to partner helps separate the very best. Partners bring additional market insight, contribute to your strategy and invest time to understand your vision.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: I would ask my partners at Candidate.ID!

12 | Content That Drives Candidate Engagement

Creating Content

You need to segment your content for four different groups of candidates as follows:

Awareness - for those who are not currently in the market. Content suggestions might include:

- Career advice
- Industry insights
- Employer news
- Networking events
- Hiring manager insights
- Subtle employer branding

Education - for those starting to explore potential new employers. Content suggestions might include:

- Employer brand
- Talent brand
- Vision, mission and values
- Corporate social responsibility
- Hiring manager 'hero' videos
- Colleague success stories
- Career-focused events

Consideration - for those who want to know what the coffee tastes like. It's important you understand candidates' specific areas of interest so you can introduce a more personalised approach by now. Suggestions include:

- Focus on EVP
- Personalised career vision
- Meet the team
- Personalised video message
- Hiring manager social media connection
- Job description

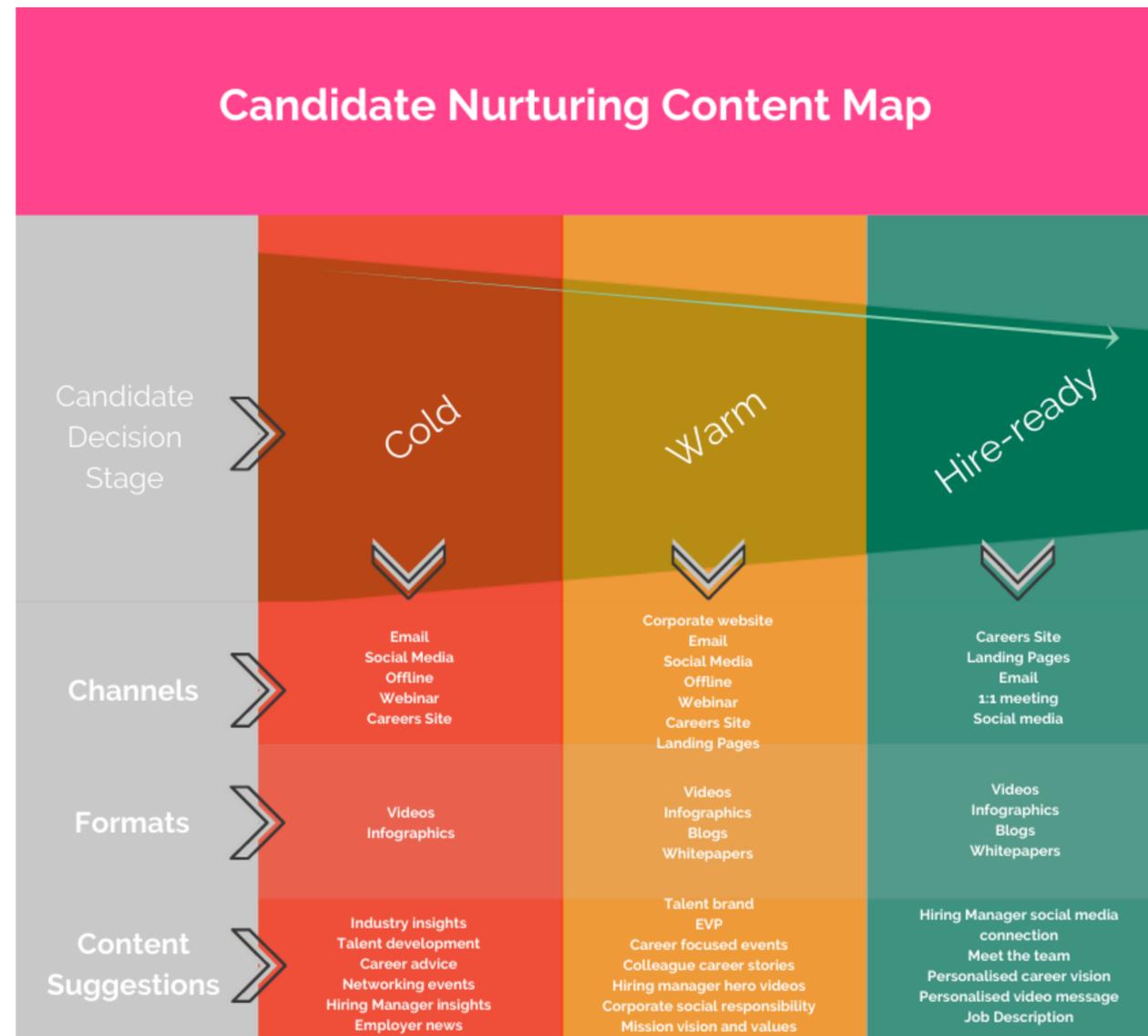
Application - roll the red carpet out at this stage. Suggestions include:

- 1:1 telephone call
- 1:1 meeting
- No terrible application forms
- No making candidates jump through hoops

My best advice when thinking about creating content for the top of the funnel is, both your general marketing team, talent development team and hiring managers are brimming with assets which were not created for the purposes of talent attraction but can absolutely be repurposed for this.

Your Content Plan

So now you understand which content is going to work best for in-demand talent at different stages of the pipe, print this flow-chart, TipEx out our content suggestions and once it's dry, write in your own, as a quick reference and stick it to the wall by your desk.





Given the pandemic many organisations are, rightly, focused on managing an increasing number of applications with limited TA Resources but still striving to provide a positive candidate experience. However, the need to proactively engage and nurture candidates with niche, and often business critical skill sets, remains as essential as ever. The truth is: highly skilled candidates are no less rare than they were pre-Covid19 and are less likely to move roles given market uncertainty. The ability to automate the engagement, and identification, of candidates who are “hire ready” is more relevant now than ever. A clear strategy for nurturing high value talent is essential for future business success.

JOHN HILL

Director Talent Acquisition Transformation

Korn Ferry



13 | Sourcing: Finding In-demand Talent

Candidate Source & Match - A Sourcing Aggregator Tool

With Candidate.ID you can search, intuitively filter and sort data from across 200+ talent communities and your existing ATS/CRM database. Candidate.ID's resume search software quickly finds the most relevant candidates using natural language semantic meta-search technology by:

- Aggregating searches and integrating with your ATS/CRM database.
- Eliminating recruiters' need to learn the intricacies of the inbuilt CRM search and complex Boolean strings.
- Streamlining searches from your own data with powerful relevancy, ranking and speed.
- Recruiters remain within their CandidateD application, allowing them to view search results in context and compare to existing activities and notes that are highly relevant to selection criteria.
- Online CVs can be shortlisted or downloaded into Candidate.ID with a single action.
- Indexes both the candidate's CV and structured fields, pulled from the target CRM/ATS for each record, to make available for searching.
- Intelligent contextual ranking of candidates based on the context of their experience and skills, rather than a simple keyword lookup, or keyword repetition.
- A parsing solution to extract required data from candidate CVs for both batch and individual CVs uploaded into Candidate.ID so end users do not have to manually enter the candidate data.
- A service that supports 45+ multiple languages.

Recruiters can then identify and fast-track the 'best-fit' candidates (grade A+, A, A- or 90%+ match) quicker and easier than ever before:

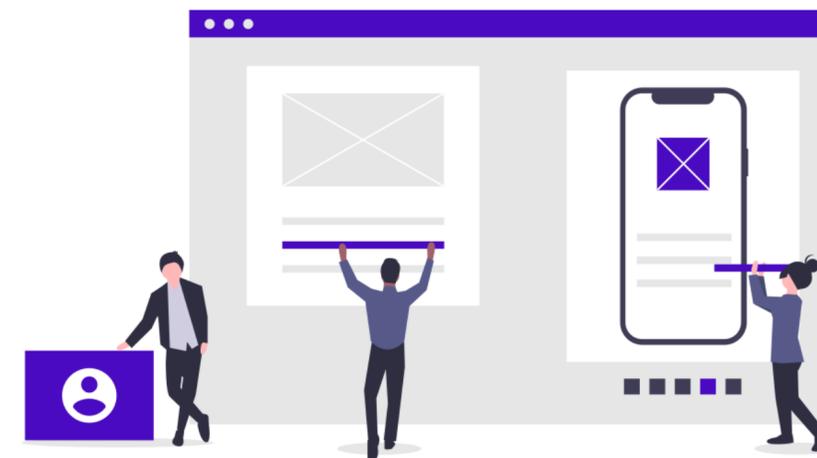
- In seconds, find candidates from their own ATS/CRM database, in their Candidate.ID database as well as from job board databases and communities - at the same time and with the same search.
- Automatically create candidates on Candidate.ID from CVs, social media profiles, talent communities, email inboxes and existing ATS and CRM platforms. Accurately parse candidate contact information, employment history, skills and qualifications.
- Create or update new candidates found on job board databases and communities, automatically adding CVs, contact information, employment history and skills.
- Send out targeted drip and text messages to the newly-identified candidates.

Semantic Search: The new trend search technology

You no longer need to be an expert in crafting complex and arcane Boolean queries; now you can just write down roughly what you mean and the software will work out what you really want to see returned. Not only does this save a considerable amount of time and effort, but it also eliminates the rather arduous prospect of each recruiter having to learn a complex Boolean query syntax and a complex set of search strategies and tricks that previously came only via long and hard experience.

Semantic search technologies have been developed to address the shortcomings of existing search technologies (Full Text Search and Coded Search) and combine many distinct technologies. When correctly combined into a single search system, these technologies give you the search tools that simplify the process of constructing queries and navigating through results sets to find the best matches for your query:

- Term Correction
- Term Expansion (also called query expansion)
- Term Clustering/Correlation techniques
- Term Disambiguation
- Term Inference and Selection
- Contextual Validation
- Linguistic Analysis (such as Resume Parsing)
- Ranking



Gareth Flynn

Founder and CEO, and Will Innes, General Manager - TQ Solutions

TQSolutions is the leading consultancy for Talent, Careers and Mobility advisory services in the Asia Pacific region. Now over 12 years old, TQSolutions has partnered with some of the regions most recognisable brands as they transform their Talent Strategy, Service and Operating Models. Contributions for this book were written by Gareth Flynn, Managing Director and Will Innes, General Manager, Brand and Experience.

Q. What would you say is key to success in hiring in-demand talent?

A: Hiring In-demand talent for many organisations is business critical and will impact their ability to meet commercial and growth objectives. So unless the whole people & talent model is properly considered, designed and maintained appropriately, it's very easy to not meet your people and talent - and therefore business - objectives. Here are two key areas of success to

highlight and consider:

(1) Taking a data-led approach to defining what good looks like for your organisation – strengths and skills profiles, aligned to workforce plan, with an understanding of the external labour market.

(2) Adopting an experience-led service and operating model design considering the needs of all critical participants (Hiring Managers, Candidates,

Employees, Recruiters).

TQSolutions has recently shone the light on the importance of HMX which is often overlooked in favour of CX. We think this is a miss and will impact Talent Function's ability to build influence in the business.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or

integrating to their ATS?

A: Many ATS/CRMs are not fit for purpose to build and sustain relationships with in-demand talent, the technology has not kept up to speed with talent expectations, driven by their experiences as consumers. Recruitment has for too long been positioned as an HR process, whereas it should be viewed as a Marketing discipline, especially for in-demand talent segments. We need experience, personalisation and communication segmentation

at scale, new breed marketing automation platforms will allow organisations to pursue a marketing led approach to talent attraction and nurturing.

A Talent Function's role is shifting – it must automate where it's smart to and put human experience where it matters. Marketing automation is a key enabler of that journey for the function, allowing the recruitment teams to focus their experience in the moments that matter for its core customer groups – Hiring Managers, Employees and Candidates.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: As mentioned previously, Talent Functions will be required to 'change the narrative' and educate the executive that Recruitment is not a HR process, it is a marketing discipline. New techniques, new approaches will be required especially when seeking to attract in demand talent segments.

You should arm yourself with data, proof points and a commercial business case for switching the recruitment paradigm within your organisation. It also helps to showcase other organisations that have commenced this journey and are successfully engaging in-demand talent groups.

In summary, educate, be data driven, and align to business and commercial objectives.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: This does depend on the size and scale of the organisation as well as their overarching HR Tech strategy. For many enterprise customers, they will have deployed a core HRIS such as SAP SF, Workday or Oracle. If this is the case, then vendor experience integrating with core platforms is going to be critical. TQSolutions also believes the hard work needs to be done up-front before vendors are considered. What experience are you trying to achieve? What are your service model principles and design? What is your operating model? What are the critical moments that matter?

What will you automate? What will you deliver through people?

Once you have done this work, you can start to review your existing technology to see where you have enablement gaps. This will allow you to scan for vendors that actually solve your problem or meet your needs, rather than being vendor-solution led. Then it will boil down to several factors – vendor case studies, vendor implementation and change support, integration depth with your core system, approach to customer success, vendor roadmap etc.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: The employment market will rapidly catch up with the consumer market – this will be demanded by candidates and employees, given their experience of tech in their lives. We will see a significant shift in technology enablement within organisations as they catch up and replace legacy ‘process’ and ‘systems of record’ platforms. The broader talent industry is evolving too: at TQ Solutions we see traditional ‘acquisition’ functions being replaced with ‘Talent Engagement and Mobility’ groups. These will be total talent focused and their tasks will be to design and deploy experiences

across the candidate and employee lifecycle. Rather than purely being acquisition-focused, we see Talent Functions playing a critical role in Workforce Mobility too.

These quantum shifts will require new skills, new capabilities and new enablement tools. Recruitment Marketing technology will be one example of this and it should become a fundamental part of many companies HR tech strategy, especially for those operating in in-demand talent segments.

We are moving to a world of hyper-personalisation, EVP of 1, and employer brand-led hiring. All of this needs consumer marketing skills, significant amounts of engaging content

and powerful technology automation platforms that are fit for purpose for the recruitment industry.



As organisations look to build back better or sustain growth , three things are coming together that Talent Acquisition are really focusing on. One is the increasing competition for talent; two is the continual pressure on the talent acquisition budget, striving for more efficiency and productivity throughout the entire process; and three is the ability to use technology to engage at scale, and provide recruiters and organisations with competitive advantage by establishing a pipeline of ‘ready now’ talent that are engaged with your brand. Finding technology solutions, like Candidate.ID, that enable you to deliver that productivity and competitive advantage creates a very compelling business case for investing in this type of technology.

NOEL BROWN

Global Head of Talent Attraction & Acquisition
ThermoFisherScientific



14 | Candidate Scoring: First Access to Best Talent

To get first access to best talent, you have to engage early in your target candidates' learning journey and offer something of value. This can be content that educates them on what a company thinks about the latest industry developments, skills that will be important in the future, or recommendations on how best to progress their career, and helps them answer the big questions ahead of considering any specific opportunities:

- Would this company be a good move for my career?
- Can I see myself doing meaningful work and enjoying it there?
- What could my career progression look like?

Anything else, such as repeatedly trying to sell them jobs, is perceived as spam and only serves to alienate those potential future hires. You then have to then be able to track candidate behaviour from that first point of engagement and use candidate scoring to prioritise the best-fit candidates that need follow up right now.

Just because someone opens an email or signs up for a talent network doesn't mean they want to talk to you and you don't want your recruiters wasting time cold calling a long list of unqualified candidates. Simply put, cold calling doesn't work with today's candidate behaviour. You want your recruiters focused on talking to enthusiastic and high-quality candidates, people who are a good fit and whose behaviour has demonstrated that they are interested in working for you. Do this and you'll eliminate cold calling and spamming, which is probably the most wasteful activity in recruitment.

The most in-demand candidates are also off the market within 10 days⁷. Once they become interested in specific opportunities, they typically only stay available for 10 days before someone else gets them into a conversation. Getting first access to the best talent hinges on your ability to react quickly to the signs that a candidate is becoming interested in the opportunities you have available.

What is Candidate Scoring?

Candidate scoring is the methodology you use to rank candidates in order to determine their 'hire-readiness'. You score candidates based on the interest they show in your company and its opportunities and their fit in regard to the skills and experience you require. You score candidates by assigning points to their specific behaviour and then implementing scoring thresholds to determine their stage of interest - who is 'hot', 'warm' or 'cold'. The key point is that talent acquisition teams can transform their productivity simply by focusing on the hottest candidates, namely those who meet the threshold of 'hot' or 'hire-ready'.

Candidate scoring tells you in real-time the 'hot' candidates that need to be fast-tracked to recruiters right now for immediate follow up, and also the 'warm' candidates you'll want to keep nurturing. The best candidate scoring systems combine comprehensive behavioural scoring (such as web pages, career pages, email, text, articles, videos, social media, job postings and much more) alongside criteria attributes (such as current job title, company, skills, experience, location and much more).

⁷ ERE Recruiting Intelligence 2018

Candidate Scoring Basics

There are two different kinds of information to consider in your candidate scoring. These are: intent, and fit. Intent scoring is based on the candidate's engagement with your content that you are uniquely able to track and then score using marketing automation software. This enables you to see a candidate's entire digital footprint with your brand over time. Fit scoring is based on directly identifiable information from their CV or LinkedIn profile (or similar) or from what the candidate tells you. Fusing the two scoring systems together, you can build a picture of the candidate's real potential value to your business.

Intent Scoring

Intent scoring consists of tracking a candidate's behaviours - their "online body language" or "digital footprint"- in order to measure their level of interest in your company and job opportunities. It identifies a candidate's 'hire-readiness'. Candidates who open emails and visit occasional website pages are showing interest, but candidates who repeatedly visit multiple career pages, watch employee videos, read about company culture or career progression, engage with chatbots, then view current job opportunities are exhibiting much stronger 'hire-ready' behaviour.

Starting with your ideal criteria required for the vacancy, you will be able to:

- Align with the hiring manager on the profile of an ideal candidate and define what constitutes a 'best-fit'
- Use scoring levels to establish your pipeline stages of "cold," "warm," and "hot"
- Determine the score threshold that indicates the hottest "hire-ready" candidates

Here is an example for how to score candidate interest based on their behaviour. You will notice we have identified general company research behaviour, like visiting a corporate website pages, as influencing, and specific active job interest behaviour as critical.

Scoring Candidate Behaviour – An Example Scoring Model

INFLUENCING:

Would this company be good for my career?
(1-2 points)

Visits any company web page	+1
Reads any company social media post	+1
Opens/clicks company news email	+1
Watches any company video	+2
Reads CEO report / any company article	+2
Joins talent network/newsletter	+2

IMPORTANT:

Could I see myself working there?
(3-5 points)

Multi-page visits to the careers site	+3
Watches employee testimonial videos	+3
Reads Glassdoor reviews	+3
Reads hiring manager's LinkedIn/blog posts	+3
Downloads any employee guides	+4
Attends online event	+4
Repeat multi-page visits to careers site	+5

CRITICAL:

Are the live job opportunities interesting?
(5-10 points)

Visits specific job pages	+10
Visits multiple job family pages	+7
Visits compensation and benefits pages	+5
Visits how to apply pages	+5
Multi-page visits to locations / why us	+5

Stage of Interest

It's important to agree on the 'hire ready' threshold so that only the hottest candidates get sent to recruiters for immediate follow up. Pursuing poorly qualified candidates is a huge time-waster for your recruiters and impacts on productivity and your ability to hire the best talent.

Defining the stages of candidate interest will help you score your leads.

The candidate has demonstrated no engagement with your brand
(0 points)

COLD

This candidate is engaged with your brand – learning about the company, culture and working environment, accessing free resources, registering for future news
(5-20 points built up over time)

WARM

The candidate is practically waiting for your recruiter to call - repeatedly looking at job vacancies, compensation and benefit packages, how to apply (20+ points, and a spike in activity)

HOT

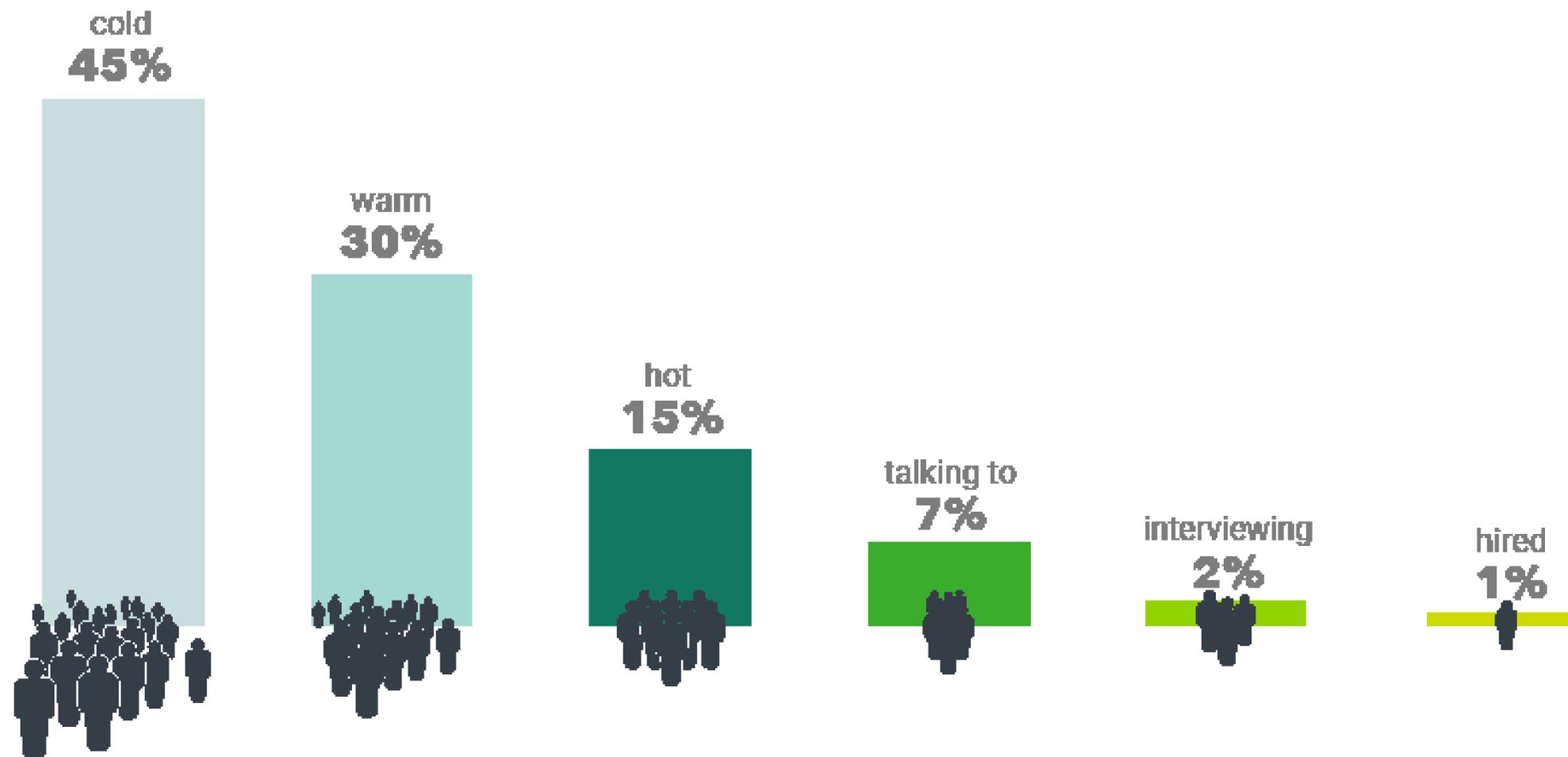
Prioritise characteristics that indicate a readiness to talk

If you structure your candidate scoring model to prioritise identifying the candidates that are showing a strong interest in your company and the roles you currently have available, then you'll end up with much better candidates for your recruiters to follow up with – guaranteed. Identifying the characteristics of your best candidates and the most likely triggers that will enable you to get a conversation going enables you to prioritise the most important actions to score in the candidate scoring model. For example, a list of key candidate behaviours could include most or all of these activities:

- Multi-page repeat visits to the careers site.
- Watched at least one employee testimonial videos.
- Looked at office locations/why us.
- Looked at compensation and benefits pages.
- Studied specific job pages.

Once you have candidate scoring in place, you can continuously tell in real-time which candidates are most interested and best qualified and, crucially, which ones are cold, warm or hot. Ahead of any outreach you will be able to see who is engaging and how they are engaging, so you can prioritise the hottest candidates for immediate follow up.

Here is an example from a leading technology company, where candidate scoring was critical to them hiring 15 new senior software engineers in only 6 weeks – reducing their time to hire by 75%, cost of hire by 50%, and improving the quality of hire by 25%.



Automate Alerts To Recruiters For New 'hire-ready' Candidates

Recruiters need to be notified as soon as possible when a candidate becomes qualified. As we have stressed, the best candidates only stay on the market for 10 days, so you have to move fast. When a candidate becomes qualified, you can ensure rapid outreach with automatic task notifications, which you can set up in Candidate.ID as part of the automated workflow in candidate scoring. Simply add a step that sends that notification to the recruiter at the moment someone hits the 'hire-ready' threshold. Notifications can be sent by email, browser or Slack, and more. You can also customise the task to include all the touchpoints that led to that candidate being qualified. Plus, Candidate.ID gives recruiters an intuitive 360-degree contact view of all interactions that candidate has had with the company.

No Candidates Left Behind

No candidate should ever reach a dead end in your talent acquisition cycle, nor should they simply end up becoming an out-of-date contact profile in your ATS. You only want to push 'hire ready' candidates straight to recruiters, but for the rest you can stay in regular touch, use tactics like candidate nurturing to further engage with them and use your candidate scoring system to prioritise them when they become 'hire-ready'.

Candidate.ID Baseline Candidate Scoring Model

Email Open Any	• 1 point Adjust score on every email open
Link Click Any	• 1 point Adjust score on every link click
Landing Page View Any	• 1 point Adjust score on every landing page view
Website Page View Any	• 1 point Adjust score on every website page view
Social Message Link Click	• 3 points
3rd Party Content Custom Redirect Click	• 3 points
Careers Website Specific Page View	• 3 points
Careers Website Job Page View	• 5 points
File Access Any	• 5 points
File Access Career Content	• 10 points
Form Submission Any	• 5 points
Form Submission Join Talent Network	• 10 points
Form Submission Career Information	• 15 points
Form Submission Job Apply	• 20 points
Career Event Registration	• 10 points
Career Event Attendance	• 15 points

Stephen Wood

Head of Talent Attraction, Bupa Dental

Bupa is an international healthcare company spanning health insurance, clinics, dental centres and hospitals, and employing around 83,000 people, principally in the UK, Australia, Spain, Chile, Poland, New Zealand, Hong Kong, Turkey, Brazil, the US, Middle East and Ireland.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: The efficiencies it drives are obvious. But I think with the growth of content marketing and its importance in driving candidate experience and interaction with your organisation you need tools that enable you to manage what can become a bit of a beast. Relevance is so important, we want to be useful, we want to share stories people want to

read and identify with - being able to create structures that navigate a candidate down a pathway that is relevant to them builds greater trust in that relationship. It also means you are in front of your candidate during longer decision cycles.

Q: What would you say is key to success in hiring in-demand talent?

A: Identify your values, make sure the experience you're advocating is real and celebrate it.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: It makes you evaluate all your interactions with your candidates, and the importance of each touchpoint. Your talent pools have already started looking through the shop window, so there is a level of engagement already established. Creating bespoke

campaigns based on those interactions means you can be nurturing talent, while quickly identifying those who are ready to have a conversation. When you know you have a great environment to welcome them - it could be one the most important conversations of their career. Let's equip ourselves as best we can to not mess that up.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: When you're building the business case, you must know which of your hiring metrics you're looking to improve and what will it take to arrive at your 'Eden' - when the platform starts paying for itself! For recruiters, you need to give them the tools to make it a success in the short term, they have to juggle a lot, so the more tones you can add to the candidate picture before they pick up the phone, the greater their chance of success.

Q: What are the most important things to look for in a

technology vendor to support you hiring in-demand talent?

A: Regular engagement, you almost have to get the sense they care more than you! You also need to feel they understand your business quickly, by data-led evaluation of activity and conversations with you. If you get a sense your vendor is listening, it helps the relationship from the start.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: I was hoping you would tell me, but I want to see how we can personalise to an individual candidate's needs more through greater learned behaviour. And

ultimately how AI is going to help with all of this.

15 | Conclusion: Stop Cutting Down Trees And Start Sharpening Your Axe

Marketing automation will change your life. By restructuring your team for the better, automating nurture, magnetising hire-ready prospects, and eliminating wasted time and saving money, your organisation's recruiting performance will soar to new heights - something, we're sure, your CEO, CFO and CPO will notice!





A sustainable Talent-Pipeline is the oxygen which every successful company needs for breathing. Indeed a multi-touch approach to developing relationships with candidates is an effective and inevitable people-centric strategy to future-proof any organization. The entry of Artificial Intelligence in recruitment will automate many parts of the current recruiting workflow, especially repetitive, high-volume tasks. The technique should do the heavy lifting by automatically nurturing candidates and identifying those most interested in opportunities and by giving the recruiters the time to focus on what is really essential: Socializing with their candidates!

GIORDANO RIGHI

Founder and CEO

Liberty Morgan



Graham Thornton

Co-founder and CEO, Change State

Graham helps companies throughout their HR Digital Transformation by arming talent acquisition leaders with the right recruitment software, data-driven recruitment marketing strategies and employment brand health reporting to help find qualified talent faster. Leading Change State gives Graham the ability to take a vendor-agnostic approach to recommending solutions for clients ranging from Fortune 100 companies to early-stage startups. Whether understanding the tactical paths to implementing artificial intelligence (AI) and machine learning tools to improve the candidate experience, to maximising clients' recruitment advertising and sourcing platforms, or simply service as a guide to help clients understand how to appropriately measure their current team's effectiveness - Change State exists to help clients recruit better.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: The smartest talent acquisition leaders are learning that you can't just continually throw money at the same solutions in recruitment. We've seen some of larger advertising platforms become exposed when needing to prove their

ROI and executives are realizing that maybe we shouldn't be spending a million dollars on sourcing seats - maybe organizations really do have the data available where they can build their own recruitment marketing platforms. Historically it hasn't been easy to track a candidate's footprint, but now it's possible. And as the job board space constricts even further, combined with a finite pool of in-

demand talent - companies can't rely on a job board or InMail to 'stand out' to candidates who have their pick of a new role

Q: What would you say is key to success in hiring in-demand talent?

A: Consistency and visibility. I think of it similarly to business or consumer marketing, right? You want to deliver value to

a candidate in multiple ways through their lifecycle, so when they are ready to entertain a new role - you're top of mind. The old adage is that candidates use an average of 16-18 different sources during the job search process. How many of those sources can you help provide? Or are you only sharing job content? That's a clear miss. And visibility is the second part. You can have all the candidates in your CRM, but if you don't know who

is engaging with your content, you're still throwing darts.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: Back in a previous life, a mentor of mine used to say 'you need to spoon feed the value to recruiters'. It's always stuck with me. Recruiters will gravitate towards what's easy, what they're comfortable with. Historically, CRMs and an ATS do not make it easy for recruiters to know who to talk to. Sure, you can see who applied to a job recently but that only gets you so far. The best marketing

automation is delivering value to recruiters on a daily, weekly basis without needing much involvement. That's where an effective marketing automation strategy stands out. We can spend time with our most engaged talent? Huge win.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: Executives have to understand that marketing automation is not an overnight solution - and I think that's where teams often get stuck. Recruiting is typically seen as a reactive business line. You need butts in seats, today. Faster,

cheaper, better. Well, recruitment marketing automation can't always check those boxes in the first 30 days. So if you're a leader, you have to paint the future state on where marketing automation can check all three boxes months down the line.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: I always look for vendors who have great use cases to share that can tie back to our own clients' scenarios. Make it easy for us to connect the dots. How will this work for me? Software isn't perfect. We always want to know what are the hurdles we should anticipate. What slows down successful launches.

Where are the bottlenecks? Transparency is key - and rare - in this space. But the best vendors and partners approach this with a 'creating a win for all' mentality.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: You can go and buy contact information for folks anywhere these days. I think we'll soon get much deeper into tracking 'talent' in recruitment. If you look towards consumer marketing, you can likely predict patterns we'll see pop up in marketing automation for recruitment. I think some of the more predictive capabilities in consumer marketing will

become more commonplace in recruitment. For example, when you're at the grocery store and get a coupon for toothpaste with your receipt that's eerily just about the time when you need to buy toothpaste. I think we'll see those types of predictive trends creeping into marketing automation for recruitment. So maybe it's someone who posts in a Reddit feed or on Twitter about a bad day at work, or RSVPing to a meetup about a coding course, and companies will be able to drive talent through automated sequencing. So whilst direct engagement with a company will always trigger recruitment marketing, I think companies will begin to connect a much broader engagement footprint that back into their recruitment marketing strategies.

Why Candidate.ID?

Candidate.ID's multi-award-winning marketing automation platform for recruitment has become acknowledged, worldwide, to be the core talent acquisition system for hiring for 'in demand talent', enabling employers to hire the best, on the optimum time path and at the lowest possible cost whilst using the fewest resources.

It is important to stress that although Candidate.ID has a ton of CRM functionality we are not a CRM. We believe ATS will eat CRM, standardising as the one core system of record for all applications-based hiring (which we call farming) because they are fundamentally the same technology with the same database architecture (think horse and faster horse). Leading employers use Candidate.ID for hiring for in-demand talent (hunting) where applications fall short in terms of quality or volume and you have to respond rapidly and proactively.

Known for providing breakthrough innovation, Candidate.ID won the Recruitment Innovation Award at UNLEASH'18, HiringSuccess'19, and features in the latest Fosway 9-grid for Talent Acquisition for a "disruptive approach and transformational output".

More at www.candidateid.com

[Book a Demo](#)

17 | What Makes Candidate.ID Different

Our Database Architecture - Delivers dynamic candidate profiles, not static ones like a CRM or ATS. The unique identifier field for each candidate profile in Candidate.ID is the email address, not the 15-digit “CRM ID” code generated each time a new record is created in an ATS or CRM. This eliminates candidate record duplication issues and enables cookie based tracking, combined with fingerprint and IP recognition, to collate all a candidate’s activity, email addresses, browsers, devices and locations into one single candidate record. This delivers dynamic candidate profiles which you can filter by a real-time engagement score to determine the candidate’s stage of interest, informing you of what to do next - interest, further engage or convert.

Our Engagement Studio - The most sophisticated recruitment marketing automation campaign builder available and comprising best-in-class WYSIWYG email and landing page builder, text messaging, social messaging and video within dynamic and personalised multi-channel campaigns.

Our Automation - Out of the box templated “if this, then that” engagement campaigns optimised by role type; automated “nudge to complete application” campaigns based on candidate interactions with content and forms; automated database management and GDPR compliance, dynamic candidate profiles keep credentials up to date cross ATS/CRM for data hygiene and usability, automate the key communication and tracking requirements of the required legislation and make it easy to execute your Data Protection strategy and ensure Data Privacy compliance; Daily alerts and notifications to identify ‘best-fit’ talent for immediate follow up, plus real-time ‘critical talent’ activity notifications.

Our Team - One of the most experienced leadership teams in recruitment technology with deep expertise in marketing automation, talent acquisition and AI.

Our Clients' Success - On average our customers make 50% more hires per recruiter, reduce time-to-acceptance by 50%, and reduce cost-per-hire by 40%.



Rob Enright

Talent Acquisition Offering Lead & Chief TA Architect, IBM Talent & Transformation

Rob is the Global Offering Lead for Talent Acquisition at IBM. As a member of IBM's Global Centre for Competency, Rob leads the IBM point of view and strategy for Talent Acquisition (TA), including Operating Models, Processes, Experiences, Data and Technology.

IBM's talent acquisition services help improve experiences and generate more predictable outcomes. Our recruitment services help you to scale resources and priorities as needed, hire and develop for retention, and identify and bridge skill gaps.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: Accessibility and ease of adoption

Q: What would you say is key to success in hiring in-demand talent?

A: Anticipate demand as much as you can, make sure your

talent team and the business are aligned on being candidate centric and put your best foot forward on it - resources and financial investment.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: Creating differentiated,

personalised, high-touch campaigns are now scalable and repeatable so you really can differentiate at scale.

Q: What should you focus on when selling marketing automation to your executive team? What are some things that might resonate with a CEO, CFO, or Recruiters?

A: How it supports in-demand talent strategy, amplifies brand reputation and enables competitive advantage.

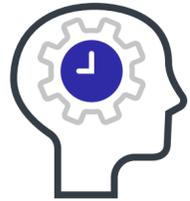
Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: Ability to modularise solutions / adoption and the seamless integration / augmentation with existing investments.**86**

18 | Candidate.ID: Marketing Automation Built Specifically For Recruitment

- Dynamic candidate profiles that activate static databases into talent pools and talent pipelines.
- Out-of-the-box optimised engagement campaigns that tailor the candidate experience to fit the role and the ideal candidate.
- Automated vacancy recommendations based on the candidate data profile - people who liked this job also liked these...
- Automated content recommendations based on candidate interactions - people who liked this content also liked these...
- Minimising lost candidates at the application stage because the ATS application process sucks - automated nudge conversion campaigns.
- Predictive scoring - reliably determining candidates most likely to convert to quality hires.
- Predictive analytics – data driven insights to benefit recruiters and managers to help pinpoint by role what converts your 'ideal candidate profile'.

Pipeline Automation



SCORING ALGORITHM



CAMPAIGN AUTOMATION



CANDIDATE ENGAGEMENT



SOCIAL ENGAGEMENT



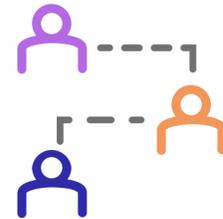
CANDIDATE NURTURE



PIPELINE MANAGEMENT



REAL-TIME INTELLIGENCE



MULTI-STEP WORKFLOWS



DYNAMIC SEGMENTATION



ANALYTICS & REPORTING

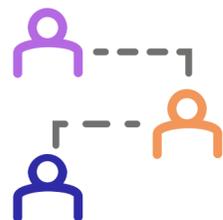


DATA PRIVACY COMPLIANCE



INTEGRATION (ATS/CRM)

CRM



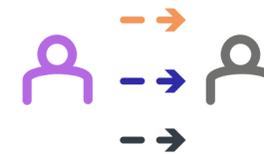
WORKFLOW MANAGEMENT



HIRING PROCESS TRACKING



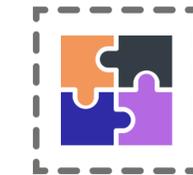
INTERVIEW SCHEDULING



JOB POSTING / ADVERTISING



SOURCING
Social, Job Boards



INTEGRATION
Career Site, ATS, HRIS,
Chat Bot, CV Parsing



**YOU NEED TO DEFINE KEY CRITICAL CAPABILITIES OVER THE NEXT 3 YEARS -
HAVE PEOPLE BEEN ADAPTING TO WORK IN AN AMBIGUOUS ENVIRONMENT? THE
REALISATION IS THAT IT'S GOING TO TAKE LONGER TO INTERACT WITH THEM. WE
CURRENTLY HAVE A BIG CAMPAIGN ON DATA SCIENTISTS AND ATTRACTION IS
BASED ON PERSONAS, EMPLOYEE STORIES ETC.**

ELIF GÜRTEKIN

Talent Acquisition Director

BP



Becky Pulley

Employer Brand Manager, Adevinta

Becky is a passionate Recruitment Communications, Marketing, Employer Branding Specialist and RAD Awards Judge. Becky helps companies connect with their target audiences and recruit amazing people who are excited, engaged and, most importantly, understand what it is they're signing up for. Adevinta is the dominant global leader in online marketplaces, providing technology-based services to connect buyers and sellers and facilitate transactions, from job offers to real estate, cars, consumer goods and more.

Q: You are one of the pioneers of using marketing automation to hire in-demand talent. What has come together to make it so hot right now?

A: As someone who's worked in employer brand and recruitment marketing for quite some time, this feels like the part of the puzzle that's been missing all along and I think the reason people are starting to care about it now is because we're

all becoming more data driven. Employer brand and recruitment have always had a natural separation - we can build brand awareness campaigns and track that and we can build hiring campaigns and track that, but we're being asked more and more to show how engagement and awareness of our brand is leading to hires. Marketing automation is the link between the two and a way for us to engage with those passive-but-

not-so-passive people who are interested, but not ready to make the leap.

Q: What would you say is key to success in hiring in-demand talent?

A: Transparency. People who are in demand are used to the sales pitch and usually pretty sceptical when it comes to speaking to HR or recruitment teams. The more transparent you are with

them about the company - not just what you do, but how and why you do it - the more they'll have the opportunity to decide if it's the kind of place they'll really be able to thrive. Plus, it'll make you stand out from the crowd of people who are just telling them what they want to hear. On the other hand, having a way to engage longer term with this group is essential. Once they're ready to make a move they can get snapped up within days and

you want to be on the top of their mind of places they'd consider.

Q: What are some of the benefits of marketing automation for recruitment that you would point out to someone who is considering switching from their Recruitment CRM, or integrating to their ATS?

A: This kind of automation is a no-brainer. It allows you to keep communication pretty personalised, but do it at scale and with data to show that your messages are resonating in the right way and delivering engaged people directly to your recruiters.

Q: What should you focus on when selling marketing automation to your executive team? What are some things

that might resonate with a CEO, CFO, or Recruiters?

A: Hiring the wrong person into a team can cost over £130,000 (research by the REC) and that doesn't even take into consideration the damage it does to your reputation. By making sure we're communicating what we do, why we do it and how we do it to people before they join our recruitment process we will be able to truly match talented people to our business.

Q: What are the most important things to look for in a technology vendor to support you hiring in-demand talent?

A: The most important thing is to understand what problem you're

trying to solve. If you take that to the vendor and they can show you - in detail - how their system will address the problem - while also being clear about what it won't do - then you know you're on to a winner.

Q: What do you think the future of marketing automation in recruitment will look like in the next few years?

A: We'll continue to play catch up with our 'big brothers' in the world of consumer marketing, but I think we'll begin to see talent acquisition functions become more sophisticated and more data driven. This will naturally make recruitment marketing more sophisticated and I think companies that invest in true community

building will start to stand out from the crowd.

19 | Complementary Tools and Resources for Hiring In-demand Talent

Sourcing

SeekOut

<https://www.seekout.io/>

Scott Gudmundson, VP of Sales (scott@seekout.io)

Visage

<https://www.visage.jobs/>

Joss Leufraancois, Co-founder & CEO (joss@visage.jobs)

Daxtra

<https://www.daxtra.com/>

Toby Conibear, CCO (t.conibear@daxtra.com)

humanpredictions

<https://humanpredictions.io/>

Elliott Garms, Co-founder (elliott@humanpredictions.io)

Programmatic Advertising

Recruitics

<https://www.recruitics.com/>

Julie Calli, Head of Strategy (julie@recruitics.com)

VONQ

<https://www.vonq.com/>

Joren de Koning, Director of Partnerships (joren@vonq.com)

Careers Websites

Attrax

<https://www.attrax.co.uk/>

James Saunders, Founder and CEO (james.saunders@attrax.co.uk)

Creative, Employer Brand, EVP & Recruitment Marketing

Change State

<https://changestate.io/>

Graham Thornton, Co-founder and CEO (graham@changestate.io)

PH Creative

<https://www.ph-creative.com/>

Dave Hazelhurst, Founder (dave@ph-creative.com)

Proactive Talent

<https://proactivetalent.com/>

Will Staney, Founder & CEO (will@proactivetalent.com)

Messaging (and Interview Scheduling)

Paradox

<https://www.paradox.ai/>

Adam Godson, Chief Product Officer (adam.godson@paradox.ai)

Market Trends & Insights

CareerXroads

<https://cxr.works/>

Gerry Crispin, Principal and Co-Founder (gerry@cxr.works)

Recruiting Brainfood

<https://www.recruitingbrainfood.com/>

Hung Lee, Co-founder & CEO (hung@recruitingbrainfood.com)

Recruiting Daily

<https://recruitingdaily.com/>

William Tincup, President & Editor-at-Large (tincup@recruitingdaily.com)

Rally Recruitment Marketing

<https://rallyrecruitmentmarketing.com/>

Lori Sylvia, Founder & CEO (lori@rallyrm.com)

Video for Candidate Engagement

SparcStart

<https://www.sparcstart.com/>

Maury Hanigan, Founder & CEO (Maury@SparcStart.com)

Candidate Experience

Survale

<https://survale.com/>

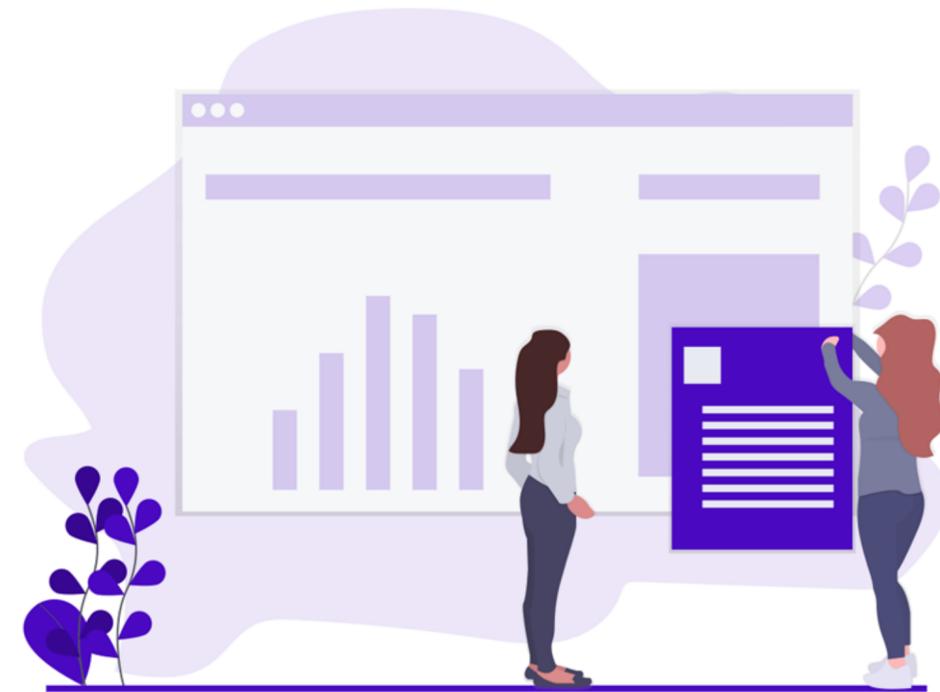
Jason Moreau, Founder and CEO (jason@survale.com)

Video interviewing and Assessment

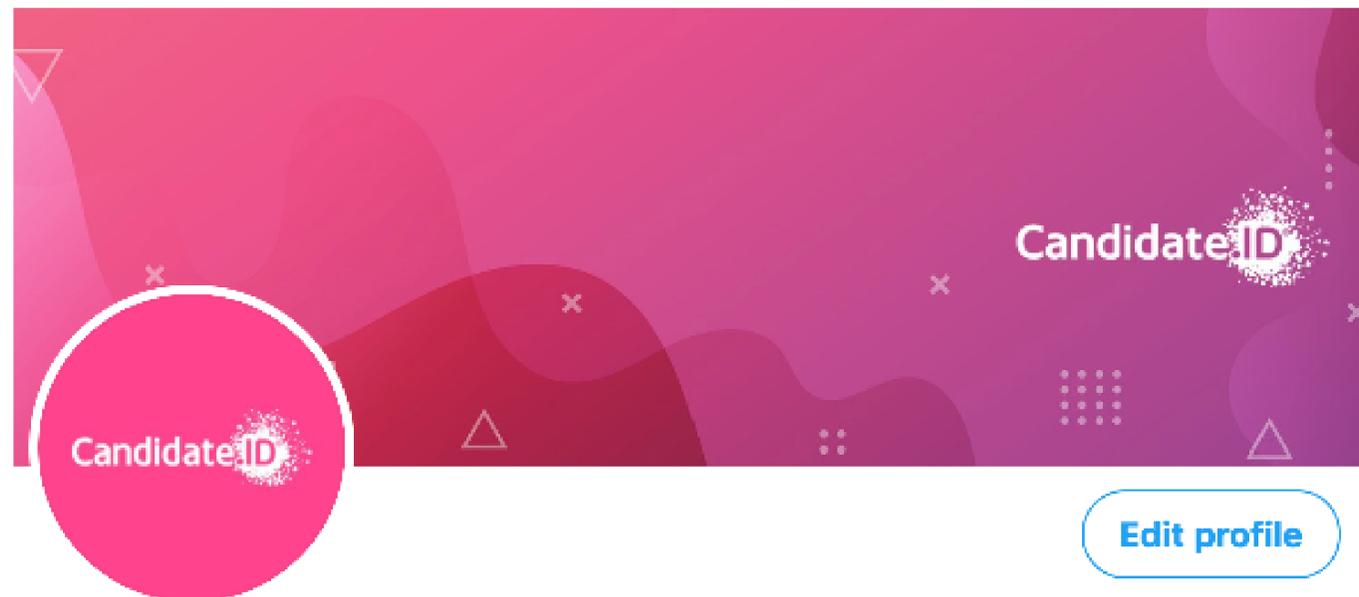
Cammio

<https://cammio.com/>

Walter Hueber, Founder and CEO (walter@cammio.com)



20 | Appendix 1: 35 Quick Wins



Candidate.ID®

@Candidate_ID

Award-winning Talent Lead Gen Software. Better than your CRM. [#HRTech](#) | [#UNLEASH18](#) and [#Hire19](#) startup competition winners. Book a demo cid.im/demo

- Every page of your careers site
- Every landing page
- Auto signature
- Your LinkedIn Page / Hiring Managers' LinkedIn Page
- Company LinkedIn, Twitter and other social media

Whenever a candidate clicks on a link, you will receive an alert.

Examples of #TalentLeadGen links:

- 'Join Talent Network'
- 'Schedule a call'
- 'Search jobs' link
- 'Update Your Profile at our Talent Network'
- 'Join our Community'
- 'Sign up for Updates'

UPDATE YOUR DATA

By submitting this document you agree that Nielsen may use your information to contact you by phone or email in order to discuss job opportunities. Our professional privacy statement fully explains how we will use your data.

Join our energy community

The world in which we live in is constantly changing. At Mott MacDonald we like to find innovative ways to keep ahead of this and be forward thinking. Our Energy unit spans many countries and we pride ourselves on having a diverse and inclusive workforce which enables us to work together and share new ideas.

Whether you're interested in Thermal & Renewables, Transmission & Distribution, or Nuclear projects, we'd love to keep in touch with you. By registering below, you'll become a part of our community and will receive regular updates on projects we're working on, events we're holding as well as being the first to hear about our career opportunities.

First Name *

Last Name *

Email *

The personal information entered on this form will be used to contact you about career opportunities at Mott MacDonald and to match you with potentially suitable job roles. Your details will be stored securely and processed in accordance with our recruitment privacy notice, our Group privacy and data protection policy and any applicable privacy and data protection laws.

21 | Appendix 2: The Pros (Pipelining In-demand Talent)

Jasmeet Anand
Manager of Recruiting &
Talent Insights
McKinsey & Company

Chris Barton
Talent Director
Dialog Semiconductor

Bill Boorman
Founder
#tru Conferences

Jonathan Briggs
Group Head, Talent
Acquisition
Aviva

Noel Brown
Global Head of Talent
Attraction & Acquisition
Thermo Fisher Scientific

Dave Burford
VP, Global Talent
Acquisition
SES Satellites

Richard Carsley
Director of Talent
Acquisition
Freedom Mortgage

Mark Condon
Managing Partner & Founder
QuantumWork Advisory

Gerry Crispin
Principal and Co-Founder
CareerXroads

Toby Culshaw
Talent Intelligence Leader
Amazon

Shaun Daley
Head of Resourcing
The Open University

Ryan Dennett
Head of Global Talent
Acquisition
Thales

Neil Denton
Director of Recruitment
Cappgemini

Nick Eaton
Director of Recruitment and
L&D Northern Europe
Specsavers

Rob Enright
Talent Acquisition
Offering Lead & Chief TA
Architect
IBM Talent & Transformation

Gareth Flynn
Founder and CEO
TQ Solutions

Elliott Garms
Co-Founder
humanpredictions

Roland Glass
Chief Business Officer
TalentSmith

Adam Godson
Chief Product Officer
Paradox

Alan Gregg
Head of Recruitment
Specsavers

Lee Griffiths
Head of Talent Attraction
PeopleScout

Scott Gudmundson
VP of Sales
Seekout.io

Elif Gürtekin
Talent Acquisition Director
BP

Danish Haidri
Founder and CEO
Hamilton Resourcing

Maury Hanigan
Founder & CEO
SparcStart

Daniel Harris
Head of Talent Acquisition
Mott MacDonald

John Hill
Director Talent Acquisition
Transformation
Korn Ferry

Walter Hueber
Founder and CEO
Cammio

Richard Hutchinson
Head of Resourcing
CityFibre

Will Innes
General Manager
TQ Solutions

Matt Jones
SVP Operations
Cielo Talent

Todd Kierman
Associate Director
Technology Partnerships
Cornerstone OnDemand

Hung Lee
Co-founder & CEO
Workshape.io

Joss Leufrancois
Co-founder & CEO
Visage

David Martin
Head of Resourcing
Witherslack Group

Jason Moreau
Founder and CEO
Survale

Robert Peasnell
Deputy Managing Director,
PeopleScout

Becky Pulley
Employer Brand Manager
Adevinta

Neil Purcell
Founder and CEO
Talent Works International

Giordano Righi
Founder and CEO
Liberty Morgan

Tim Sackett
President
HRU Technical Resources

James Saunders
Founder and CEO
Attrax

Will Stoney
Founder and CEO
Proactive Talent

Jon Stanners
Founder and Captain
Vyou

Craig Sweeney
SVP Global Strategic Talent
Solutions
WilsonHCG

Lori Sylvia
Founder & CEO
Rally Recruitment Marketing

Jo Taylor
RPO Operations Director
ManpowerGroup Solutions

Graham Thornton
Co-founder and CEO
Change State

William Tincup
President & Editor-at-Large
RecruitingDaily.com

Cherie Ware
Sr. Director Operational
Excellence
Randstad Sourceright

Tim Way
Co-founder & MD
The Career Conversation

Stephen Wood
Recruitment Marketing &
Attraction Manager
Bupa Dental

