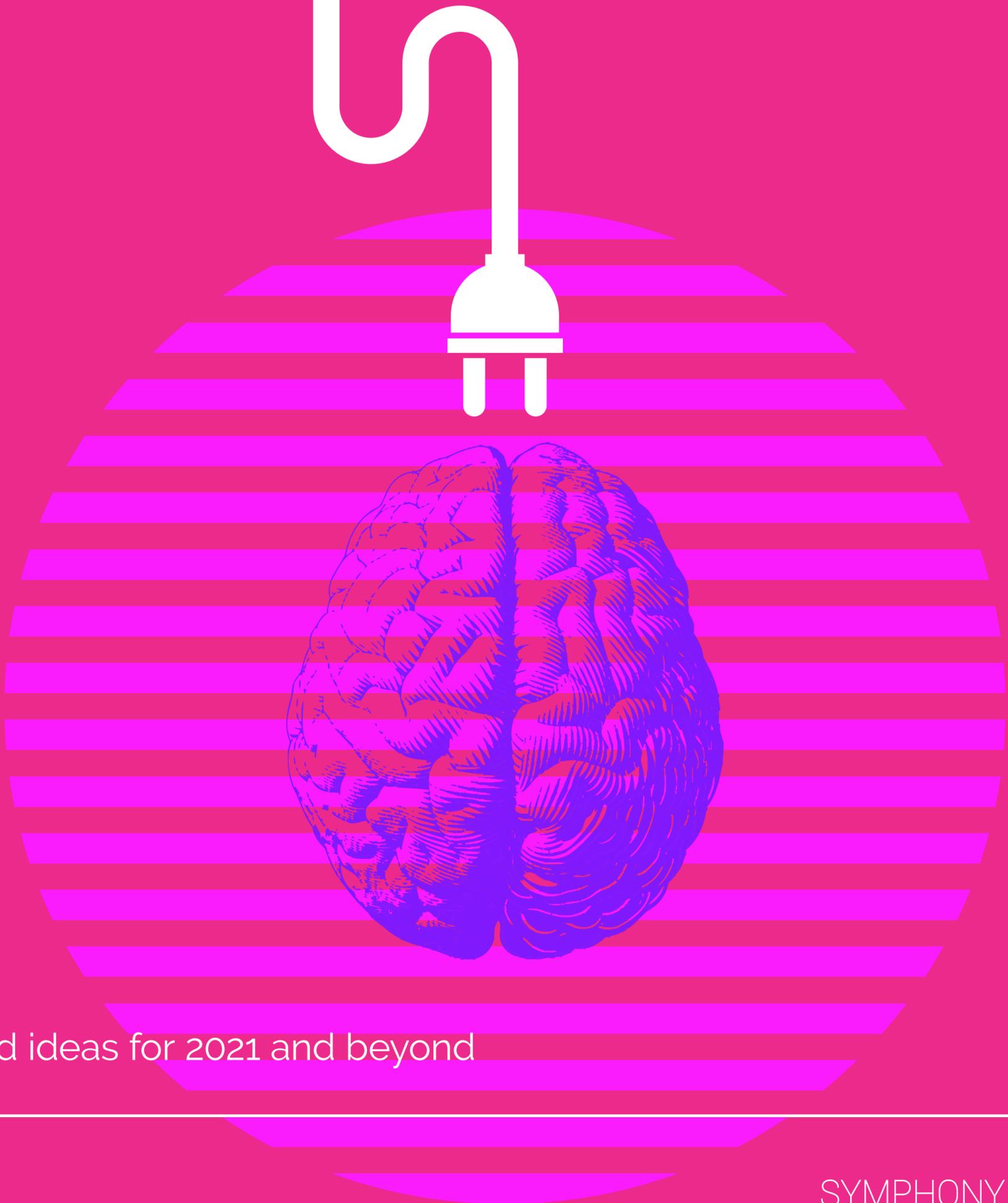


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2021 Recruitment Marketing

# Ideabook



28 bold ideas for 2021 and beyond

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SYMPHONY TALENT

# 1.

## Stand out in the crowd.

- 04 Jethro DiMeo - Head of Global Talent Acquisition, Red Bull
  - 04 Sara Erickson - Senior Recruitment Marketing Specialist, Ecolab
  - 05 Lindsey Sanford - Chief of Staff, Palo Alto Networks
  - 05 Roy Maurer - Online News Manager and Editor, Society for Human Resource Management
  - 07 Leo Labra - Senior Recruitment Marketing Talent Attraction Strategist, Southern California Edison
  - 07 Julia Levy - Head of Global Talent Acquisition, CommScope
- 

# 2.

## Do simple better.

- 09 Shelby Grip - Senior Manager of Talent Brand and Recruitment Marketing, Stryker
  - 09 William Tincup - President and Editor-at-Large, RecruitingDaily
  - 11 Roopesh Nair - CEO and President, Symphony Talent
  - 11 Tim Sackett - President, HRU Technical Resources
  - 12 Mike Bollinger - VP of Strategic Initiatives, Cornerstone OnDemand
  - 12 Kerry Noone - Director of Recruitment Marketing and Employer Branding, CVS Health
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# 3.

## Know your candidate.

- 14 Lane Sutton - Recruitment Marketing Manager, Walmart
  - 14 Jennifer O'Brien - Global Talent Acquisition Leader of Candidate Attraction and Experience, Booz Allen Hamilton
  - 16 Elaine Orler - Founder and CEO, Talent Function
  - 16 Kevin Grossman - President, Talent Board
  - 17 Josh Zywiec - Chief Marketing Officer, Paradox
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# 4.

## Read the room.

- 19 Tracey Parsons - Consultant and Owner, Parsons Strategic Consulting
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  - 20 Debora Johnson - EVP of Recruitment Channels and Content Manager, The Coca-Cola Company
  - 20 Becky Cooper - Talent Acquisition Manager, Republic Services
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- 

# 5.

## Utilize your employees.

- 24 Jessica Summerfield - Recruitment Marketing Specialist, Advocate Aurora Health
- 24 Jennifer Vaccaro - Communications and Relations Strategist, AdventHealth
- 26 Alykhan Rehmatullah - Co-Founder and CEO, Altru
- 26 Elizabeth Black - Manager of Employer Branding, Henkel Corporation

1.

Stand

Employer branding

out in the

crowd.

Storytelling

Agility

Flexibility

Authenticity

## Think differently.



**Jethro DiMeo**

Head of Global Talent Acquisition  
— Red Bull



**Avoid falling into the trap of relying on videos of smiling employees enjoying free lunches in colorfully painted offices, stock imagery of people who don't even work for or with your organization, and cliché taglines.**

People will spot the lack of authenticity immediately. Your employer brand and recruitment marketing should help you stand out of the crowd, not bleed into it. Take a moment to reflect on your approach periodically to identify and replace potentially harmful components of your current recruitment marketing strategy. In a world where everyone is doing exactly the same things as everyone else, try to stop for a moment and think about how you could do things differently.

### **2020 reinforced the importance of agility.**

While it's important to always stay true to your employer brand, flexibility in how you reach your goals is critical as we navigate change and uncertainty. In 2021, it will be more important than ever to build your strategy but foster an agile mindset so you can pivot your tactics quickly to meet changing candidate needs.

## Foster agility.



**Sara Erickson**

Senior Recruitment Marketing Specialist  
— Ecolab



## Be flexible. Find your guardrails and guidelines, and flex them some more.

Be willing to compromise, pivot, and adjust quickly — your process might not be perfect from the time you set it up, but you can always make it better with a willingness to compromise. Sometimes that will mean leaving the process behind and opting more for behaviors you want to see in the future. If the behavior is aligned but doesn't follow the process, work with your team in the process. Compromising and meeting people where they are will lead to a stronger, more productive relationship — and a stronger strategic output.

## Be flexible.



**Lindsey Sanford**

Chief of Staff  
— Palo Alto Networks



## Be proactive.



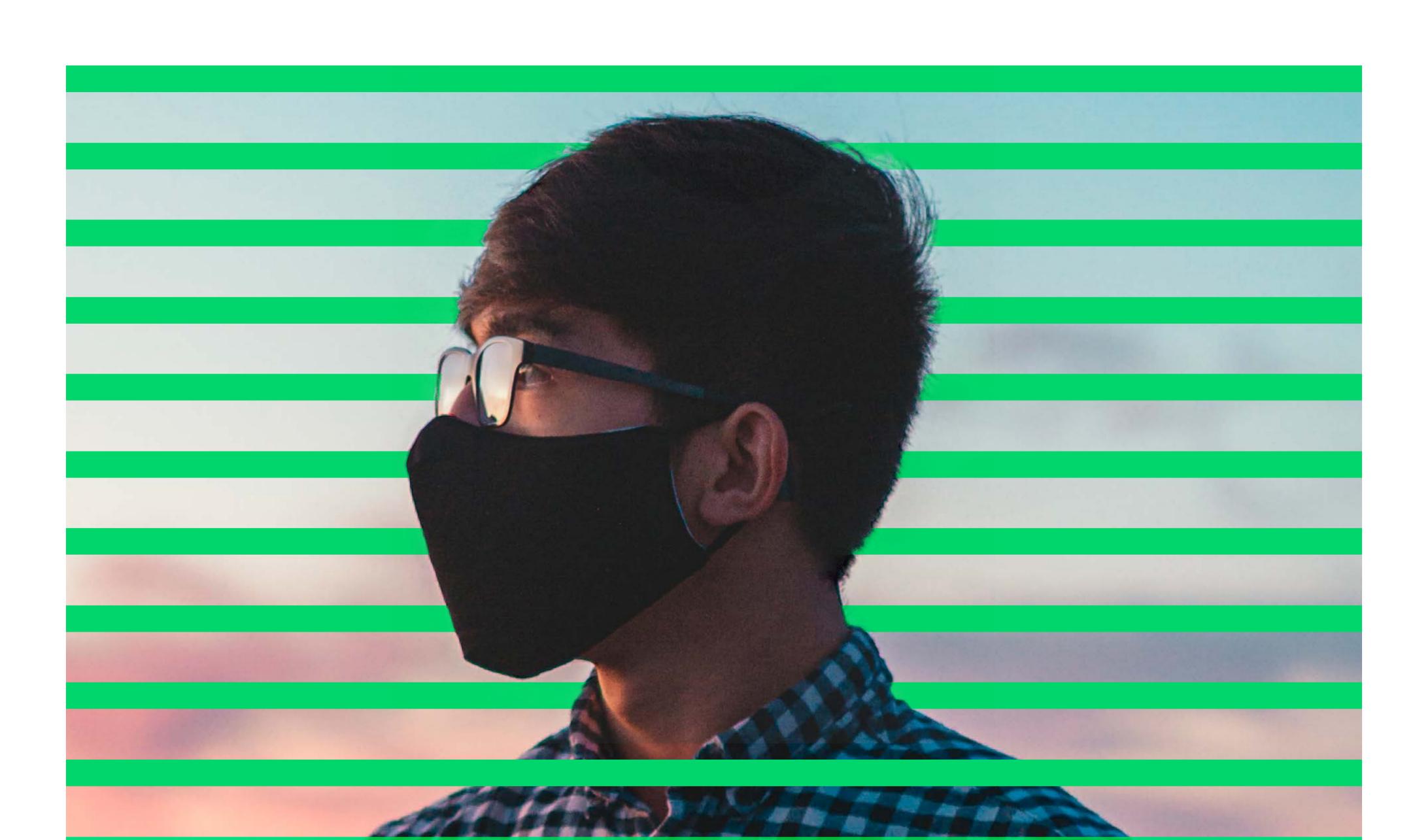
**Roy Maurer**

Online News Manager and Editor  
— Society for Human  
Resource Management



## Be proactive.

Yes, you'll be working in an atypical recession and uncertainty will be high due to the course of COVID-19, but talent acquisition thought leaders preach that these types of events should be viewed as opportunities, not threats. Use recruitment marketing and employer branding to show people what you've done to take care of your workforce during the pandemic and spread a message of security. Demand for candidates — and the recruiting budgets that follow — may fall for some; in those cases, refocus recruitment marketing to build and engage with talent pools, a tactic sure to pay off once hiring resumes.



**“Like it or not, your company is being judged by candidates and clients on how you handled 2020.”**

**Julia Levy, Head of Global Talent Acquisition  
— CommScope**

## Show resiliency.



**Leo Labra**

Senior Recruitment Marketing  
Talent Attraction Strategist  
— Southern California Edison



**Be agile, continue to find new ways to activate your employee value proposition through the full candidate journey, and share the resiliency of your organization through storytelling.**

During times of crisis and adversity is when your employer brand truly shines, and people are actively monitoring how companies respond and engage with their employees, customers, and communities. It's more critical than ever to leverage resources and technology to get the message to your talent network that your company cares and is taking action to create a more inclusive environment and looking to increase the safety of everyone.

## Like it or not, your company is being judged by candidates and clients on how you handled 2020.

Your response and agility during this paradigm shift directly impacts the perception of how closely your company values, purpose and mission align with reality. Candidates want answers to questions like: how did you take care of and communicate to your employees during COVID-19?; how inclusive and diverse is your organization?; what changes have you made to safety protocols?; what is your sick leave policy if an employee gets COVID-19?; what is your virtual work or flexible work policy? The candidate of the future wants you to connect with them authentically and empathetically. They want to work for a company that has a strong brand and culture that is rooted in purpose and values. As you think about the future of work you must take a breath and reflect on how your company is changing to meet these new demands.

## Align with reality.



**Julia Levy**

Head of Global Talent Acquisition  
— CommScope



2.

**Do  
simple  
better.**

AI

Chatbots

Automation

Scoring tools

Ghost apply

## Get chatty.



### Shelby Grip

Senior Manager of Talent Brand  
and Recruitment Marketing  
— Stryker



**With the COVID-19 pandemic, many employers have been forced to allow remote work, and that has opened up opportunities across the country.**

Hiring managers are now more willing to accept talent from outside of their local talent pools, resulting in an increase of quality applicants and a decrease in time-to-fill. I think this will continue in 2021 — and that means it will be crucial to expand recruitment marketing efforts beyond your local markets. This will result in more applicants (aka more work for your recruiters), so AI and automation, like chatbots and candidate scoring tools, will be more important than ever.

## Meet candidates where they are.

Let's stop playing games here. Candidates are fickle. The very moment you think you have them figured out they change. Turns out, hiring well is hard as hell. Yeah, that rhymed. The point of this is simple: candidates should always be in the driver seat and great recruiters should always be intense candidate advocates. That's how it should work in 2021. If we want to get our recruitment marketing right, we need to get our minds right. Let's find out what they like, how they want communications, where and when they like things, and follow them. It's not popular, but let them change how they like things and respond accordingly. If you've ever danced in a ballroom you understand the concept of one dancer leads and the other follows. In 2021, we need to (always) follow our candidates.

## Follow candidates.



### William Tincup

President and Editor-at-Large  
— RecruitingDaily





**“If you suck in 2021, but  
all of a sudden need to  
‘turn it on’ in 2022, it’s  
not going to work.”**

**Tim Sackett, President  
— HRU Technical Resources**

## Do simple better.



### Roopesh Nair

CEO and President  
— Symphony Talent



## It's been a complicated year — so moving forward, let's do simple better.

A great place to start is reassessing, rethinking, and — if need be — removing any technology that isn't serving your purpose. If the tech you're using doesn't work for you and doesn't help your team work better, it's simply not worth it. The right tech should be simplifying your work, not making it more complicated. It should automate the tasks you don't have time for, and empower your teams to focus on what's next.

## This might sound like a broken record skipping back over the same lyric over and over again, but we need to f@%&\*#g respond to candidates in a meaningful way!

My biggest fear for 2021 is we will have less jobs and more candidates and we'll just stop caring about candidate experience (CX) even less than we care about it now. Less than 50% of organizations let candidates know that you received their application and that you disposition them once you've filled the position. That is shameful for us as an industry. Great recruitment marketing is built when you don't need it, so that it works when you do need it. If you suck in 2021, but all of a sudden need to "turn in on" in 2022, it's not going to work. At the very least, find out how you can deliver the most basics of a solid candidate experience. Ghost apply to your jobs and see if your team is actually delivering. We all now have technology that can automate this for us, so there is absolutely no reason it can't be done. The only thing holding your recruitment marketing strategy from moving forward in 2021 is you.

## Don't suck.



### Tim Sackett

President  
— HRU Technical Resources



## We find ourselves in a place where old ideas are new again.

Overnight we went from a talent shortage to ... well, not one. What did we learn from the last period of surplus? Don't ghost people with your systems (your brand depends on it), maintain communications with silver medalists, make your interactions unique and personal, institute a "friends" program, review your posting to insure the "best foot forward", leverage simplification, track your results, agree on a quality of hire metric, articulate minimum qualification without bias. Learn from the mistakes we made with old techniques, but recognize that they have use in scale. Technology can help but with a different emphasis.

## Recognize mistakes.



**Mike Bollinger**

VP of Strategic Initiatives  
— Cornerstone OnDemand



## Flip the funnel.



**Kerry Noone**

Director of Recruitment Marketing and  
Employer Branding  
— CVS Health



## Flip the funnel and literally turn your recruitment marketing upside down.

It might sound totally backward at first (because it is, and that's the beauty of it!), but start spending less money on arbitrary advertising as a means to bring in new candidates, and instead dedicate your time and resources on acknowledging the existing talent in your CRM. By engaging with the candidates you already have, you'll satisfy their demand for content and information and empower them to become brand ambassadors. And whether they end up joining your team or not, they're likely to share their positive candidate experience with peers, thus becoming a new — and more effective — acquisition channel.

3.

# Know your candidate.

Candidate experience

Listen

Journey

Nurture

Culture

## Ask questions.



**Lane Sutton**

Recruitment Marketing Manager  
— Walmart



## Know your candidate.

This is your main customer. Taking the time to research and understand them will help you craft a much more compelling message, value proposition that resonates, and a tailored experience. Conduct surveys, interviews, and focus groups with candidates or employees in the roles you're looking to hire. Ask: what drives them? What's important to them? What are their deal breakers in a job or employer? What makes or breaks an experience? Why did they choose you as an employer? How do they find jobs? What channels do they use? Now let that inform your strategy.

**Listen: candidates want to build relationships with employers, so employers must understand their perceptions and expectations.**

Align: identify moments that matter to elevate your brand with improved tone and transparency.

Refine: monitor your enhancements using metrics like a net promoter score to assess your progress. By integrating these key recruitment marketing methods, you'll not only elevate your candidate experience but also differentiate your brand from the rest of the crowd.

## Listen. Align. Refine.



**Jennifer O'Brien**

Global Talent Acquisition Leader of  
Candidate Attraction and Experience  
— Booz Allen Hamilton





**“Candidates want to build relationships with employers, so employers must understand their perceptions and expectations.”**

**Jennifer O'Brien, Global Talent Acquisition Leader  
of Candidate Attraction and Experience  
— Booz Allen Hamilton**

**Taking our recruitment marketing strategy and experience to the next level in 2021 starts with considering the younger generation.**

In order to build effective recruitment strategies, we need to look at what we can do to make the candidate experience as clear and consistent as possible. This means taking time to cultivate our social media presence, strengthening our employer brand, and investing in automation and recruitment technologies. By placing a premium on internal mobility, we can cultivate and nurture robust employee lifecycles. Connecting and building relationships with our candidates will always be the cornerstone of success.

**Provide clarity.**



**Elaine Orler**

Founder and CEO  
— Talent Function



**Be honest.**



**Kevin Grossman**

President  
— Talent Board



**Just be as crystal clear as you can about your company, your culture, your transformation in the wake of COVID-19 and racial injustice.**

Sure, you'll want to put a positive spin on your business and your brand – but just be straight about your current employment world. Your candidates and your employees are already telling it like it is on employer review sites, in continuous candidate and employee experience feedback surveys, and in benchmark research programs like the CandEs. So, you should do so in kind. It could also potentially reduce the number of unqualified candidates who apply, too. Be straight up on the down low.

## Experience it.



**Josh Zywiec**

Chief Marketing Officer  
— Paradox



**This is gonna sound super obvious, but don't do anything until you've taken the time to walk in your candidate's shoes.**

Start at the beginning. Search for a job. Apply for one. Observe where you get frustrated or stuck. See how long it takes for a recruiter to respond — and not just initially, but throughout the process. Until you understand your process in the context of the people you're trying to recruit, most of the stuff you do won't make a damn bit of difference. We'd all do well to find ways to streamline and simplify the hiring experience. And the best way to do that is to actually experience it.

**The most important thing that companies can do to improve recruitment marketing strategies and experience in 2021 is to focus on the candidate.**

Companies need to rethink the tone and frequency of their communication with candidates, employees, and alumni. The candidate experience continues to remain a priority for organizations even with increased unemployment. The way that companies engage with employees during this period will impact how candidates view the brand and how effective companies are at attracting talent. Candidates have concerns about how employers are tackling safety and recruitment marketing needs to include consistent communication through these uncertain times. According to this study, 36% of companies state that safety and communication are their top priority during COVID-19. And, 77% of talent acquisition leaders state that they are focused on candidate safety through this change.

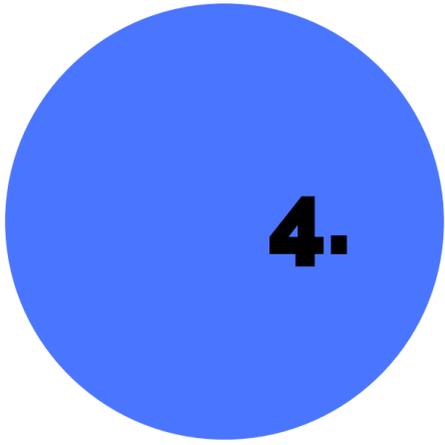
## Rethink comms.



**Madeline Laurano**

Founder  
— Aptitude Research





4.

**Read**

Demographics

**the**

Crisis management

**room.**

Talent shifts

Demand

Adapt

## Convince and convert.



**Tracey Parsons**

Consultant and Owner  
— Parsons Strategic Consulting



### Read the room!

If you spend 20% of the time you use crafting content and campaigns, and instead dedicated that time to listening to the audience, you'll see increased conversions. People working today have never experienced such epic uncertainty. If you're listening to the audience (who you haven't already hired!) you would hear anxiety. We must work harder to convince and convert our talent to consider our organization. We can only do this by understanding their POV. This understanding will create content they care about which means they'll engage with you the second they have regained a sense of certainty.

### Invest time in conducting user experience (UX) research with candidates in the market.

If you want to attract software engineers, talk to those looking for jobs. Sounds obvious, right? Yet most people talk to their current employees, not prospective employees. With insights and feedback from the people you want, you can create content that's candidate-focused rather than company-focused. Your language becomes more authentic, real and relevant.

## Invest in research.



**Anthony Jones**

Head of Global Talent Brand  
— Rockwell Automation



**Track pre- and post-COVID talent needs to provide insights on talent shifts to inform your workforce needs throughout 2021.**

COVID's effect on the consumer markets is creating rapid changes to skill sets needed within our businesses. Working with your business partners to identify the talent shifts in skill sets will enable you to proactively account for the new world economy. It will also provide insights to internal talent development efforts, as well as enabling you to shift your employer brand and recruitment marketing to the changing talent demands of the business.

**Track needs.**



**Debora Johnson**

**EVP of Recruitment Channels  
and Content Manager**  
— The Coca-Cola Company



**Define success.**



**Becky Cooper**

**Talent Acquisition Manager**  
— Republic Services



**The most important thing you can do is fully understand the markets that you want to recruit people in.**

Know the demographics of that market and what the demographics within your organization are; understand what success looks like within your organization so you know how to market your company in the proper fashion. Fully understanding all aspects of your market and your business and being able to define what success looks like will help you figure out the media that works best to attract the attention of the demographic that you desire — and you'll confidently know they will succeed in your organization.



**“The best employment brand and recruitment marketing professionals earned their stripes in this profession by being scrappy and nimble. Lean into those skills now more than ever.”**

**Adam Glassman, Senior Manager of Employment Branding  
— Cox Enterprises**

## Adapt quickly.



**Karl Wierzbicki**

Director of Marketing  
— InFlight



**Economic and talent markets will continue to be dynamic in 2021, so hone your ability to read the room and quickly adapt to and act on what you observe from your stakeholders.**

With leadership: Show them you're running your part of HR like a business. Get analytics in place to show how you're optimizing and delivering results that impact the bottom line. High conversion equals efficient spend. With candidates: You're under the microscope. Your marketing needs to live the values and issues they care about. Reassure them with employee stories and then make sure your candidate experience doesn't tell a different story.

## Flexibility in your strategies has always been important, but it's never been more important than it is today.

In a world where it's increasingly difficult to forecast what two weeks from now will look like, keeping your strategies, your budget, your tactics, your team and your approach as flexible as possible is my best advice for 2021. Many companies are looking at remote work more seriously now. How will your marketing efforts support that? There may be areas of the business that need to hire now, while others will continue to be on a freeze. How will you account for that in your strategy and budget allocation? The best employment brand and recruitment marketing professionals earned their stripes in this profession by being scrappy and nimble. Lean into those skills now more than ever.

## Remain flexible.



**Adam Glassman**

Senior Manager  
of Employment Branding  
— Cox Enterprises



5.

Utilize  
your  
employees.

Advocacy

Influencers

Trust

Ambassadors

Social media

## Spread the word.



**Jessica Summerfield**

Recruitment Marketing Specialist  
— Advocate Aurora Health



**2020 showed us that the employment brand is important not only for candidates, but also consumers.**

People want to work for organizations that care for their team, and more and more, consumers will spend their money at places that they know care for their employees. The best way to get the word out about your great team initiatives is through employee ambassadors. The most trusted person in a company when it comes to employee treatment is the average employee — not the CEO or PR team. And when you multiply your employee base by their number of social connections, your reach is also much larger.

## We have been through a lot.

If 2020 has taught us anything, it's to pivot, adapt, and keep pushing forward. The best strategy to have for the year ahead is to be authentic with the message that is being told. Telling the company stories through the eyes of the employees helps create an emotional investment and in turn, build an even greater impact.

## Push forward.



**Jennifer Vaccaro**

Communications and  
Relations Strategist  
— AdventHealth



A person is performing a handstand against a background of horizontal stripes in shades of purple and grey. The person is wearing a dark jacket and pants, and their body is inverted, with their head near the bottom of the frame and their feet near the top. The text is overlaid on the lower portion of the image.

**“If 2020 has taught us anything, it’s to pivot, adapt, and keep pushing forward.”**

**Jennifer Vaccaro, Communications and Relations Strategist  
— AdventHealth**

## Utilize employees.



**Alykhan Rehmatullah**

Co-Founder and CEO  
— Altru



### Today, our purchasing habits are based on people.

We read reviews, solicit opinions of our friends, and are triggered by influencers. In consumer marketing, there is a human touch at every point of our buying process. The TA landscape should be viewed in the same lens — who are the figures that will drive candidate decisions? The people. We've seen this in research from LinkedIn: candidates trust a company's employees three times more than the company itself. The employees of a company have become its influencers. Utilize yours.

In 2021, it will be increasingly important for organizations to highlight their unique approach to supporting and advancing employee wellbeing during ever-changing workplace conditions as part of their employer branding and recruitment marketing campaigns.

By doing this, candidates will understand the organization's authentic employee value proposition and feel comfortable making a career transition. Additionally, there will be an increased need for organizations to utilize virtual platforms to attract and engage candidates.

## Support wellbeing.



**Elizabeth Black**

Manager of Employer Branding  
— Henkel Corporation



# About Symphony Talent

Symphony Talent is a global leader in transforming employer brand experiences through talent marketing software and services. Its talent marketing platform, SmashFlyX, unifies CRM, career site, talent mobility, and programmatic advertising to help talent acquisition automate tasks for efficiency and empower teams for interaction. Symphony Talent has won major awards in creative and employer brand services for EVP strategy, employer brand campaigns, career site design, and more. The company supports more than 600 customers across the globe, with headquarters in New York, Atlanta, London, Bangalore, and Belfast.

Visit [symphonytalent.com](https://symphonytalent.com) to learn more, and follow us on Twitter [@SymphonyTalent\\_](https://twitter.com/SymphonyTalent_) and [@SymphonyT\\_EU](https://twitter.com/SymphonyT_EU).

Let's talk