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Talent Demand Generation: An HRD Briefing

Primary Takeaway: Demand generation is being undertaken by the world's most sophisticated marketers. If you want a competitive advantage in the recruitment markets, your talent acquisition leader needs to understand how this is done.

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⋮ Introduction to the concept of Talent Demand

Recruitment is more of a marketing activity than it ever has been. The world's most sophisticated marketers combine targeted marketing programmes with a structured sales process as a holistic approach to drive awareness and desire for their products or services and when done in a comprehensive way, this is referred to as demand generation.

Talent Demand Generation is the focus of an employer's marketing efforts to raise desire in everyone they might want to hire now or in the future to want to work for their organisation. Demand generation is normally applied to B2B or longer sales cycle B2C industries and although there are nuances in recruitment, **Talent Demand Generation** accommodates them.

At the time of typing (10.37am on 16th December 2017), the phrase "**talent demand generation**" returns hardly any results on Google related to the context described in this HRD briefing. However, huge kudos to Qualtrics who advertised for a Global Talent Brand Lead in August 2017 (in itself a great thing to do) listing within this person's objectives, kicking off the "Qualtrics Talent Demand Generation Machine". Just brilliant. Unfortunately I can't find anyone actually doing this job at Qualtrics as yet. Perhaps a lengthy notice period..

⋮ Background

Potential candidates digest information about current affairs, leisure, friends and family and careers in erratic micro-moments. Candidate.ID COO Scot McRae calls this 'the flight of the bumblebee' as their journey is so difficult to predict.

Why is this important?

This is important because organisations are fighting hard for a share of each individual's mind space. To get people thinking about working with your organisation, you are competing with Amazon for shopping, Facebook for socialising, Match.com for dating and Netflix for TV streaming; not who you would think of as your traditional competitors.

Until the internet became so ubiquitous, the only people you were really talking to about careers with your organisation were active job seekers, through newspaper and magazine adverts and in earlier internet days, through job sites like Monster.com.

Now however, you are able to disseminate subliminal messages to everyone you might want to hire today or in the future. You can:

- Connect with them at LinkedIn, follow on Instagram or Twitter
- Encourage them into your talent communities
- Use paid search engine or social media marketing to advertise your vital messages
- Retarget those who have been visiting your careers site
- Nurture, track and automatically score each potential candidate's engagement with a talent pipeline product like Candidate.ID

RELATED READING: CANDIDATE.ID HEAD OF CLIENT SUCCESS, BILLY McDIARMID'S 10 THINGS TO DO NOW PRE-GDPR

<https://candidateid.cnddtid.com/asset/455:gdpr-10-steps-for-recruitment-leaders>

Important to know..

Not only are you competing for mind share with the most popular distractions online but candidates have more choices than ever for how they earn money. There are more contract and freelance opportunities than there ever were as people progressively choose to reject the 'job for life' way of working.

Industries have both fragmented and converged so there are more employers. People are also able to work for themselves as platforms enabling micro-businesses become more prominent. In short, you need to work harder than ever to secure and retain the talent your organisation needs to compete.

Common Components in Talent Demand Generation

Every employer will have different demand generation challenges and opportunities but some of the most common may include:

- Building awareness of your organisation as a desirable employer
- Building awareness of your hiring managers as people candidates should want to work for
- Positioning the unique selling points of your organisation as an employer – often linked to culture and encapsulated in an employer brand and employer value proposition
- Changing perception if for example your organisation is renowned for poor pay, conditions or culture
- Supporting validation through employee success stories, organisational successes and similar

Simplified, we order these in stages of candidate journey as awareness, education, consideration and application.

Occasional v Evergreen Requirements

The world's most sophisticated talent acquisition teams apply different tactics for hiring that one-off legal counsel vacancy versus the positions that are non-stop conveyor belt hiring requirements.

Examples might include:

Banking	Risk, audit and digital
Biotech	Sales and scientists
Consumer Services	Customer contact
Leisure	Kitchen managers
Local Authorities	Care workers
Marketing Services	Creatives & digital (specifically paid search)
Retail	Buyers, merchandisers and digital

Takeaway: For occasional hire roles, a hunting approach is suitable. For evergreen hires, you need to apply a demand generation approach.

Your Total Addressable Market

For evergreen hiring, I believe it is vital to identify and maintain visibility to the total addressable market. That is everyone you might want to hire now and in the future.

How do you do this? You:

- Refresh and enrich the data on your ATS or CRM
- Undertake a campaign to 'wake the dead' on your ATS or CRM
- Identify them on social media and other online sources

Takeaway: Many of the people you want to hire now or in the future are already on your database. You need to understand in real-time who is 'hire-ready'.

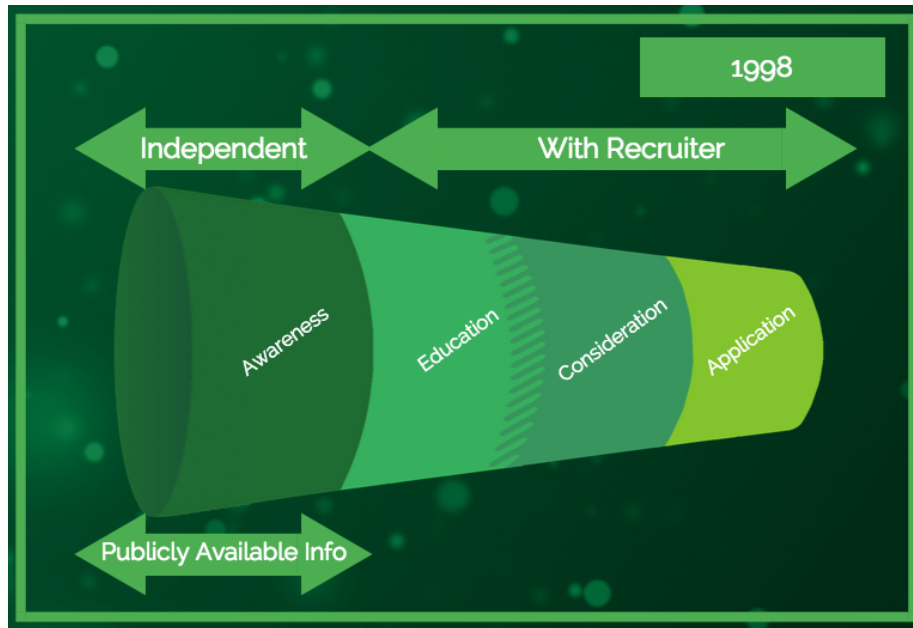
RELATED READING:

CANDIDATE.ID "WAKE THE DEAD" WHITE PAPER

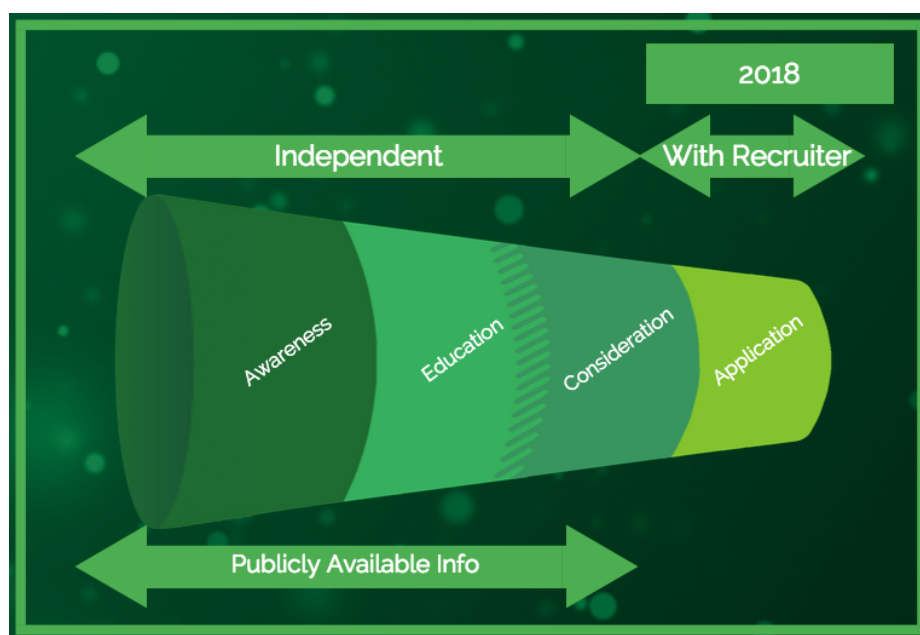
<https://candidateid.cnddtid.com/asset/473:whitepaper-wake-the-dead>

Generating Demand

It's likely your total addressable market includes a large number of people. To activate each person in the past you needed to communicate with them all 1:1.



This however simply isn't a scalable activity other than in the executive search area of recruiting and this is the reason why it has been extremely difficult for employers to generate genuine talent pipelines. Now however, technology has emerged in recruitment which allows employers to nurture their total addressable market and based on each person's interactions with this nurture content, identify who is cold, warm and 'hire-ready'.



You can therefore measure the impact of all your recruitment marketing on the overall demand for your organisation as an employer. Until now, this hasn't been possible.

Takeaway: If you are able to nurture relationships with potential candidates at scale, you create more demand for employment at your organisation.

Generating Demand - Talent Nurturing

At each stage below, your challenge is to drive more people to the next. That's talent demand generation.

- 1) **Top of the Funnel Talent:** this is the group who are merely aware of your organisation as an employer. Most potential candidates will start at the top of the funnel. Nurture these people by sharing skills and industry insights for example, ideally authored by hiring managers; people they might want to work for or whose jobs they might want to occupy in the future. Don't market your employer brand and certainly not job opportunities to these people.
- 2) **Middle of the Funnel Talent:** these people are displaying more signs that express interest. They have moved beyond your top of the funnel content and have moved onto your corporate or even perhaps careers website. They may have looked at the hiring manager on LinkedIn or your company's culture, vision and values. Share traditional employer brand-type content with them.
- 3) **Bottom of the Funnel Talent:** these people are or are nearly 'hire-ready'. They've been looking at your careers site and perhaps specific job opportunities. Depending on the size of this population, your next step may be simply to arrange 1:1 conversations and find out about each person's career aspirations and where that might sync with your requirements.

The following graphic outlines our suggestions on how you might segment your talent nurturing

Candidate Nurturing Content Map			
Candidate Decision Stage		Channels	Content Suggestions
Awareness	>	Email Social Media Offline Webinar Careers Site	Industry insights Talent development Career advice Networking events Hiring Manager insights Employer news
Education	>	Corporate website Email Social Media Offline Webinar Careers Site Landing Pages	Talent brand EVP Career focused events Colleague career stories Hiring manager hero videos Corporate social responsibility Mission vision and values
Consideration	>	Careers Site Landing Pages Email 1:1 meeting Social media	Hiring Manager social media connection Meet the team Personalised career vision Personalised video message Job Description
Application	>	1:1 meeting Telephone	1:1 career discussion

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HIRE FASTER. HIGHER QUALITY

Takeaway: You simply can't drive demand if you are sending the same content (particularly job descriptions) to everyone on your database. You must use technology to understand people's preferences according to their behaviour.

RELATED READING:

CANDIDATE.ID TALENT PIPELINE PLAYBOOK

<https://candidateid.cnddtid.com/asset/252:the-candidateid-talent-pipeline-playbook>



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About

After 3 successful years making placements, I moved into recruitment and employee communications with HAVAS and PwC. In 2009 I founded Social Media Search, helping employers use social media for recruiting. After 4 years as a JV with Norman Broadbent plc, I undertook a management buy-out in December 2016 and formally launched talent pipeline software product Candidate.ID.

Candidate.ID enables international employers to drive candidate demand and create genuine, sustainable talent pipelines.

Jonny Briggs, Group Head of Talent Acquisition at Aviva said,

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

Gerry Crispin, founder of CareerXRoads, the world's premier talent acquisition community said,

"I have seen nothing in recruiting like Candidate.ID."