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strategic talent acquisition



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The Talent Report

Spring 2011
For executives who hire top talent

Finding top talent... Is there an app for that?

Everywhere I turn these days, it seems as though there's a mobile application that can solve a problem. And when I run into an obstacle, I find myself asking, "Is there an app for that?"

Clearly, the way that people communicate is changing dramatically. If you want to attract more than your fair share of outstanding talent while the competition grows for top performers, you need to stay up-to-speed in your recruiting approaches... And yes, as you'll see below, for some companies that has actually meant developing a recruiting app.

Some of the biggest challenges in hiring require creative solutions. In this issue of *The Talent Report*, I want to share some clever ideas that other companies have used to identify, attract, and secure quality talent. Ideally, you'll be inspired to try some new ideas too.

Creative recruiting tactics from real companies

- **Recruiting apps.** Pepsi, Accenture, and Deloitte & Touche have all developed recruiting apps for mobile devices. Through blog posts, tweets and video, Pepsi's app focuses on connecting. Users can conduct job searches, learn about Pepsi, join the discussion, and set up job seeker alerts for specific skills or geographic areas. Best of all, they can do it anywhere because the information is coming to them in a discreet format on their phones. Catch a glimpse of [Pepsi's mobile recruiting app](#).
- **High-profile contests to find in-demand talent.** To tap into great bloggers who have a special talent for fashion, Sunglass Hut ran a contest to find a fashion trend blogger to write about its brand. The prize for the winner? A \$100,000 salary, a \$1,000 per month clothing allowance, and a furnished apartment in New York City. The company creatively engaged applicants through social media and viral marketing. Watch a [buzz-building video about the contest](#).

Job growth is steady,
but quality talent is
down

On March 7, the Wall

- **Personalized YouTube videos.** Wilkes University knows that its top high school recruits like to watch videos on YouTube. Now, to reach its best prospective students, Wilkes University is sending them personalized YouTube videos that celebrate their accomplishments and explore what students will be able to accomplish at Wilkes. It's personalized, relatable outreach. Watch a [video example](#) or [two](#).
- **Other types of YouTube recruiting videos.** [Cisco's recruiting video](#) highlights how young employees are making an impact on the world. Employees show and tell the story of Cisco as a socially-responsible, global company. Through diverse interviews and images, the video highlights how inclusive the company is. The video is designed to appeal to people who are excited about the technology of the future.
- [Google's recruiting video](#) is all about telling the story of its culture and its people. Through video, the company gives recruits real stories to help them understand Google's down-to-earth environment and its interest in its people.
- **Advertising in secret code.** Electronic Arts (EA), a game maker, needed to staff its Canadian office with ASCII programmers. They worked with an advertising agency to design a coded message that only potential hires would be able to decipher. In front of their rival's office, they placed a billboard containing the ASCII code for "NOW HIRING." In response, EA received a handful of résumés from programmers -- some written in ASCII code. This outreach method wasn't designed to bring in a high quantity of applicants; it was designed to identify high caliber candidates.
- **Evening and weekend interviewing.** Sometimes, you don't need technology to be creative. Deloitte & Touche recognized that its best talent is currently working, and it's extremely difficult for those individuals to carve time out of their day to interview. So, to better tap into talented individuals who are actively employed and busy, Deloitte & Touche now conducts interviews with working professionals at night and on the weekends.

[Street Journal](#) reported that the economy has added about 130,000 jobs a month since December. But while jobs are being added, companies "are having trouble finding candidates for many skilled positions, and once candidates are found, hiring managers are taking longer to pull the trigger."

Up to four times longer!

Quality talent is scarce and will become even scarcer. Now is a great time to determine whether you need to adjust any of your recruiting methods to better reach scarce A-level talent.



Where to begin?

The key to being successful with creative recruiting techniques is to reach your target audience in ways that they relate to and understand. You need to figure out how to communicate with them through the methods they most prefer. If your audience is on a hand-held device all day, well, then, you may want to think about your mobile outreach.


I recently read that 40 to 50 year olds process approximately 15,000 images per day. Teenagers, on the other hand, process around 60,000 images a day. How you might appeal

to one audience is very different than how you might appeal to another!

To better understand your target audience, interview the people whom you've hired recently, as well as the ones you didn't get. Find out, what attracted them to the position? Don't be afraid to ask, what other companies were they considering and why? What recruiting methods -- whether they were from your company or others -- did the recruits find most convenient, enticing and friendly?

Ultimately, being creative is about making it easy for people to connect with you. Companies that can offer a personal touch and demonstrate that they relate well to people will be in a great position to catch some real winners.

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