



THE RECRUITER'S GUIDE

to online job marketing

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Find the right one.

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Standing out from the crowd – supercharging your online job openings to target top talent.

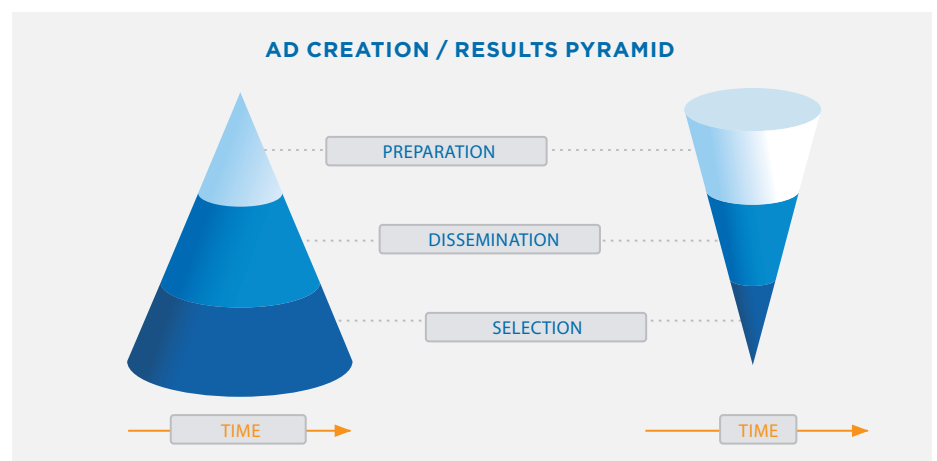
A job ad is one of the most critical elements in your online recruitment process. Get your message wrong, use an unfamiliar job title, forget to include key words or phrases, or post your ad in the wrong place or at the wrong time, and you'll find yourself with an in-box full of inappropriate resumes. The possibilities for sabotaging your own online advertising campaign are as numerous as the number of online job boards available today. Many recruiters are simply unaware of the common pitfalls that can mean the difference between a flood of mediocre candidates and attracting great matches for open positions. By using some basic marketing concepts you can dramatically improve the effectiveness of your advertising campaigns, reduce your overall investment in ad placements, and attract the most qualified candidates.

Most of today's top candidates are actively using the Web. To reach them, companies and recruiters need to market themselves correctly.

FIRST STEP: INVERTING THE PYRAMID

Inverting the Pyramid refers to a practice of investing more time on the front end of the recruitment process to save time on the back end, in other words, "design what you want, or deal with what you get." The pyramid on the left illustrates a search where a generic ad is placed, generating a landslide of generic resumes. The result: hours of wasted time sifting through them to identify top talent.

The pyramid on the right illustrates that extra time spent in the preparation stage of each recruitment search (i.e. developing your advertising and marketing campaign) will reduce the overall number of resumes received while improving their quality, reducing time spent screening and selecting your hire. And, as a bonus, when hiring for several positions with the same title you can get more leverage from your preparation and save valuable time in the long run.



NEXT STEP: CRAFTING YOUR MARKETING MESSAGE

A customized, carefully crafted marketing campaign for every job opening has benefits in both the employer-friendly job market of the past few years, and the job-seeker friendly market developing in late 2005. At either end of the pendulum, the benefits are clear: top performers are attracted to choice opportunities, not generic job descriptions or itemized lists of requirements. A well-written ad containing a specific description is much more effective at screening out unmatched talent and creates a positive first impression for any potential new hire. The more information you provide, the better the quality of resumes you will receive, regardless of the employment market.

To develop a powerful marketing message, you need to:

1. Get it from the horse's mouth: Although most recruiters put in a good effort to rewrite the dry-as-toast job descriptions provided by HR, the vast majority of jobs posted online are as enticing as the IRS's tax preparation guide. Before launching any search be sure to have an in-depth conversation with the hiring manager. Only they have the "inside scoop" you need to market the job as a great opportunity. Some of the things you would want to think about while you are "information gathering" might include:

- a. Opportunities to make a significant impact in the field
- b. Any unique, creative challenges of the job
- c. Details about the department's culture
- d. Current or upcoming special projects
- e. What would make a "star performer" in the role
- f. Potential career path

Get a clear idea of the hiring manager's requirements. Make sure you differentiate between "must have" skills and "preferred" skills as these can impact your marketing message and where you post your ads.

2. Craft your message: With the information gathered from the hiring manager, use your recruitment savvy to determine the greatest selling points of the job, and then feature them in your job ad. For example, is the role for an up-and-comer to move into management? A high-profile role with exposure to senior executives? A stable role with a great deal of structure? Or is it as simple as a sales job with no paperwork? Your challenge is to find these unique selling points and feature them in your online ad. Studies have shown that employees rank mentorship and opportunity for advancement above increased financial gains, so don't sell compensation and benefits — sell the opportunity. And unlike newspaper classified ads, online job ads give you more space to provide the details that will attract the candidates you want.

Example of a marketing-oriented ad for a Controller job:

A rare opportunity. As Controller for ABC Corporation, you will be “second in command” on the financial team that leads our \$1 billion global company. Your mission will be complex and multi-faceted, but center around three key areas: 1) corporate governance; 2) management of external resources (public accounting firms, audit, tax and tax consulting, bankers, corporate attorneys, etc.); and 3) continuous development of your financial team and processes. Additionally, there always will be several special projects/initiatives on your plate, such as profit enhancement and process improvement, developing new, international credit sources in Asia, tax initiatives, and foreign currency contracts.

ABC Corporation is a billion-dollar company, but our focus remains on the entrepreneurial energy and drive that led us to our current success. ABC Corporation’s entrepreneurial culture means that — even as Controller — you will find yourself rolling up your sleeves and tackling operational and technically complex accounting issues. Your role will be a unique mix of micro-level operational enhancements that will sharpen your accounting skills, and high-level corporate governance and international accounting responsibilities characteristic of a truly global sourcing, manufacturing, distribution, and sales organization.

3. Include important company data: Job seekers want to know what type of company they will join, so include a company profile that details your company and its culture. Steer clear of the generic. Remember why you and the hiring manager joined your company.

4. Select the best title: There are two titles for each job — the internal one, and the title you will use to advertise the opening. The internal title is usually set in stone, but the “advertising title” should be as descriptive as possible. Often, the hiring manager is a great source of alternate titles. For example, a Product Consultant III might become a “Senior Product Marketing Manager” and a Sales Manager might be better described as an “Inside Technical Sales Engineer.” Not every job seeker knows what a Product Consultant is, but a Product Marketing Manager is a much more generally accepted title, and will help to draw in the appropriate audience.

5. Include keywords: We can’t stress this enough. Including all of the appropriate keywords is central to the success of your recruitment advertising. Not only do active job seekers search using keywords, but passive job seekers often set up search agents. If their keywords don’t appear in your ad, they won’t see your opportunity. For a Sales Manager role, you might include keywords such as “inside sales, marketing, business development and account management” and a VP of Product Management might include “executive, product marketing, MBA, manufacturing, consumer products.” Include every permutation of the title, responsibilities and skills that your ideal candidate might look for. We all look at the world a little differently. Your job ad needs to capture all of the nuances of the position.

6. Check your details: Once you have created the job description, be sure to pass it by the hiring manager. Confirm with him or her that it really does capture the “essence” of their ideal candidate. And finally, make sure you proofread your copy before you post it. Nothing ruins a professional piece like a typo.

You are always looking for the best candidates for particular job openings, but the best candidates may not be actively looking for you. Grab their attention by taking advantage of online tools, such as Yahoo! HotJobs Direct to reach passive candidates by delivering customized messages to them via email. Recipients are filtered based on search behavior and self-declared criteria, such as industry, occupation and location. By selecting from more than 100 categories, these online tools allow you to take advantage of advanced search and match capabilities and present one or more job opportunities to a select group of interested candidates. High visibility is critical to success in an email campaign, so messages are not mixed or combined. Each email campaign is exclusive to a particular company, and it can be co-branded with your company’s look, feel and logo. Since all recipients have expressed an interest in career-related information, the emails are welcome, greatly increasing viewing percentages.

Your message needs to stand out among the multitude of job listings, so services such as Yahoo! HotJobs Premium Placement can prove invaluable. When a job seeker performs a search, Premium Placement listings receive top placement in the results page. And since Yahoo! HotJobs Premium Placement comes with more online “real estate” than other listings, your ads can be branded with your logo and include additional information such as location, industry and keywords, enabling you to better target job seekers. Yahoo! HotJobs Premium Placement is a powerful tool to maximize your visibility and can greatly increase click-through rates to your job postings.

Once you start using true marketing pieces to advertise your jobs, you will see an immediate impact in the quantity and quality of the resumes you receive. When job seekers are able to make informed choices about whether or not to pursue your opportunity, you’ll spend less time sifting through unqualified responses. Frequently you’ll find that the only reason they chose to pursue your opportunity was because of your marketing piece. Here is an actual testimonial:

“Words cannot do justice to the feeling of excitement I got from reading this job description. After two years of working as a pharmaceutical sales rep selling medications that were a dime a dozen and catering lunches more than selling, this is a breath of fresh air. I am extremely excited about this opportunity to sell and promote a product that is worthy of my time. I look forward to speaking with you more about this opportunity.”

Another example involves a Senior Research Scientist. Just the title alone, Oligonucleotide Formulation and Development, is enough to make most recruiters cringe, but consider this snapshot from the detailed ad used to market this opportunity.

Example of a marketing-oriented ad for a Senior Research Scientist job:

As an emerging leader in siRNA development, [Our Company] has recently received a good deal of attention due to promising results in preclinical data. While playing a key leadership role in our company, you'll still spend time at the bench, putting you at the forefront of this young field and providing you with opportunities to apply your knowledge and experience in new areas, including developing novel delivery agents.

As a Senior Research Scientist, you will leverage your unique combination of experience in both molecular biology research and drug development project management to drive our efforts to formulate siRNA and peptide delivery agents for siRNA. This will include providing CMC leadership and helping to coordinate pre-clinical and clinical studies.

Our talented employees have earned [Our Company] a reputation for strong scientific innovation built on fiscally prudent business practices such as a diversified portfolio, aggressive IP strategies, and calculated risk management. For example, our current siRNA program focuses on a validated target, increasing the likelihood that we will be one of the first successful companies in this arena.

After launching a widespread recruiting campaign that included major job boards and specialty sites, just 19 people responded. Only a handful of the respondents were qualified for this specialty position, but the candidate who was ultimately hired was found in 29 days and the position was filled within two months. When the recruiter spoke with the hired candidate, he confirmed that the only reason he applied for the position was the "detailed and insightful description that [the Company] had taken the time to prepare."

Investing time in the preparation of your advertising campaign is always a win-win-win: you earn kudos for your hard work, save yourself time by improving the quality of the response and attract top talent to your openings.

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