

HOW TO ATTRACT TECH TALENT

— WHY IT'S A GOOD IDEA
AND HOW DATA HELPS US DO IT



11/24/2021

TERRITORY

Campaigns

Where, how and why do it?

WHEN A RECRUITING CAMPAIGN MAKES SENSE_____

- **When I need/want to recruit a lot of talent at once**
I can attract more attention through a campaign
- **When the competition is strong**
I need to tell much more about myself and why I am a good alternative
- **When there's heavy competition for the target group**
When everyone is looking for talent that can drive a company's digital transformation, for example

CHALLENGES ALL EMPLOYERS FACE _____

T

Digitization

Shortages in
specialized skills

Heterogeneous
target groups

The best
candidates
already have
a job!

Campaigns

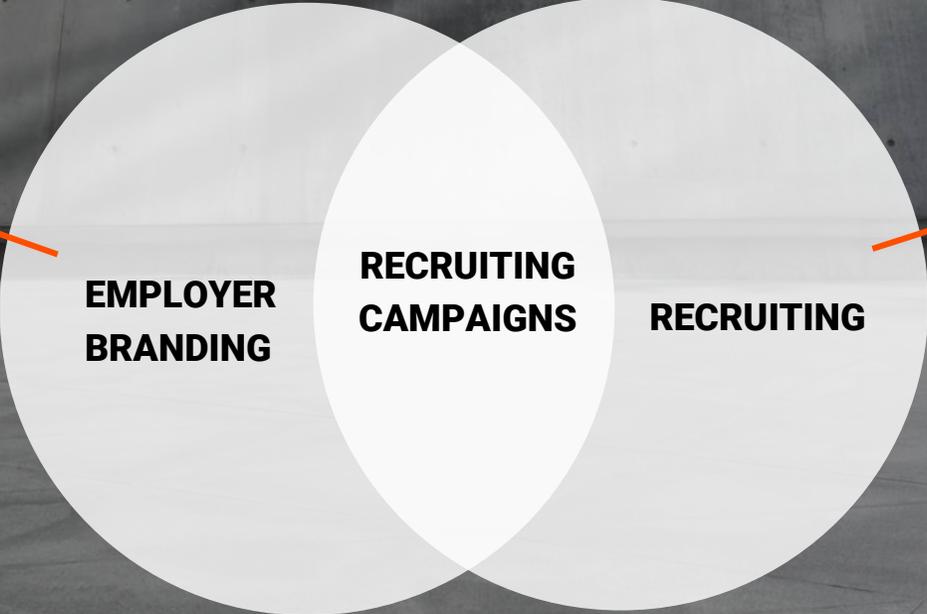


How does it work?

RECRUITING CAMPAIGNS MUST ACHIEVE TWO THINGS —

Brand and image

Address and recruit





Be present where the target group is!
Use target group-specific placement –
place content in channels where the talent you are
looking for is active.

A small, scruffy white dog with long, wavy fur is sitting on a white toilet seat. The dog is looking towards the right of the frame. The background is a tiled floor and the side of the toilet. The lighting is soft and natural.

Provide content which is relevant for the target group!

Through audience-specific content –
develop authentic content with your company's
strengths to win over the talent you are looking for.

OUR CAMPAIGN PLANNING PROCESS _____



Recruiting needs

Target group clustering
(e.g. trainees, IT)

Target group profiles
"Persona 4.0"

Target group-specific placement mix

Defines **WHERE** (channels) and **HOW** (messages, tonality) we want to address the target groups

KEY SOURCES/TOOLS FOR CREATING A PERSONA _____

Jobfeed, mediMACH, Global Web Index

- *Media usage behavior*
- *Interests and attitudes*
- *Target group potential*
- *Competitive analyses*
- *Placement volumes*

Statista

- *Interests, media usage trends*

Google Keyword Planner

- *What is the target group looking for?*

Indeed Hiring Insights, LinkedIn Talent Insights

- *Employment conditions*
- *What job are they looking for?*
- *Competitive analyses*

Facebook Insights

- *Interests, usage behavior*
- *Which pages have they liked?*

SENIOR SOFTWARE DEVELOPER MARKET SITUATION

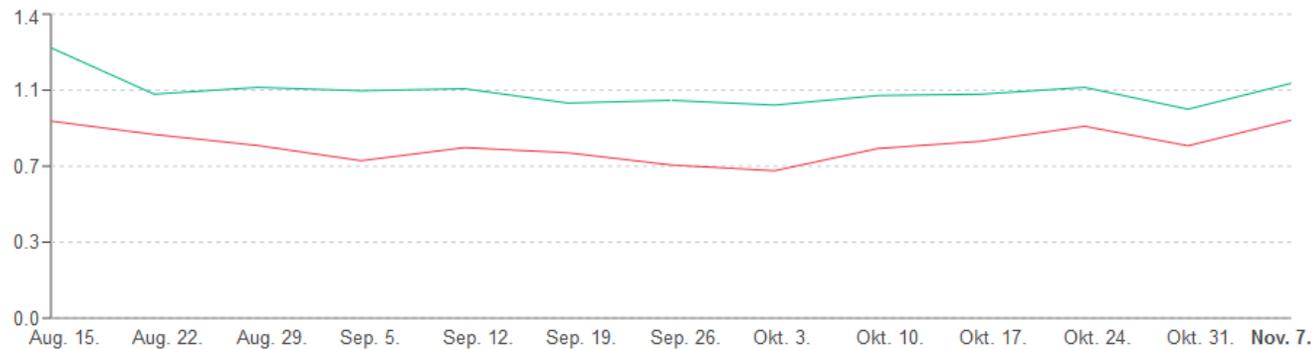
Stellen zu Senior Softwareentwickler (m/w/d) vom Oktober 2021

Trends ⓘ



Änderungen im Laufe der Zeit für die ausgewählten Daten im Vergleich zur indexierten Woche vom 26. Januar bis zum 1. Februar 2020. Der übermittelte Wert steht für die Höhe des Anstiegs oder Rückgangs der Daten. Beispiel: Ein Wert für Stellenanzeigen von 1,25 bedeutet, dass in der betreffenden Woche 25 % mehr Stellenanzeigen geschaltet waren als in der indexierten Woche.

Jobsuchende pro Job ○ Jobsuchende ✓ Jobs ✓ Arbeitgeber ○

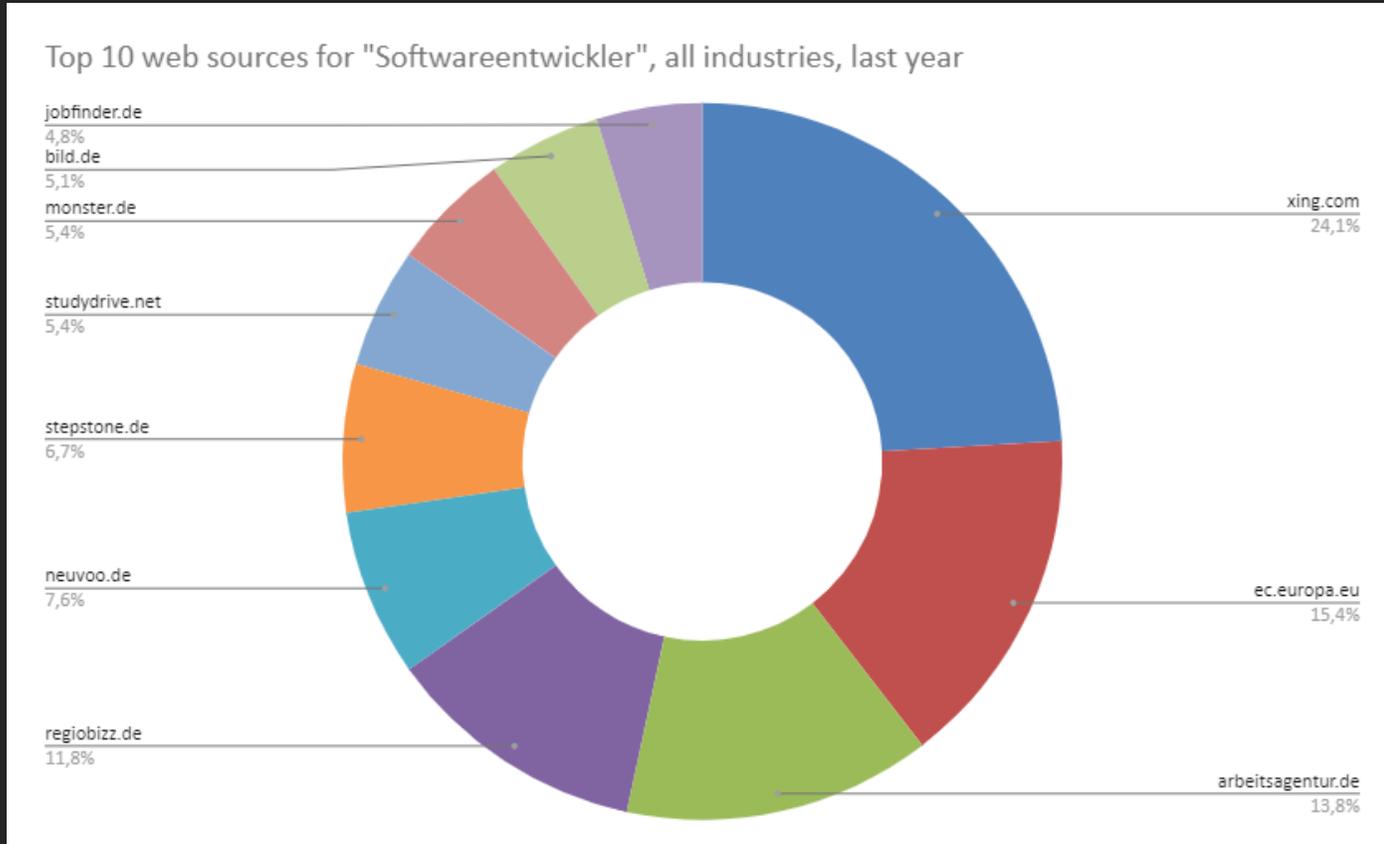


Source: Indeed Hiring Insights, October 2021

SENIOR SOFTWARE DEVELOPER COMPETITION

Employers	Agencies
Top 10 direct employers	Top 10 agencies
T-Systems Multimedia Solutions 643	Campusjäger GmbH 4,556
CompuGroup Medical 565	Vesterling Consulting GmbH 4,423
Deutsche Bahn AG 523	FERCHAU Engineering GmbH 4,319
Hochschule/universität 422	Brunel GmbH 2,883
Bosch Thermotechnik GmbH 348	Randstad Deutschland GmbH &... 1,877
proALPHA 310	Workwise GmbH 1,481
ASAP Holding GmbH 300	Private Arbeitsvermittlung ... 1,383
AKKA Technologies SE 253	RADAS Jobbörse & Personalve... 1,218
experts 250	Hays AG 1,185
EDAG Engineering GmbH 246	engineering people GmbH 1,167

SENIOR SOFTWARE DEVELOPER COMPETITION



Source: Jobfeed

SENIOR SOFTWARE DEVELOPER COMPETITION

“Software Developer” - All Industries vs. Chemical Industry

Skills

Top skills for your filters and search period are shown below

Professional Skills

Innovation	19,016
Electrical Engineering	17,717
Front End (Software Enginee...	9,684
Quality Management	9,253
Consulting	9,180
Business Informatics	9,051
Architecture	9,010
Automation	7,396
Project Management	6,432
Mathematics	6,174

IT Skills

Information Technology	54,908
Software Engineering	41,422
Java (Programming Language)	31,193
C++ (Programming Language)	25,314
C Sharp (Programming Language)	23,483
JavaScript (Programming Lan...	21,029
Databases	17,158
Agile Methodology	14,314
SQL Databases	14,299
Scrum (Software Development)	13,703

Soft Skills

Team-working	27,155
Self Motivation	22,749
Communication	15,665
Analytical	11,887
Success Driven	9,004
Creativity	7,971
Professional Responsibility	7,033
Passionate	4,840
Curiosity	3,928
Reliability	3,923

Language Skills

English	50,887
German	48,531
French	126
Spanish	26
Italian	19
Polish	14
Russian	11
Multilingualism	10
Czech	6
Arabic	6

Skills

Top skills for your filters and search period are shown below

Professional Skills

Innovation	64
Front End (Software Enginee...	50
Project Management	20
Digitization	20
Electrical Engineering	19
Infrastructure Management	16
Logistics Operations	14
Architecture	13
Automation	12
Algorithms	12

IT Skills

Information Technology	138
Java (Programming Language)	115
Software Engineering	114
C Sharp (Programming Language)	103
JavaScript (Programming Lan...	80
Python (Programming Language)	75
.NET Framework	73
Object-Oriented Software De...	65
C++ (Programming Language)	65
Databases	64

Soft Skills

Team-working	73
Self Motivation	57
Communication	50
Analytical	41
Creativity	30
Professional Responsibility	25
Success Driven	16
Problem Solving	13
Curiosity	11
Interpersonal Skills	11

Language Skills

English	97
German	78

Senior Software Developer

Excerpt from a persona



MANUEL, 31
Software Developer

"I deliver highly relevant results – but not alone, only **in a team**. That's why I attach a great deal of importance to the **interpersonal interaction** in a company. **Agile** methods, **remote work** with **advanced technology** are things I consider a given. I don't want **a management position** but rather to develop **professionally**. If something interests me, I simply want to **learn everything about it**. For me, **adequate compensation** and **benefits** are important, because **I know my market value**."

PAINS AND GAINS _____

The gains help us understand what the target group wants and what they value most. The pains show what turns the target group off and could be possible reasons for quitting. Both pains and gains are from a pure target group perspective. Only the proof points reflect which gains a company fulfills and which pains are invalidated.

_____ Pains

- No latitude to try things out and test them
- Poor quality of the product
- Constantly changing and poorly discussed requirements
- **Poor preliminary work by others that requires a lot of effort to remediate**
- **Fear of being perceived by others as a “blocker” because solutions take too long**
- Outdated technology and systems
- **Lack of investment in software innovation**

_____ Gains

- + Network and professional dialogue: learning from other experts to expand own knowledge
- + **Modern, agile work methods**
- + **Flexible working hours, adapted to personal biorhythm, 35-hour week**
- + Being a first-mover
- + **Specific career development paths for developers**
- + Security of employment, future prospects
- + Focus on tasks, not on structure or organization
- + **See results of work, have tangible impact**

_____ Proof points

- Flat hierarchies – everyone at XY is on a first-name basis, even the CEO
- Network of experts who are “on fire” for IT
- Variety – the various different projects provide opportunities to try out and learn about a wide range of technologies
- Prospects for the future – XY is one of the leading IT consultancies and also belongs to the X Group, which will continue to exist in the future



MANUEL, 31
Software Developer

TARGETING —

Relevant **search schemes**:

- Programming languages, technologies (high degree of identification with the content of the job)
- Seniority and earning potential, work schedule models (home office)

Search behavior:

- Actively indicate in business networks whether they are open to new job offers or not – are rarely open
- Response rates low when addressed directly – only want to be approached when they request it
- Have particularly strong interest in flexible work schedules (home office)

Social media:

- Likes and/or follows IT communities, technologies, technology companies (Google, Microsoft)
- Brands and ads are often liked, but ads are seldom clicked on
- Communities: jobs, IT groups for specific topics

Keywords used in **job searches**

- “senior software developer”
- “part-time”, “full-time”
- “software project manager”
- “software developer salary comparison”
- “company software developer”

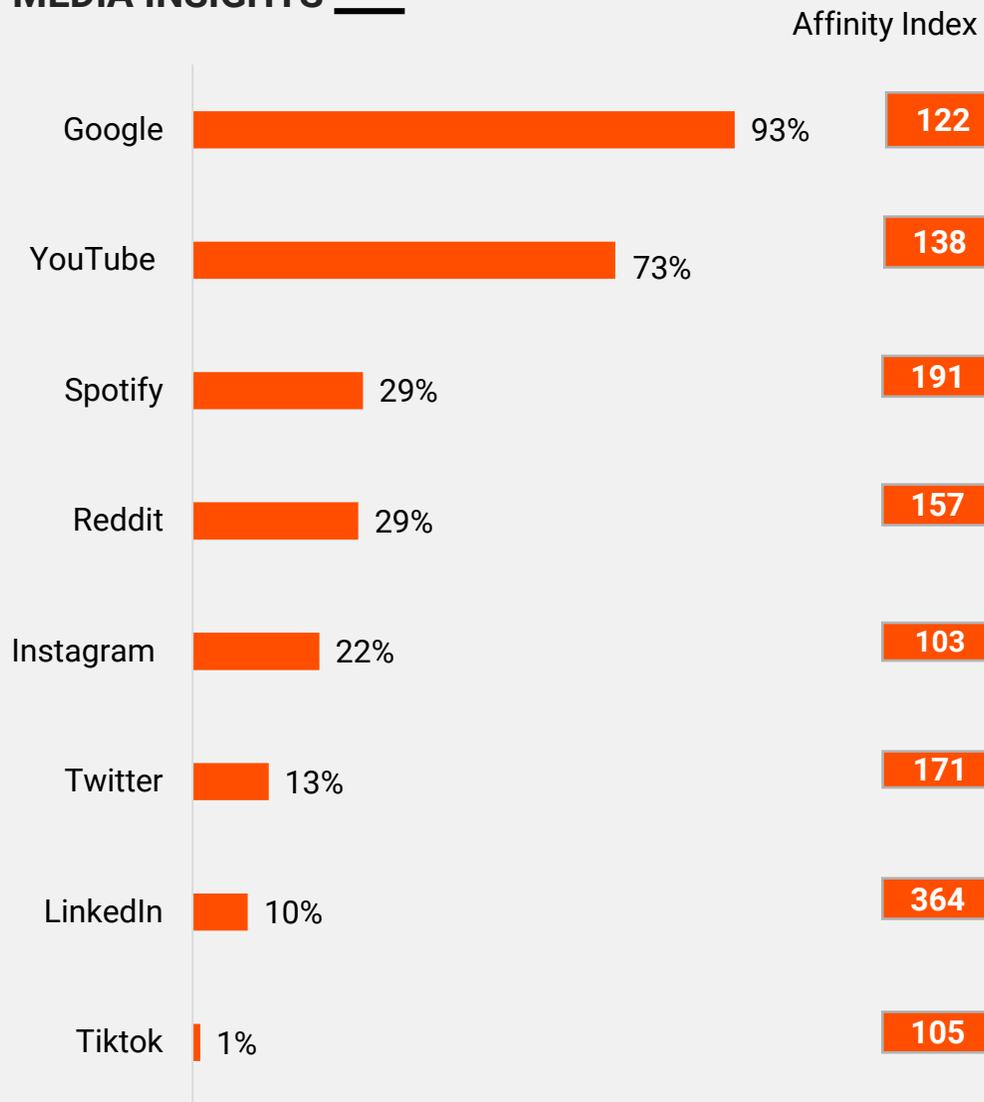
MANUEL, 31 SENIOR SOFTWARE DEVELOPER



—HOW TO APPROACH

- Specific and to the point – transparently communicate salary, details about the company and the technology used; also highlight specific projects and development opportunities
- Applicants want to know what exactly the company is offering them and what added value they would get from changing jobs
- Not too “corporate” – and ideally always addressed via other software developers or IT specialists
- They receive a large number of inquiries; it is important to stand out, whether through addressing them an especially personalized way or in other ways

MEDIA INSIGHTS —



- Maintain their qualifications in detail in business networks, are very concerned with being perceived as qualified experts and want to be addressed as such.
- Primarily use business networks and target group-specific forums for professional contacts: address target group according to interests
- Are also interested in their free time in technologies, innovation and new tools –trade media for professional development can be furnished with specialist articles or ads
- Prioritize streamlined and uncomplicated processes when looking for a job – so it's important to simplify the application process as much as possible

Source: Indeed Hiring Insights, Google Trends, AlsoAsked, Answer the public, Facebook Audience Insights, 2021

PLACEMENT MIX CUSTOMIZED FOR TARGET GROUP

#1 AWARENESS

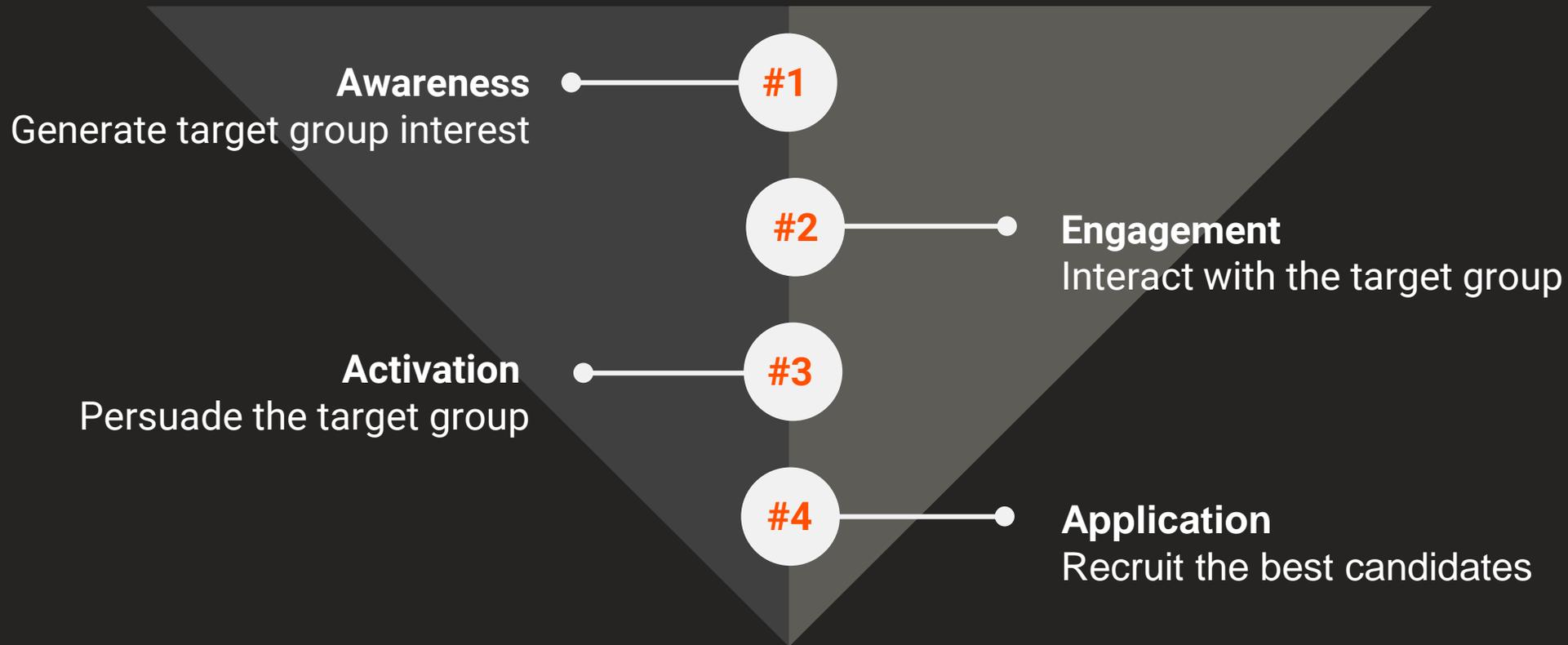
#2 ENGAGEMENT

#3 ACTIVATION

#4 APPLICATION

	#1 AWARENESS	#2 ENGAGEMENT	#3 ACTIVATION	#4 APPLICATION
OBJECTIVE	Increase awareness, generate interest, follower growth on organic social media channels	Intensify interest, inform, interact, inspire	Persuade with relevant arguments/hard facts, enable decision-making	Guide to the right position, assist decision-making
MESSAGE	Here are customer-specific messages	We show you that our vision is not just a promise but a clear goal that various different areas are already working on every day.	We offer you the best conditions for turning the project into reality.	Apply now.
CHANNELS AND MEASURES	<ul style="list-style-type: none"> StackOverflow (online banner) Reddit (promoted post and video) YouTube (pre-roll) Google Display Network (online banner) Instagram and Facebook (story + feed ad) Twitch (video ad) 	<ul style="list-style-type: none"> LinkedIn (sponsored content) Golem (sponsored post) Wired (advertorial) t3n (advertorial) Contextual (native ads) 	<ul style="list-style-type: none"> Company profiles (e.g. get in IT) Instagram and Facebook Retargeting (story + feed ad) SEA (text ads) 	<ul style="list-style-type: none"> Career website Job ads Indeed (job ads)

RECRUITING CAMPAIGNS COVER THE ENTIRE CONVERSION FUNNEL _____



Because no one takes a job based solely on the text of a job ad!

THE INDIVIDUAL PLACEMENT MIX MUST BE MEASURED AND OPTIMIZED _____



A/B TESTING USING AN EXAMPLE

TITLE OPTIMIZATIONS

- To increase the reach of a job ad in its target group, we duplicated an existing job ad and ran it with various different titles (**A/B testing**).
- The resulting performance values help us better **match** future job ads to the **target group** and to **reduce the costs per application**.

	Title A	Title B	
Impressions:	2,720	9,024	← Reach more than tripled
Klicks:	113	978	← More than nine times as many views
CPC:	EUR 1.66	EUR 0.44	← Less than one third of the click price
Application:	4	14	← More than three times as many applications
CPA:	EUR 47	EUR 31	← Cost per application cut by 34%

CPC = cost per click; CPA = cost per application

Campaigns

Optimize for which KPIs?

THE MOST IMPORTANT KPIS FOR GOOD CAMPAIGN MANAGEMENT _____

Reach of measures, net reach and costs

- ✓ Impressions, cost per mille

Awareness

#1

Interaction with content and advertising media

- ✓ Click-through rate, cost per click (CTR, CpC)
- ✓ Likes, comments, shares

Activation

#2

Engagement

Leads: applications, registrations

- ✓ Number of applicants
- ✓ Quality of applications
- ✓ Cost per application (CPA)/hire (CPH)

#3

Application

#4

Campaigns

What else is important?

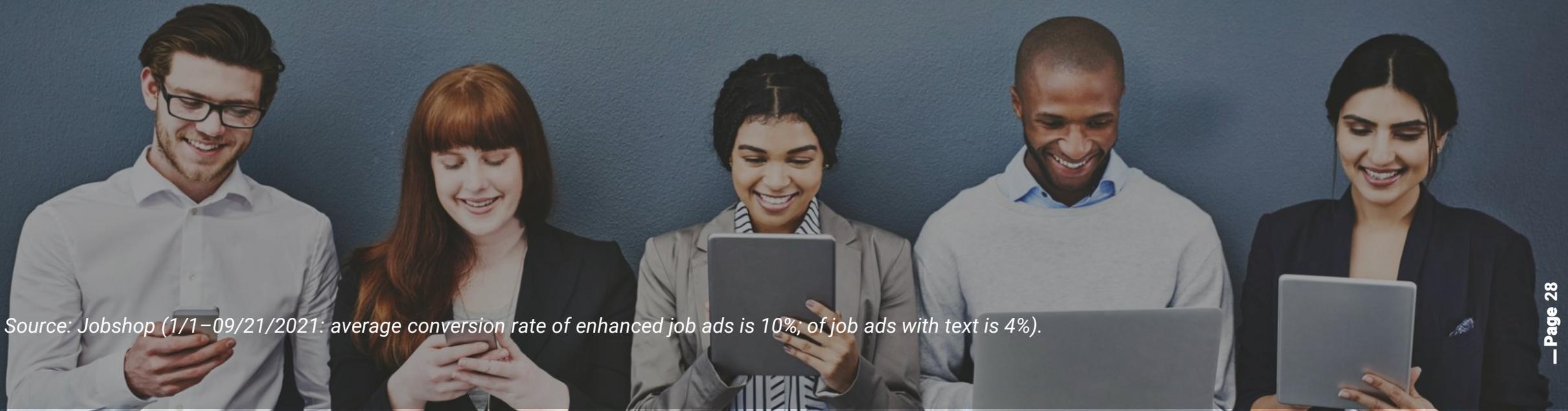
The 1-click application rocks!

- The way to increase the conversion rate of campaigns.
- Don't torment prospects with endless online forms including log-in.
- This usually costs companies about 35% in terms of applications.

Source: Jobshop (1/1/–09/21/2021: 46.7% of users who started a fast application also sent it.
The average for regular application forms is about 30%).

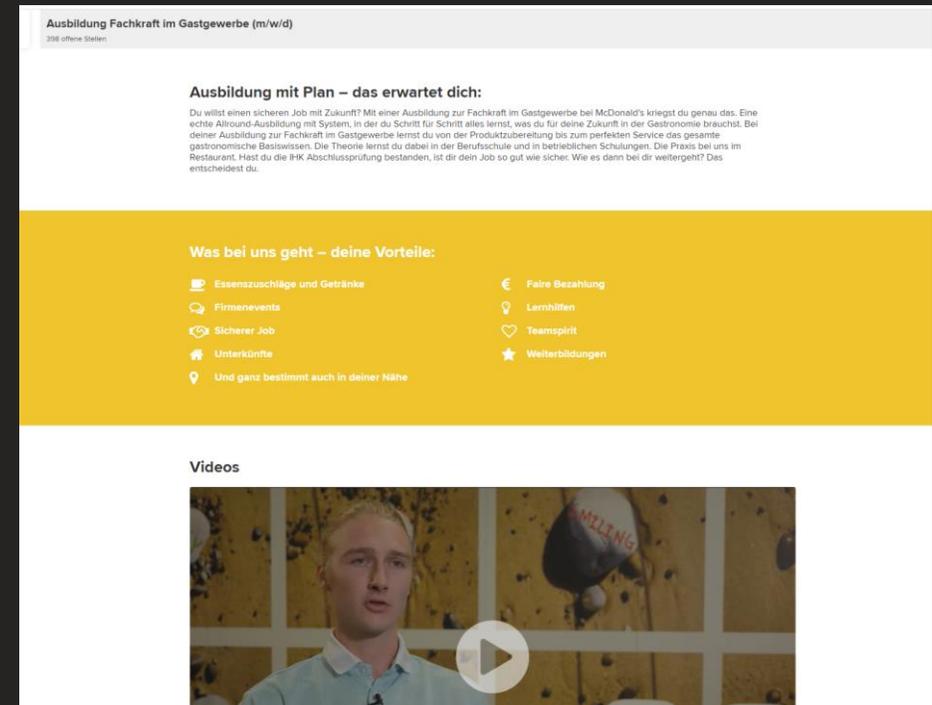
A campaign needs a landing page!

- You've spent a lot of money convincing talented people that you're a good employer, and then applicants land on either a sterile job listing or a job ad.
- Enhanced job ads bring in 2.5 times more conversions on average than traditional job ads.
- Enhanced job ad is a more complicated name for a landing page.



Source: Jobshop (1/1-09/21/2021: average conversion rate of enhanced job ads is 10%; of job ads with text is 4%).

A SUCCESSFUL LANDING PAGE — ONE EXAMPLE



Reach x Conversion = Applications

Make sure you can collect data!

- Measure where your applicants are coming from.
- With the necessary data, you're in the driver's seat and actively controlling what you spend your budget on.
- You can do what you think is right until the data you collect has a better idea!

Data has a better idea

— Thank you for your attention!



Want to stay in touch?

Ana Fernandez-Mühl

