



Recruitment Marketing for Fast-Growing Companies

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Introduction

These days, good coders are hard to find. It's not that there are fewer of them now than there used to be, or even that the rate with which they're entering the job market is slowing, but rather that the need for recruits with coding skills continues to skyrocket every year. The ability to program used to be the sole province of techies working at software companies and startups, but today nearly every industry needs people with backgrounds in software engineering, web development, computer science, etc. No wonder programming jobs are growing 50% faster than the overall market.

As an emerging startup, you're competing not just with established players in the tech industry, but with non-profits, automakers, consulting firms, etc. for qualified hires. This is hard enough under normal circumstances, but as a fast-growing startup in particular you've got more open seats to fill every day, as hiring quickly and successfully becomes mission critical. Combine this with the fact that there simply aren't enough developers to go around (the unemployment rate among coders in the U.S. is below 2%, with comparable rates elsewhere in the world), and you're looking at a situation that might seem impossible from an HR perspective.

Fast-growing startups need a new approach to talent acquisition, ideally one that accounts for the fact that 90% of job candidates in programming are not actively job seeking. Where, in years past, you might have been able to get by on job board listings and employee referrals, nowadays there's so much competition for talent that you can't afford to leave any tools out of your arsenal. This means at least giving strong consideration to things like automation, RPA, inbound recruitment, mobile recruiting, and other strategies that are emerging in the era of online talent acquisition.

Over the course of this eBook, we'll demonstrate the value of recruitment marketing in general and recruitment marketing automation in particular for companies facing unprecedented growth. We'll show why these tactics are best suited to companies that need to hire quickly and successfully while laying the foundations for long-term pipeline growth.

Our rationale hinges on one crucial distinction: the ways in which passive vs. active job seekers can best be reached. While active job seekers are likely to use platforms like Craigslist and Indeed, passive job seekers almost certainly aren't. Since there are so few qualified applicants in the former category, there's virtually no way to hire at consistent speed and volume without appealing to the latter. As a burgeoning startup, this means creating employer brand-centric content (i.e. content that positions your company specifically as a place of employment) that will reach not just talented software developers but marketers, HR professionals, salespeople, managers, etc. where they already spend their time. And, the faster you're growing the faster you need to be able to accomplish this feat and turn impressions into applicants.

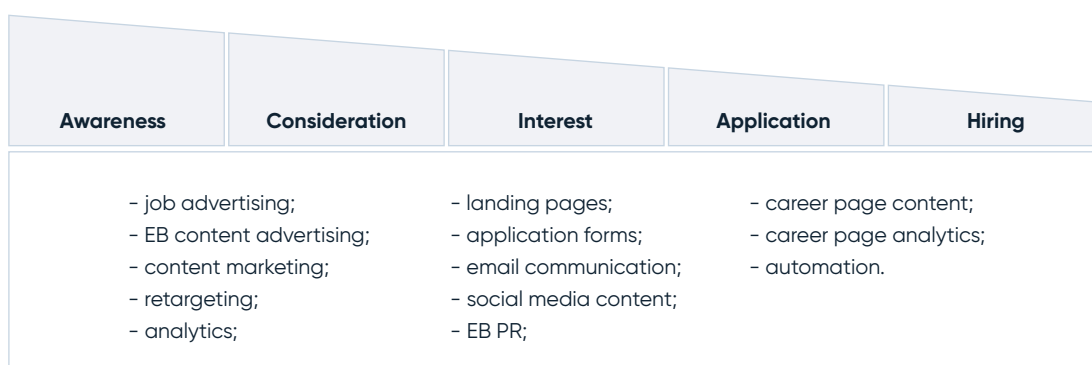
To do this you'll need a strategy. More than that, you'll need to craft an engaging employer brand that will help win converts to your mission, and you'll need a systematic plan for disseminating that content in such a way as to ensure conversions. In this way, you can create a steady stream of qualified applicants with a legitimate interest in your business. From that stream, you should be able to hire more, better candidates—all faster than ever before.

Since there's no time to lose, let's jump right in!

What is Recruitment Marketing?

If we're going to go full steam ahead, it makes sense to begin by defining our terms. Recruitment marketing, for instance, is the practice of using the tools and methods associated with traditional marketing for the purposes of talent acquisition and hiring. Just as traditional marketers work to create a brand that tells a compelling story and draws in potential customers, recruitment marketers seek to craft engaging stories about their companies as places of business in order to strengthen their talent pipelines and drum up applications from qualified candidates.

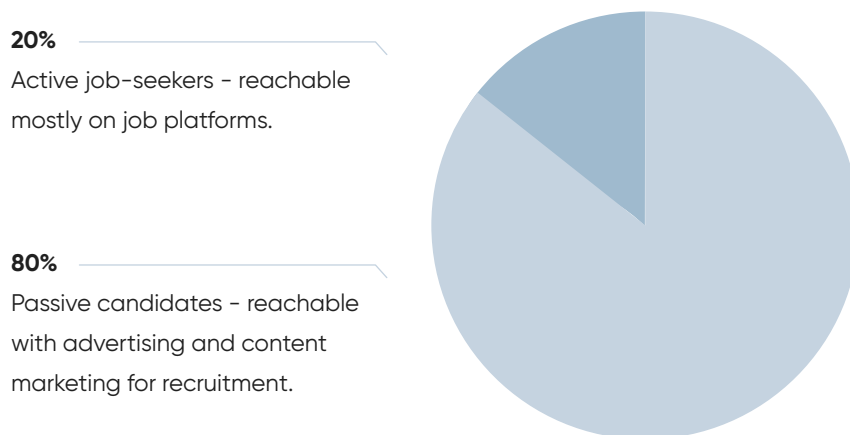
The recruitment marketing funnel



Successful recruitment marketing is about more than just crafting a brand narrative; it's about segmenting that narrative to emphasize different elements for different audiences, and then making sure that the message reaches those audiences where they are. For startups, this is going to mean getting the word out on social media and other web platforms that programmers and other, often younger candidates tend to frequent. By meeting these people where they already spend their time, you make it

possible for those who aren't seeking information about your company to become familiar with your brand anyway.

By making sure that your ideal candidates have at least heard of your employer brand, you increase the likelihood that they'll eventually come to associate that brand with your mission and values. It may not happen overnight (which is why you've got to get the ball rolling quickly and then keep it rolling as best as you can), but many of those who are interested in your mission or share your values will, either prompted by an ad or in the course of their own research, submit an application.



Closely related to recruitment marketing is recruitment marketing automation (RMA). This is another transplant from the world of traditional marketing, in which rote, repetitive tasks like scheduling social media posts, budgeting ads, and collecting reporting data are automated through a single platform. Since recruitment marketing operates on the idea that these same processes (social media advertising and subsequent data analyses) are critical for hiring in competitive talent markets, the automation of these same processes is just as important to recruiters as it is to marketers.

What's the value of these kinds of automation workflows? Well, they offer users the ability to save time that would otherwise be spent on dull-but-necessary actions. This can be a useful way to reduce costs, yes, but it can also be transformative at larger scales. Posting content to 25 different web channels each week wouldn't just be tedious, it would be virtually impossible. Not only would it be too time-consuming to be feasible, it would be incredibly difficult to track, meaning that measuring your efforts and refining them over time would be a non-starter. Thus, for a fast-growing company with an eye towards putting out high volumes of content, automation is in many ways a key piece of the recruitment marketing puzzle.

Recruitment Marketing for Fast-growing Startups

It's no secret that growing a business a light-speed comes with a lot of built in risks. If you fail to grow your market and get a robust sales cycle underway, the whole thing could start to fall apart. If, on the other hand, you find yourself in a position where you can't meet demand, you risk permanent harm to your corporate reputation. And if you can't find the right team, the odds of either of the preceding risks occurring begins to skyrocket. Sure, some risk is inevitable, but this really seems like a lot. How can a growing startup manage these risks and position themselves for sustainable growth and long term success?

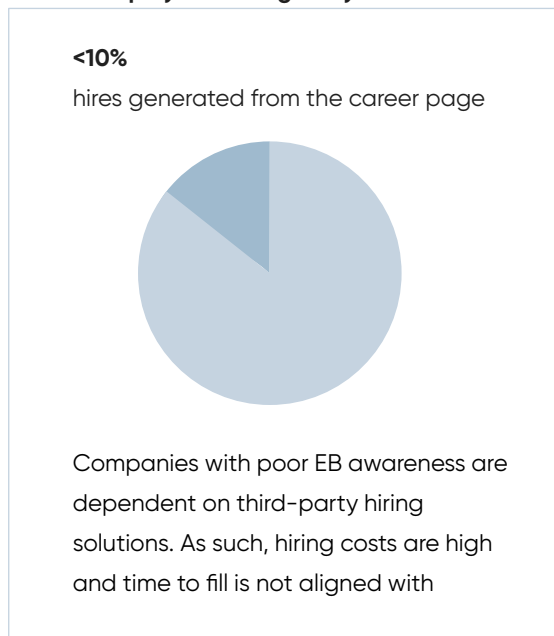
We might be a little biased, but from our perspective it seems like effective recruitment and talent management are the safest foundation on which to base the future hopes of your business. If you can assemble an all-star team without breaking the bank, then you'll stand poised to gain a competitive edge in the market and put out the best possible product.

Of course, this is easier said than done. Most startups are working with limited cash flow, limited time, and a limited amount of built-in hiring expertise. How are you supposed to overcome these challenges in such a competitive hiring market? Easy: recruitment marketing automation.

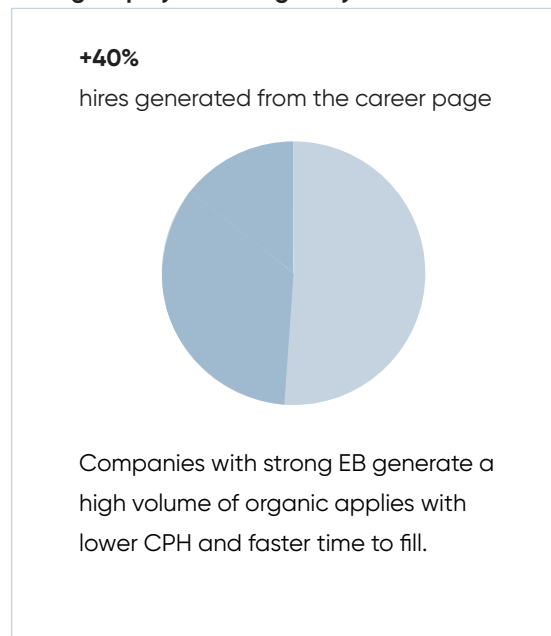
Spreading employer brand content in large quantities is one of the most effective ways to generate employer brand gravity and gain the attention of qualified job applicants. But, if it can't be done in a time-efficient way, then it functionally can't be done at all. As Andrew Field of PrintingforLess.com put it: "When you have a month of 20 percent year-over-year growth, you are scrambling. It's challenging to get away from the day-to-day tasks and

activities and concentrate on the big picture and strategy for future growth." Effective recruitment marketing takes time, which is precisely what fast-growing startups don't have.

Lack of employer brand gravity



Strong employer brand gravity



With marketing automation, it's possible to regain time that would either have been spent on rote, repetitive tasks or not spent on recruiting at all. Instead of spending hours spreading your employer brand, you can spend minutes. How? By automating the processes by which you get your employer brand message in front of your target employees. In just a few minutes each day, you're able to promote your employer brand, inform people of your EVP (employee value proposition), and get qualified applicants interested in your company.

Besides time, what's the resources that tends to be scarcest in fast-growing startups? Cash. Not only do you want to choose whatever recruitment solution helps you minimize costs, you also want whatever costs you do incur to be consistent. In this way, RMA presents itself as a potential antidote to classic startup woes. Not only can a strong employer brand (which is the natural result of effective recruitment marketing efforts) improve your cost per hire, it can

also save you the cost of working with a recruiting agency by bolstering your talent pipeline. Further, once you've got these processes automated, it's easy to stabilize your spending and track it across different media. Where, in a manual workflow, it might be difficult to track your ad spend across so many different channels, here you have budget control, visibility, and consistency (since you're not beholden to variable times-to-fill for specific job openings).

As if cash flow and time management weren't difficult enough hurdles to overcome, fast-growing startups also tend to find themselves trying to staff up considerably before they've hired an actual HR department. This means that the organization has little built-in expertise when it comes to attracting, engaging, screening, and hiring potential job candidates. It's hard to get your brand messaging in front of smart, talented people, just as it's sometimes hard to identify those people when they respond to your open positions.

Of course, no software can take the place of a talented recruiter. But an RMA solution can help set the stage for effective recruitment even before you've entirely formalized your hiring process and gained a high degree of organizational HR knowledge. How? By offering an array of metrics and reporting options to help you better understand the impact of your recruitment marketing activities. When you finally do hire a savvy HR lead who can steer your efforts in the right direction, she'll be able to hit the ground running and roll out campaigns with little to no lead time—just as she'll be able to leverage the candidates that have already entered your talent pipeline. Because you have the information necessary to make data-driven hiring and recruiting decisions, you'll have set a solid foundation for future efforts. With any luck, this will lead to even more time and money saved as you continue to grow your operations.



Case Study: UiPath

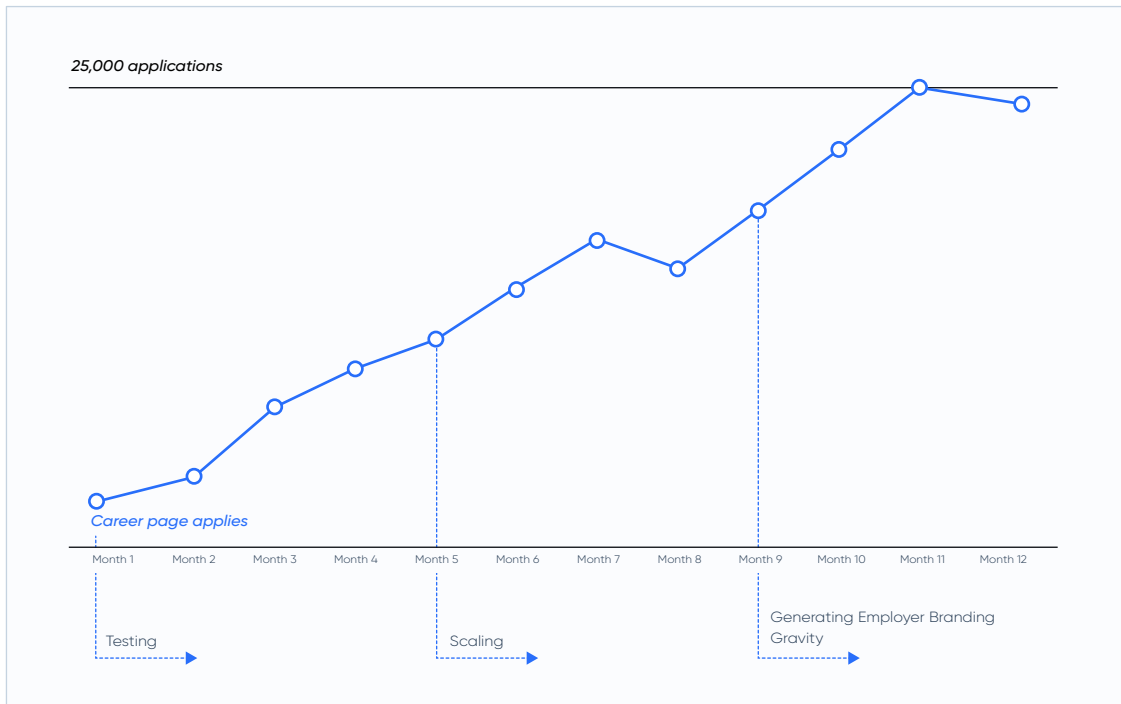
Okay, let's take our discussion of RMA for fast-growing startups out of the realm of the theoretical into the realm of the practical. To demonstrate what we mean when we say that RMA can help fast-growing startups save time and money by bolstering their talent pipelines, we'll offer a real-life example.

UiPath is a leading player in the world of robotic process automation (RPA), boasting outfits like NASA, General Electric, Lufthansa, and many others as customers. Valued at over \$38B, UiPath currently has a team of 3,500+ people, a forty-fold increase from their group of just 50 employees back in 2015.

As recently as 2014, UiPath had less than \$1M in recurring revenue. In just 4 years, the company has grown its ARR to over \$200M, making it the fastest growing B2B software company in history. This unprecedented level of growth came with certain challenges. Specifically, they needed to hire great people as quickly as possible, and they knew that old school recruitment solutions like job boards and recruitment agencies weren't going to cut it. Their objective was to increase the applications submitted directly on their career page from 100 to more than 30K per quarter. To do so, they had to establish themselves as the employer of choice within the RPA industry and build up the employer brand gravity to prove it.

Just 1 year later, UiPath is generating more than 50K applies per quarter, with their career page producing more new hires than any other source. How did they achieve (and, in fact, surpass) their lofty goal? Simple: recruitment marketing. Instead of relying on a passive recruitment strategy, UiPath partnered with SmartDreamers to go out and reach their ideal candidates where they were already spending time.

UiPath career page submissions evolution



UiPath's recruitment marketing strategy was built on a few key concepts:

Job advertising across the web: With SmartDreamers Advertising, UiPath has reached candidates in the US, Europe, Asia, South Africa, and Australia on widely-used platforms from Facebook and Google to Instagram, Twitter, Youtube, WeChat, Line, and many others.

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UiPath ranked in Inc Top 100 best places to work in. Find out how it is to work for the leading RPA player.

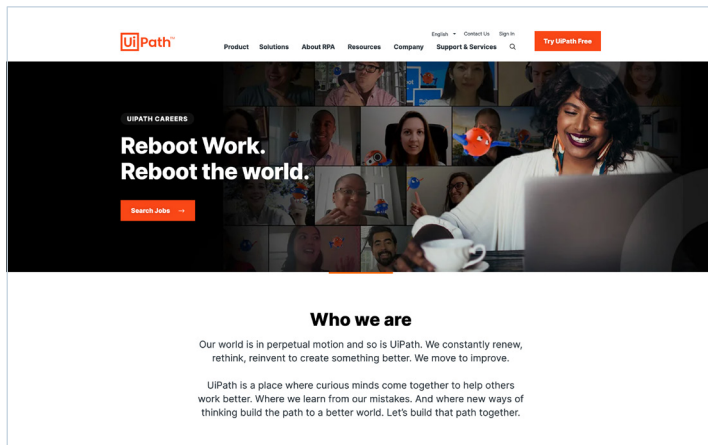
#lifeatuipath

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Learn more

UX designed to delight candidates: UiPath's career page has been constructed with SmartDreamers Pages to create a user experience that promotes an optimal conversion rate. Their average conversion rate on this page was a staggering 23%, the result of precise ad targeting and great UX design.

UiPath career page



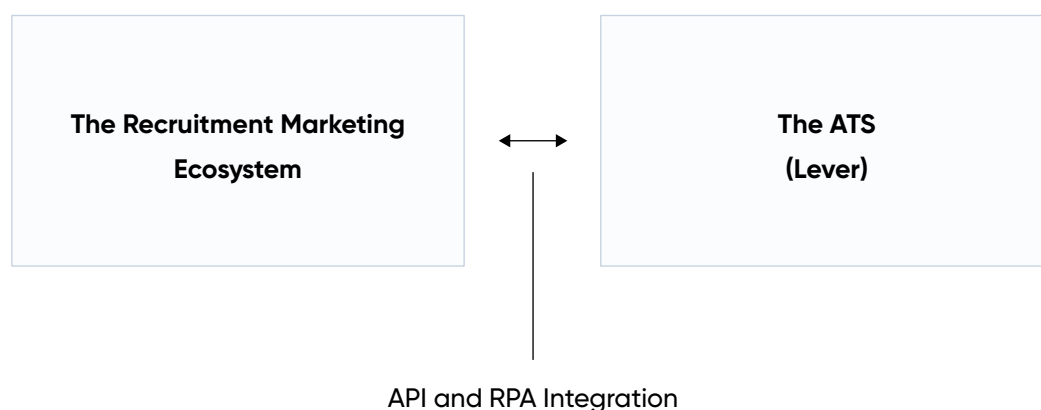
- Clean, well-organized layout;
- Advance analytics (Google and SmartDreamers integrated);
- Behavioral retargeting;
- A/B testing optimization

Reports: When it comes to recruitment marketing, measuring your progress and optimizing for continued success is key. With automated workflows, the company has been able to combine data from various advertising channels and Google Analytics information into one streamlined interface. As a result, UiPath is able to track each user's journey from ad view to apply.

Integration: When scaling a recruitment marketing strategy, the ability to integrate your efforts within a larger software ecosystem is critical. UiPath was able to integrate its RMA solution easily with its Lever ATS to create a streamlined process from first touch (ad view) all the way through to the interview process.

With over 20K applies per month, UiPath now has a nonstop flow of highly qualified candidates. Without a recruitment marketing strategy that could generate such a high degree of brand gravity, UiPath's hiring operations would

still be struggling to keep up with the company's astronomical growth rate. Instead, they're leveraging automation to position themselves as employers of choice within their industry. Though they're competing for programmers with many of the best known tech companies in the world, they've been able to highlight the interesting technical challenges that come with working on RPA in this environment. In this way, programmers who might have previously thought of RPA as a dull industry are jumping at the chance to send in a resume. When recruitment marketing is done correctly, this is its end result: that qualified applicants who had never even heard of your company are seeking you out specifically and applying straight to your careers page.



Of course, a successful recruitment strategy will net applicants from all corners of the web, but for fast-growing companies especially, it's the candidates who apply directly through your career page who are often the most valuable. They're the ones who have the highest baseline level of knowledge of (and interest in) your company, and as a result they're likely to be better aligned with your mission and goals. They may even move through your application and interview processes more quickly, leading to improvements in both time-to-fill and time-to-hire.

Talent Management at Hyperspeed

So far, we've talked about recruitment marketing in particular as it relates to fast-growing companies. In order to give some additional context to the ways that RM and RMA could play out within a larger talent management framework at a company that was scaling rapidly, here's a stepwise guide to putting these into practice.

After all, at the end of the day RMA is a tool for ensuring that the growth of your team keeps pace with the growth of your operations. This means reaching new people, but it also means keeping existing employees happy, because without them you'd have even more hiring to do. With these tips, we hope to give you a framework for thinking about the ways that your company interacts with current and future team members.

Maintain Your Standards

At a lot of growing businesses, your talent needs can seem so severe that you're tempted to lower your standards and hire the first decent applicants who come along. Don't. It may seem like a temporary solution, but in the long run you'll be stuck with a lot of folks who simply aren't cut out to help you grow. They say that A-level talent attracts A-level talent, and B-level talent attracts C-level talent. Whether that's because less qualified workers actively seek to hire those who are less talented than themselves (in order to shore up their own positions) or simply that there isn't even enough B-level talent to go around, the effect is the same: over time, your team gets worse instead of better. Consider the long term needs of the company, even when it seems painful to do so.

Establish a Pipeline

Pursuant to keeping your standards up, you need to put yourself in a position where you can attract, convert, interview, and hire strong candidates relatively quickly, one of your top priorities should be establishing a talent pipeline. This might seem like vague advice, but in point of fact it's fairly concrete. After all, a pipeline isn't just the people in your candidate pool—it's the mechanisms you use to get them there. First of all, make sure that you have a way of keeping in touch with candidates who are interested in your company but might not be ready to apply yet—this could be a recruitment-centric email newsletter or something else of that ilk. Next, make sure that there are numerous places on your website where people can actually sign up for this newsletter—and not just on your website, but also on your career-centric social media pages. This way, you're already building up a concrete backlog of interested candidates even before you make your next hiring push.

Look Within

So far, we've talked mostly about efficient strategies for hiring, but it's important to remember that talent management isn't just about getting people aboard. Rather, it's about keeping your current talent happy and working to develop your existing resources so that they can improve their skills and potentially take on new roles. We're not suggesting that every role you need to hire can be filled through internal promotions—far from it. But we are suggesting that whatever employer brand narrative and EVP you're trotting out, you need to make sure that you're really providing those things and creating a positive work environment for your existing staff. A mass exodus of talent will only give you more work to do on the talent front.

Plan for the Company You Want, Not the Company You Have

So far we've pretty much let this question lie, but it's worth bringing up now: what positions are you trying to hire for? One of the most difficult talent management tasks that fast-growing companies find themselves in is to

determine what roles to prioritize. How much longer can you get by with just one HR person? Is your sales team big enough to drive continued growth? Is it time to hire a real marketing team? The answers to these questions will vary by company, but a good rule of thumb is to ask yourself what you want your business to look in a year, in two years, and in five years. This will tell you a lot about the composition of your ideal team. As a bonus, the more effectively you match your hiring to your ideal vision of your company, the happier your existing team will be. After all, most people will only be content to do someone else's job for so long.

Let Technology Empower People

We're pretty confident in the quality of these tips, but you might reasonably object that it sounds like a lot of work, especially for a company that's already understaffed. This is where technology, deployed in a smart, considered way, can make a big difference. For instance, if you're able to automate some or all of your employer branding activities, you can reduce the time it takes you to advertise jobs and spread your brand message. Likewise, if you can automate some of the formal elements of your pipeline, you can save recruiters time in the form of easier lead tracking and conversion tools. Workflows like these won't let you off the hook for more intellectual tasks like outlining the next five years of business growth—but they might make tasks like that feel a little more manageable by taking other items off your plate.



Conclusion

When companies grow quickly, they tend to outgrow many of the processes that worked for them in their early days. A 6-person startup operating out of a garage in Palo Alto might be able to get away with hiring based on personal connections and referrals without giving a second thought to their employer brand. In fact, you probably shouldn't think about your employer brand when you're that small, given how much is probably on your plate.

But once it's time to hire a 10th, or 20th, or 500th, or 5,000th employee, you'll need to start thinking seriously about the methods you use to attract and retain talent. Coders are in high demand and short supply, which means that you need to find a way to position your company as an employment destination quickly and scalably.

Because recruitment marketing automation offers you the chance to attract and engage passive job seekers in a time-efficient manner, it presents a real solution to the problems presented by the current talent market. Rather than trying to replace recruiters and their functions, it helps to empower people and companies to build A-plus teams at light speed. Looking towards the future, we anticipate that candidates will come to expect the kind of high quality applicant experience and UX design that automation can help ensure.

Unprecedented growth can be a huge stumbling block for any company. But it doesn't have to be. If you can let technology empower recruiters and place a focus on meeting candidates where they already are, you can build your company toward sustainable success.



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