CASE STUDIES
for Social Media in Recruitment
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CASE STUDY 1

Sodexo is the leading **provider of integrated food and facilities management services in the US**, Canada and Mexico and the 21st largest employer worldwide. They have **120,000 employees** in the US and they **serve up 9.3 million meals** to hungry customers every day.

The company’s trailblazing efforts in social recruiting are very impressive and successful; is a real inspiration for anyone who is trying to use social media for recruitment and employer branding in innovative ways.
The Sodexo Strategy

Sodexo has developed a strong employer brand by creating a real community around the brand and its employment values.

As a company that operates in a B2B (business-to-business) environment, the challenge was even bigger: how do you create a community and build a strong employer brand around that? Sodexo have chosen to focus on their greatest asset; their people.

The human side is really highlighted: who are the people behind the jobs, what they do, what their stories are.

Sodexo’s career site is a big recruiting hub: the talent community is a good way for talent to stay informed of the company’s opportunities. In addition to having a solid career site, Sodexo is also present through a career blog and on social media.

The career blog is about engaging with people, and creating both internal and external content, such as posts giving interview tips for job seekers or photo contests for anyone to participate in. The objective here is to keep people active and interested.
Facebook Strategy

The Sodexo Career page on Facebook, Sodexo Careers – Past, Present & Future is a key meeting point of all of Sodexo’s values.

"So innovative, so creative, so personal, so different, so Sodexo": the idea here is to gather people who worked, are working and will work for Sodexo.

The social aspect is very important: an opinion is more credible if shared by a person rather than by a corporate organisation. Moreover, honesty and authenticity are key points to developing successful communications on Facebook.

All the Sodexo sub-pages are reachable from the page, including: Sodexo, Sodexo Diversity and Inclusion, Sodexo Foundation, and Sodexo Sustainability.

The company does a great job showcasing their commitment charity work, equality and environmental issues.
Video is always an easy and fun way to spread an idea. Showing a very happy and motivated workforce, Sodexo has a very active YouTube channel. They communicate about what is going on for the people at Sodexo: the idea here is to be creative and innovative. Some of the most viewed videos are: Making everyday a better day (35,422 views) and Spirit of Mentoring Video (13,408 views).

The Career Blog is directly integrated into the Facebook page. That way all the content is centered on one the same platform. Sodexo has chosen to keep their career blog along with its Facebook career page: the blog is therefore still updated regularly. Again, it’s really oriented towards the people themselves, giving advice on job hunting, human resources, and recruiting. Contests are also organised to keep people creative around the brand’s name (a photo contest for example).
Sodexo Community

The company seems to be like a big family: people are proud to be in the community and help is really often given through donations, charity work and life quality improvement.

The idea is also to give each employee the opportunity to learn and advance in their careers.

Sodexo has built its image as a "Good Place to Work" and a "Good Place to Give".

The community shares the stories of the company and its achievements.

A Great Place to Work

More than 120,000 employees at thousands of sites across the country. Team Sodexo is proud to serve over 10 million people every day.

We strive to make every day a better day for the people and communities we serve. Sodexo provides jobs across several sectors with competitive wages, attractive benefits, and a wealth of training and educational programs.

Sodexo has a long standing commitment to promotion from within the company. Employees get the chance to continually develop their skills and advance in their careers.

We believe that quality of life contributes to the development of individuals and the performance of organizations. Interested in working for us? Click here for current employment opportunities at Sodexo.

Featured Stories

Proud to Volunteer at Northern California Food Bank
Together with our Sodexo teammates, business partners and students from Menlo School, we volunteered our time and effort on November...

A Promise Kept
When the Conference Center at Waltham Woods in Waltham, Massachusetts first developed its Facebook page, we promised to provide a...
Twitter Strategy

Sodexo also has a career Twitter account: it's the perfect way to share information and drive traffic to the website. The account is part of the strategy as a whole, reflecting the brand's image. Still very human with a picture of a marketing manager along with the logo. They share content related to Sodexo and recruitment, but most importantly they directly communicate with people, whether they are candidates or not. It's a place where questions are exchanged and answers given, not just another boring feed of vacancies.
LinkedIn Strategy

Sodexo has a company page followed by 25,890 people. The page has several features, such as a careers tab, and the list of employees on LinkedIn. Most of Sodexo's hires will be non-professionals and this is why LinkedIn is not a focal point for their social recruiting.

Having said that, the company has got a Sodexo USA Careers group on LinkedIn: with 6,179 members, and a week over week growth rate of 72%, conversations are exchanged and relevant topics discussed. It’s a good place to start engaging with recruiters if you're a potential candidate, and get to know the latest opportunities at Sodexo.
Results

In terms of tangible results, Sodexo has built a big community online: the Facebook Career Page has 7,355 fans, and the Twitter account 7,206 followers. All recruitment properties online are connected (including mobile), the company has built a talent community of 300,000 people to date.

On the recruitment side, more than 45% of Sodexo candidates have used one or more of Sodexo’s social platforms in their job searches. Moreover, recruitment advertising costs have been reduced by $300,000 annually.

Candidate traffic visiting the Sodexo website has grown 530% which is attributed to their social media and digital strategy. Hiring manager satisfaction has increased year over year, it's currently 4.63 on a 5 point scale (it was under 4 when they started measuring). Also, time-to-hire at Sodexo has decreased by 8 whole days from 2007.

What we can learn from it

- **Employees are the face of your employer brand**: highlighting the human side of your company is an authentic and honest way to build a strong community
- Gathering people to build a "family" spirit creates a reliable community that will share happy contributions
- A great social media strategy starts long before technology, if you are doing things right within the business it will reflect well on social media and any other communications channel

The success of the social recruiting strategy in the US has prompted Sodexo to roll out the same in other markets, including France which is Sodexo's homeland.
CASE STUDY 2

Did you know that the Netherlands is one of the most advanced countries in terms of social networking? The Twitter and LinkedIn penetration is one the highest in the world: almost every professional is on LinkedIn or uses Twitter when considering the total workforce. Consulting company Deloitte in the Netherlands has around 4,600 employees and a hiring target for 2010/2011 of 1,000 people.

Problem?

The labour market in Holland is quite a difficult one for employers with approximately only 10% of the workforce looking for a new job (this includes people both with and without jobs). This makes recruitment a priority challenge for the business.

Which strategy for Deloitte?

For Deloitte, recruitment is shifting more towards internet marketing, content management and measuring traffic to the career site. Their goals?

• Help to fill the roles at Deloitte and reach the target of 1,000 new hires in 2010/2011
• Develop a strong employer brand which attracts the "right" candidates for Deloitte
• Drive traffic to their career website to create a funnel of candidates and supports the employer brand
A great career website

A solid strategy on the internet starts with a great career website.

And that is what Deloitte did, they built a career website by themselves in November 2009 called “Werken bij Deloitte” (Working at Deloitte).

This website independent to Deloitte’s corporate website.

Putting their career website at the centre; you can tell they invested a lot of time, energy and money in it.
1) They categorised the website in **3 categories**: Students, Young professional and Professional. They address different questions and provide different content depending on who you are. It is interesting to note that they target students long before they have graduated.

2) The career website is very dynamic, not so many pictures or videos though a dynamic site with animation on the homepage. The design is quite simple and on all pages, they also have testimonials from current employees.

3) A real sense of **human feeling**: in touch with the recruiters. Recruitment staff created their own profiles on the social media sites to help them create communities which will communicate with potential employees of the future.

Being part of the Deloitte NL community means end users gain a better understanding and connection with the company and ultimately feel it is an organisation that they would like to be a part of. On the website, each recruiter has a profile, a short bio and even more unusual, you can tell when they are online or offline if you want to have a live chat with them. It also displays their direct phone numbers and email addresses.

4) **Content and contact are king.** The most impressive part is the integration with Social Media and the use of content. The first thing you see is the latest article from the blog, and the content is key in their strategy. They produce, manage and use content at the heart of
their career website. The content is either produced by the recruitment team or by employees from Deloitte. They successfully managed to recruit 12 employees as blog writers.

In all the pages you navigate through, you will find this small icon, which contains all the contacts of the recruiters and profiles, the social networks where they are, a general email address. They are easy to find and you can put a face on a name.

In the vacancy section, they have introduced something quite original: you can see on a map where the jobs are, geolocation on a Google map.

A simple website with a lot of fresh and original content (good for SEO) and where the contacts are easy to make and personal, with a fully integrated social media strategy.
Employer Branding & Social Media

The company really engaged with employees through social media to generate content and good word-of-mouth marketing. Two examples:

1) The first one is the blogging side where they look for bloggers within Deloitte to write about what they do or what they feel like. They also look for employees of Deloitte on Twitter and ask them if they can have their Twitter flow displayed on Deloitte career website. The uptake on both of these initiatives has been very good.

2) The second example comes from a contest they ran with the employees on social media. They asked employees to support their new campaign for employer branding aimed at students.

Rules:

- Photo with theme "spot the green spot" (relates to Deloitte logo that has a green spot)
- Upload via mobypicture.com
- Use the hashtag #beginneersthier
- Winner needs 1,000 views or more and shows creativity
- Prize: iPhone

Results:

- 55 photos uploaded and 15,500 views within 5 weeks
- They leveraged their social media activities, engaged with internal employees and generated some buzz
- They posted the contest on Facebook, Twitter and communicated about it
What about their presence on the "normal" social media platforms?

The role of their career website is so important in their strategy and the content they produce, that what exactly they did on Facebook, Hyves (the Dutch equivalent for Facebook), Twitter and LinkedIn is less worth dwelling on.

Overall they engage a lot and put their content out...

Basically:

• **Twitter** is used to post jobs and events and alert people to new blog posts. The strength of their Twitter presence lies in the fact that all recruiters have a Twitter account... And tweet as well.

• **Facebook** focuses on potential candidates. The company is making contact with passive candidates this way by sharing knowledge, building a relationship and keeping them informed. The Facebook page has something that I found really good is the big thumb up. Mimicking the image of the "Like" button.

• **LinkedIn** is used to source more senior candidates. The recruitment team can search for professionals by looking at their network and recommendations. It also posts vacancies on LinkedIn.

• **You Tube** is used as a way to communicate their employees’ testimonials... Good but nothing particular, video is not an area they have really focused on.
Results

For Deloitte the challenge was to prove that you can measure results, and they did it.

They simply used Google analytics and they integrated it with their ATS to measure where their candidates are coming from, how much money it takes, the conversion rate between traffic/applications and jobs. First the traffic, the figures speak for themselves.

They built this new website from scratch and now it largely outstrips the old Deloitte corporate website in term of traffic.

Now where did the traffic come from? There is 234% more traffic coming from social media than from the other sources, mainly job boards.

And what about the costs of recruitment? And the cost for using recruitment agencies has dropped significantly even though they are hiring around 1,000 and likewise for the money invested in job boards... There is a clear switch.
What we can learn from it

• By **getting away from the corporate website**, they managed to really do what they wanted with the **career website**.

• **Content is king** in their strategy... A lot of content generated by employees: they can broadcast it afterwards all across their social media channels.

• They created a real **human feeling** with personal bios, photos and easy ways to contact and connect with them. It is the humanisation of the recruitment process.

• They did some **fun and interactive** actions like the employer branding campaign or the geolocation map to find where the jobs are exactly.

• Direct hires through Social Media represent only 2% of their hires but the **indirect benefits of Social Media** are much better (traffic, engagement, employer branding etc).
CASE STUDY 3

UPS tracks packages...

But UPS also tracks its recruitment strategy. Last year UPS won its seat among the Top 50 recruiters on Twitter and different awards in the recruitment industry for its innovative approach to recruiting.

Here is the story of UPS and how they switched from 90% of their budget in print media in 2005, to 97% of their budget in Social Media in 2010.

In 2005, UPS decided to change their recruitment strategy and started to move aggressively to online recruitment and the people behind this strategy are Matt Lavery, talent acquisition manager at UPS and Mike Vangel, Account Director at TMP.
Goals & strategy

If we look at the basics and strip down the goals and strategy of UPS, here is what we found:

- Being able to address their high hiring volume, seasonal and part time hiring needs at a reduced cost
- Improving UPS employer brand with a cutting-edge recruiting strategy aligned with the technological image of UPS
- The strategy has changed over time and they have adapted it accordingly but the whole idea was to start redirecting all their efforts from offline to online
- A campaign aiming at driving traffic to their newly created careers website, UPSjobs, mainly using videos, text message, online ads, SEO and SEM
- Creation of a whole social media strategy linking to the careers page
- Being able to measure up the results precisely with simple tools

The first step of the strategy: a careers page

They created a simple careers page with a picture at the centre showing the benefits of working for UPS. But the most important feature is the videos of employees, you can click on them on the right hand side, but also if you click on the banner at the centre of the page. Here is where you get (picture). Videos of employees along with the benefits for working at UPS are all across the website.

However this website doesn’t seem optimised in terms of graphic design. Even if it’s simple, it lacks usability and ease of access to information.
Driving traffic & engagement to their website

They created a campaign called "UPSjobs-Problem Solved" with their careers website at the centre.

The campaign started in 2008 with TMP going around in the US and **filming employees at their workplace**, and the result is quite good in terms of video. In one month during the UPS Peak 2008 hiring season from Oct 20, 2008 to November 20, 2008 over **1,000,000 people viewed** the online videos!

They drove traffic to the website by using print ads at the very beginning, then used **mobile and text messages**. In subsequent print and outdoor ads for the handler jobs, readers were offered the choice of going to the UPS hiring website at www.UPSjobs.com/print or texting a short code “UPSjobs” to 95495.

It was a mixture of old, new tools and technologies. Mike Vangel explained that they were really surprised by the results they got. Even though the **target audience is drivers and package handlers**, they were **keen on using technology**. That had previously proven difficult with recruitment campaigns run through traditional media such as print, radio and cable TV. But by adding a mobile channel to those ads, TMP was able to give UPS a better picture of how its hiring efforts were succeeding.

The most impressive result is the **average time spent on the website** by each visitor which reached the enormous time of **3 minutes**, thanks to the videos of the campaign, they drove engagement and traffic.
Facebook careers page

UPS launched a Facebook page for careers in October of 2009. They grew their fan base by 1,885 fans by the end of 2009 without spending any money. It cost them around $7,500 to do this Facebook page.

One of the biggest benefit for using Facebook for UPS was to get demographic information about their fans, such as that 78% of its audience was 18-44 and 55% of them are male and 93% live in the U.S. This set of data showed them that they were on the right track. They share information about sponsorships, employees, charity events or even give advice to candidates on where to find the right information to apply for jobs.

They also use Facebook to drive traffic to their blog written by employees from UPS (although I could not see any driver of package handler in the writers team, only managers).

However, on this Facebook page, there is no direct link to the careers page (you need to copy and paste the UPS jobs link to get there), and likewise the number of interactions is limited. You need to go the reviews page to get a real feeling of what people think.

Their Facebook page generated 18,485 page views for the UPS job-application’s landing page from October 1, 2009 to August 27, 2010. The average time viewed was 3 minutes, 28 seconds.
Using Twitter to hire

The Twitter account UPS jobs was created in April 2009 (before the Facebook page) and now has more than 5,000 followers.

They use the account not just to blast out jobs but to provide interesting business information, sometimes on UPS philanthropic work or other topics.

They even have a bit of interaction with candidates who mentioned that they had an interview with UPS (see the tweet "good luck").

Now what about LinkedIn?

Their presence on LinkedIn is very limited, they have a company page but a very simple careers page displaying jobs only. They don’t use groups officially but which I think does make sense as their primary target is drivers and package handlers who are not on LinkedIn. They use LinkedIn when they want to hire senior level candidates.
Mobile Applications

From the very beginning, UPS used mobile technology to reach out to their target audience. And it has proved very successful.

As Mike Vangel explains: "The comfort with performing non-voice functions over the phone is a particular cultural phenomenon among the age group TMP was trying to reach for UPS. The primary demographic we’re reaching for is between 18 and 35, and they have a real comfort with cell phone technology. That coupled with the process itself is what has made this work.”

People are more engaged when they’re texting you than they might be with just reading a print ad, then finding a computer or a fax machine. Those response methods imposed a disconnect. There’s an immediacy with SMS campaigns. Within seconds, they had a response to their initial text message and were able to advance to the next level. That grows candidate relationships much faster than the old ways.

In other words, to reach out their target audience (young male between 18 and 35) text messages proved to be very personable, engaging and efficient.

And since August 2010, they have a mobile application where candidates can apply direct (www.UPSjobs.mobi) averaging 5,400 visits weekly. It generated four hires in a couple of weeks and 10 so far overall.
Measuring: a key point for UPS

Measuring and *tracking is part of the DNA of UPS* and they have applied it to the recruitment world and especially in their strategy. They track each of the applicants and especially where they are coming from (and not using the question: where did you hear about us?).

On Twitter the link directing to the careers page is www.upsjobs.../twitter, on Facebook www.upsjobs.../facebook...and so on. With a simple *Google analytics tool and their own ATS*, they are able to track everything precisely.

But what *UPS is tracking* is the last media used. In other words, *the stimulus*. Let’s say I’ve been a fan of UPS on Facebook for a year. But I finally decide to apply for a job after seeing a Tweet asking me to send a text message. In that case I will be counted as coming from the text message source... *The last source is the one that counts!*
Results

If we have a look at this table, the results are quite impressive.

- The number of hires of all the different channels has risen dramatically but there is even more...
- They hire more and more on these channels, from 12 in 2009 to 226 on Facebook the following year
- The quality of the hires is better as the conversion ratio of created applications to hires from Facebook and Twitter compared to all other online media is much higher
- The interview/hire ratio is 2:1
- The cost of hire went from $600/700 to $60/70 per hire
- Time to hire was reduced especially for seasonal staff and during on peak times (Christmas, Thanksgiving etc)

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What we can learn from it

**UPS had clear goals** (go where their audience is and cut their costs and time to hire), and knew precisely their **target audience** (American males between 18 and 35 at entry level mainly handling packaging or driving trucks).

- They **adapted their strategy along the way**, they created a Facebook page and a Twitter account only 2 years ago.
- They **tried different tools and learned by doing** (lately they have been using the tweetmyjobs services on a trial basis, they will measure up the results and will decide accordingly).
- Finally, they **measured and they tracked** applicants all the time.

UPS is today one of the leading companies in using social media in their recruitment strategy.

The **conclusion** comes from **Matt Lavery** who said:

"**UPS does not want to just broadcast jobs through already-created channels. It is going to have more people work on Social Media recruiting, making it more interactive, more of a conversation, less one way. It will make more videos and have more ways for candidates to interact with current employees**"
CASE STUDY 4

What CH2M HILL did with Social Media to find talent and recruit is really impressive. It is a good example of a big corporation using Social Media and especially LinkedIn to engage with candidates and develop new ways of hiring.
CH2M HILL, an international company with recruitment issues

David Mason of the company explains that as an engineering and consulting company in the construction industry, **CH2M HILL has to recruit globally**. But when posting ads on job boards or using recruitment agencies, they realised that they were flooded with candidates, coming from all over the world. The **quality of the average candidate used to be really low**.

So the big challenge for CH2M HILL was to generate **less volume** (less work) and **more quality**.

To do this, his team focuses its efforts on social media, internet networking, developing its own website and research-based techniques. CH2M HILL is an employee-owned company with 25,000 employees across the global and they only have 70 internal recruiters so they had to be efficient as well!

David Mason: "**Job boards generate too much noise, social media allows us to target and source the right people**".

The other idea was to **reduce the cost per hire by reducing the number of assignments to agencies** and address directly the task of finding highly critical roles (structural engineers for instance).

The initial recruitment strategy

1) Harness social media to attract candidates: **test and try different social media** platforms
2) Targeting candidates effectively: using the right tools and ways to **target candidates**
3) Using social media to **attract new geographical audiences**: local candidates vs expatriates and develop a diversified pool of talents

But over time, the strategy slightly changed as we will see later on.
The key to success: a great landing & career page

The first step in the strategy was that they created an **efficient and well-designed careers page**.

The main goal is to enhance and maximise the candidate experience with no time wasted. Other cues were:

1) **Entertaining** pages with videos and pictures. **Great design**, neat and clear

2) **Simple**: there are no banners or distracting gimmicks

3) They **integrated the social media buttons** directly on the vacancy page

The site is an easy and quick way for an applicant to find a job and to apply: they just needed to drive traffic and applicants to this website.

And they started using social media platforms.... With varying results.
Twitter = inefficient?

For CH2M HILL, Twitter is, so far, the least efficient network. They have been using it as a way to push their jobs forward, but no interactions whatsoever.

Twitter is a conversation tool but probably not suited for a company like CH2M HILL.

CH2M HILL & Facebook

As a direct recruiting tool, Facebook did not work so well (which means just posting jobs and having good quality applicants), however as a community building tool, Facebook seems to be one of the best options.

If you look at the Facebook page for CH2M HILL, there are a couple of interactions between members sharing pictures and mentioning awards and specific projects that employees do (charity projects etc) or develop.

And this page is "liked" by 2,049 people which is the biggest community on social networks for CH2M HILL.
The LinkedIn strategy, the one that worked better!

They have had significant success with LinkedIn as a direct recruitment tool but also as a way to raise their employer brand and engage with specific targets. They used a wide spectrum of tools and tactics on LinkedIn.

1) LinkedIn corporate recruitment solutions

They bought licenses for the recruitment solutions and so they have access to the over 150 million members of LinkedIn with 50 InMails per month and per license. As David Mason explained, because of the access to all the profiles on LinkedIn, they can solve their recruitment issues quicker.

He gave a specific example of when they needed to hire a very specialised civil engineering post in Korea. They had had no luck using the normal routes but with LinkedIn they were able to produce a long list of 100 targets in 30 minutes. This was soon pared down to make a short list of 10 candidates. They then entered into conversation with these 10 and were able to match one of them to the post— all without the use of an expensive agency or third party.

2) Company profile on LinkedIn & Careers page

The company profile on LinkedIn is fully customised with banners on the side driving traffic to the careers page of the corporate website but there is also a video of employees presenting the company.

The careers page on LinkedIn goes a step further as there is a huge banner at the top redirecting to the careers page on the website. And they have a widget integrated with their careers site that allows searching of their ATS for jobs within LinkedIn.
With a LinkedIn career page, when members come to the page they are only given information relevant to their profile. Which means that if you’re in engineering or marketing, the information displayed on the career page will be tailored to your profile.

And finally they seed all the jobs they posted on LinkedIn on their company page, careers page (customised according to your location and profile) and to their followers. With the recruitment solutions, they have a number of postings per month and CH2M HILL is clearly maximising the number of the job board option, they currently have 22 jobs posted on LinkedIn.
3) Groups and the way they use it

The **groups** is probably one of the **weak points of their strategy** on LinkedIn. They currently have 3 groups on LinkedIn: CH2M HILL Alumni (1,013 members), CH2M Alumni association (285) and CH2M HILL Jobs (317).

Obviously these numbers don’t reflect the size of the company neither the interactions and on the jobs group, there are not many interactions. But once again community building on LinkedIn is still a grey area and a difficult topic, and clearly CH2M HILL has not overcome the obstacles.

4) Customised ads on every CH2M HILL employee LinkedIn profile

The service is quite impressive, on Lacy Sinner’s profile you can see a **banner for CH2M HILL** and it is the case for all the profiles of CH2M HILL employees on LinkedIn. This is a great way to drive traffic to your careers website; it's all **qualified traffic**, friends or contacts of your employees!

**Part of strategy and part of the LinkedIn service**, CH2M HILL used campaigns with very **targeted adverts** as the ones you can see on the right side of the screen.
5) Recruiter profiles

Here is another weak point of the strategy of CH2M HILL. A couple of profiles look alike but over all it is more a patchwork. You can argue that they want to keep the personality of each profile but there is not so much coherence. For example David Mason kept the slides of his ex job on his profile (when he was at AXA). OK it shows that they want their recruiters to be autonomous and free to manage their LinkedIn profiles. But if they use LinkedIn heavily, I really think that they should be a little bit more coherent and consistent especially in the summary of the profiles and as another way to drive traffic to their careers website (with customised URLs for example).

Why CH2M HILL succeeded on LinkedIn & had mixed results elsewhere

• They discovered that the demographic of the user base on LinkedIn is aligned with the current type of professionals they target, i.e. 43 years old and the level of qualifications they look for
• They put their careers page on the corporate website at the centre of their strategy with many banners coming from LinkedIn careers page and all the employees profiles directing to the website
• They experimented and learnt on the job, clearly realising that Facebook and Twitter were not the ideal tools to recruit directly
• They focused on the candidate experience by using a great design, customising career pages, and exchanging as much personal information as they could (videos, career paths, pictures, usability)
• They always tried to provide content and exchange with current employees and candidates; they did real efforts to engage even if the results were mixed
• This is a great company to work for as they have received awards and their strong selling point is that it is employee-owned, with 14,000 of the company’s 25,000 employees owning shares that are not tradable outside the company. If you provide a bad experience to your employees, social media won’t change anything - and employees won’t participate in any social media activity.
Results

• 98% of hires in the US are directly sourced
• 95% of all hires outside of the US are also the result of direct recruitment activities
• They significantly reduced the cost and time to hire
• It is one of the only construction companies to be among the 100 best companies to work for

What we can learn from it

• LinkedIn leveraged their global strategy by providing a professional image, enhancing their reputation and driving traffic to their careers page
• LinkedIn is the best tool for direct recruitment for CH2M HILL
• Facebook seems to be better for nurturing a community and employer branding
• You need to know your target and where they are to be sure to use the proper platform (Twitter has yet to prove its efficiency for CH2M HILL)
CASE STUDY 5

“We don’t use social media as something we should be doing because other companies are doing it, we see it as here, now and today – it is an integrated, integral part of our recruitment strategy”. Adam Templeman.

RWE npower is a leading integrated UK energy company and is part of the German RWE Group, one of Europe’s leading electricity and gas companies. The company is using social media in its recruiting and employer branding processes and have had a great success story doing it.
Career page

Npower’s career website is the main hub from which visitors can connect with the company, search for jobs and get the latest news from the career blog.

It is from the career website that the strategy starts in terms of online recruitment and employer branding.

All positions available are posted on the website, and as npower is organising interesting challenges for their communities, the blog is also an important part of the strategy.
Facebook & YouTube

The company chose to use Facebook as an important part of its attraction strategy. Targeted Facebook adverts have been set up and the “Future Leaders Challenge” is promoted on it as well.

Npower are offering the opportunity for students to win a dog sledding trip to the North Pole. Inspirational stories from previous adventures are available in picture and video.

The challenge for the students is to find and manage a project that will get people in their community to live more sustainably. The finalists (8 teams of 4 students) are then asked to put their projects into practice and the winning team goes on an Arctic expedition! The Facebook page is the hub they use to coordinate, promote and engage with everyone wanting to be involved in the project.

Having run the project before, the YouTube channel is also an important strategic point in the strategy: videos of previous winning teams are of course available. Lots of categories can be found on the channel, from adverts to careers and how tos, it’s all very well organised.
Twitter: not a job board

Though the “Job of the Week” is tweeted from the account, npower doesn’t use Twitter as a job board.

This channel is used to share content, support the employer brand awareness and drive traffic to the career hub.

Recruiters use it as a unique channel and it’s a main direct communication tool for the company.

It seems important to differentiate Twitter from a job board: content relevant to candidates and the industry are good examples of what npower share here.
Hiring managers share vacancies on their LinkedIn networks. Once again, consistency is important in terms of content shared. As LinkedIn is a more professional network, it is a great platform to check jobs, and put a face on the recruiters' names.
Results

npower’s journey on social media is a success story in terms of numbers, engagement and brand awareness:

- Career hub traffic has increased: **from 18,000 visits to 45,000**
- 33% returning visitors
- Higher level of engagement
- Direct hiring has increased
- npower developed a more integrated social media presence
- **1st quarter saving of £630k**

What we can learn from it

- Take social recruiting in bite sized chunks
- Get the business to invest in other areas and piggy back
- Don’t rely on it too heavily
- Use your own staff as ambassadors, use their networks
- Ask what the users want!
- Use it to support integrated recruitment channels, not in isolation
- Remember, **social media is trend led, we can’t influence the trend**
LinkHumans is a Social Media consulting and training company for recruitment and HR

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