



Attracting More Diverse Candidates through Targeted Audience Planning

JOBVITE

Build a diverse talent pipeline to create a more inclusive workforce

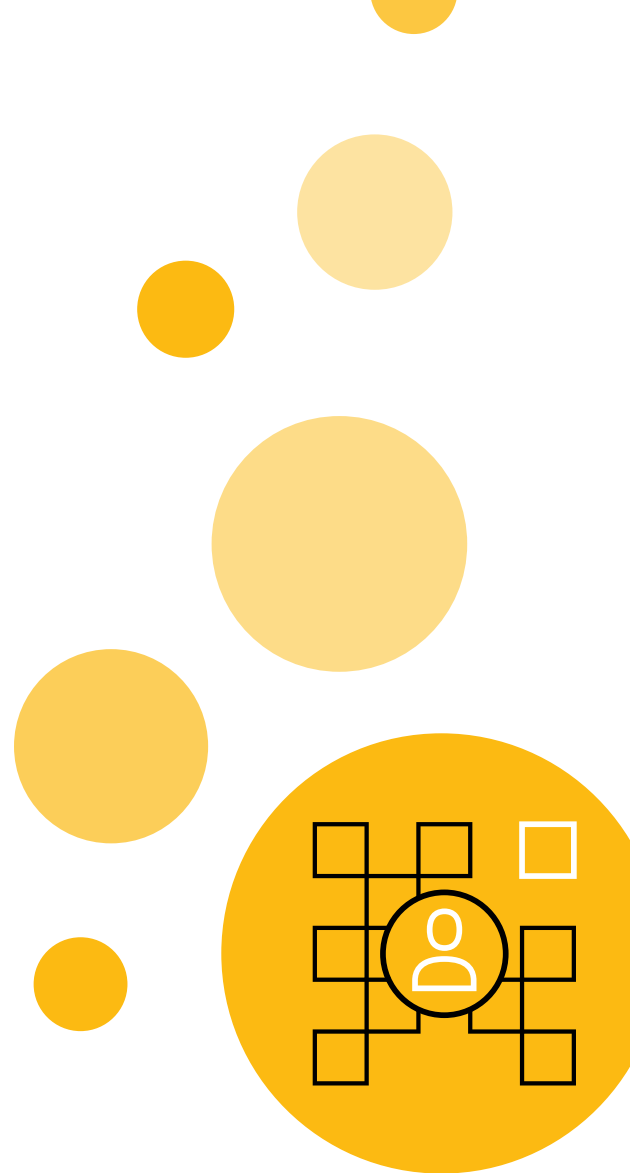
Introduction

In today's employment marketplace, workplace diversity is a strategic imperative. It's critical to building a strong employer brand and attracting the best employees to your company.

But creating a diverse and inclusive workforce isn't a quick-and-easy task. It requires detailed, long-term planning, and a combination of people, processes, and technology working together to execute those plans.

As more and more companies embrace the importance of diversity, talent teams have recognized that finding and attracting underrepresented candidates is a lot like marketing. They've started thinking more like marketers, and integrating marketing concepts like audience planning, personas, and campaigns into their recruitment efforts.

In this e-book, we'll dig into the importance of audience planning, and how it can be used to create opportunities for underrepresented candidates and build strong, inclusive teams.



First things first...

Before we get into the specifics of audience planning, let's spend a minute talking about the benefits of [hiring diverse candidates](#). Of course we know it's the right thing to do, but it goes much deeper than that.

Diversity in the workforce brings countless benefits to an organization. Many of these are “soft” benefits that are difficult to measure, like:

A wider variety of experiences and viewpoints

Better representation of the customer base

Greater adaptability

A more trusted employer brand

Others are easy to quantify, like increased innovation, more effective execution, improved customer service, and a broader range of services.

In fact, research by [McKinsey](#) shows that diversity has a very real impact on the bottom line. Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians. And companies in the top quartile for gender diversity are 15 percent more likely to best their peers in this measure.

What's more, today's job seekers demand a more diverse workforce — and millennials in particular are prioritizing diversity over compensation. According to [Forbes](#), more than half of millennials would gladly take a pay cut to work for an employer who shares their values. [Another study](#) indicates that nearly half of millennials (47 percent) actively look at their prospective employer's diversity and inclusion efforts before finalizing a job decision.

So what exactly is audience planning?

Audience planning has its roots in marketing. Smart marketers know that not everyone is a good fit for their product or service — so they have to get strategic with their targeting. In the B2B world, this starts with identifying the specific industry, niche, location, or company size where they're most likely to close a deal. They then carefully define their audience, create messaging that will resonate with that audience, and execute campaigns to move prospects through the sales funnel.

Smart talent professionals need to do the same thing. The strategy and tactics for recruiting an entry-level hourly worker are very different from those employed to court a senior executive. Each of these audiences requires different techniques to attract and engage the best candidates.

Every company needs to define their target audience(s) for recruiting based on their business needs and hiring objectives. Characteristics of the target audience will inform the strategic and tactical approach needed to attract the most sought-after candidates.

Audience planning is especially critical when it comes to finding and attracting diverse candidates.

Whether you're looking to expand the age range of your employees, improve gender balance, create more ethnic diversity, or otherwise broaden your employee mix, identifying your target audience is the first step. Once you know who you're trying to reach, your recruitment team can focus their efforts on the strategies and tactics that will be the most impactful for achieving your diversity and inclusion goals.



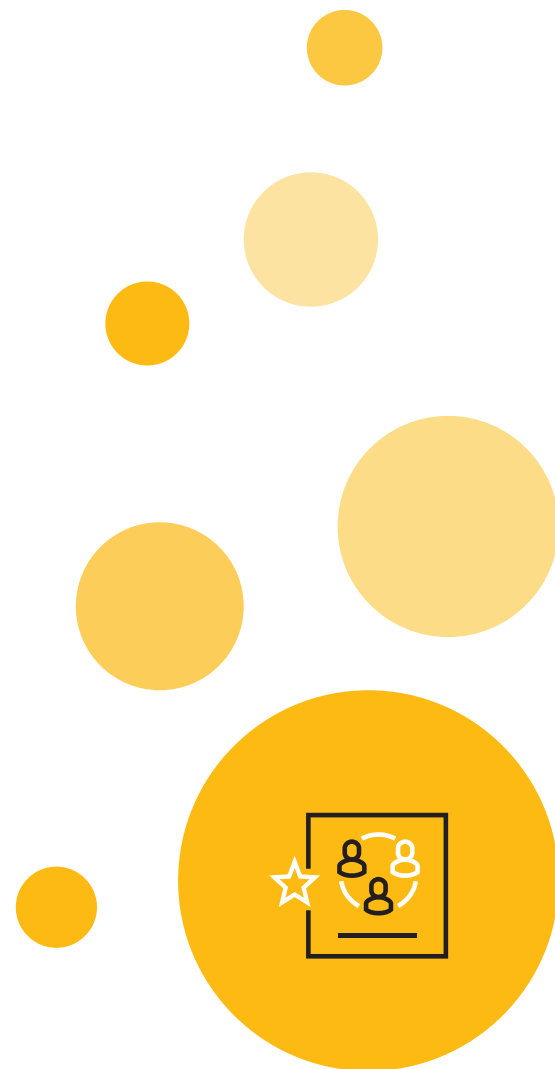
What are the benefits of audience planning?

Audience planning is one of the most effective approaches to building a diverse workforce and ensuring you can fill a wide range of roles. Whether you're hiring for diversity in age, race, ethnicity, gender, orientation, location, or ability, your company must invest in truly getting to know its target audience and connecting with them through engaging, meaningful content delivered where they are.

At a high level, audience planning is a forward-thinking approach to hiring. It allows companies to take a long-term approach to assessing their business needs, and hire proactively rather than reactively.

In a talent-rich market, audience planning helps talent teams stay focused on their top hiring priorities and allows them to create more opportunities for underrepresented candidates.

Conversely, in a tight labor market, audience planning is a small but mighty initiative that will keep your company top-of-mind for both active and passive candidates, helping you stand out from the competition.

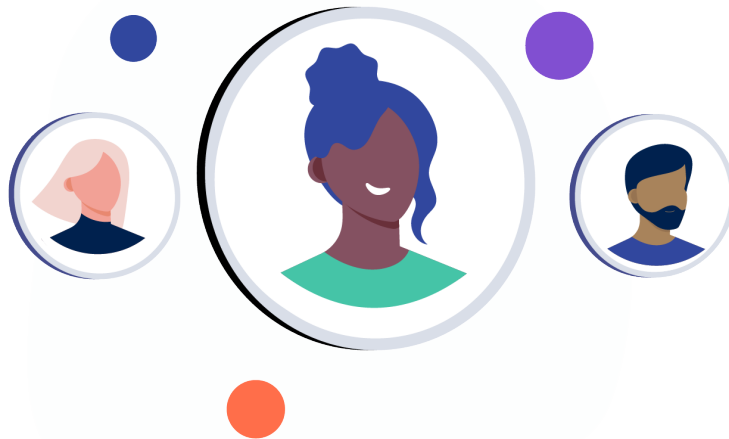


9 steps to engage diverse audiences

Recognizing the importance of audience planning is one thing, but putting it into practice is something else entirely.

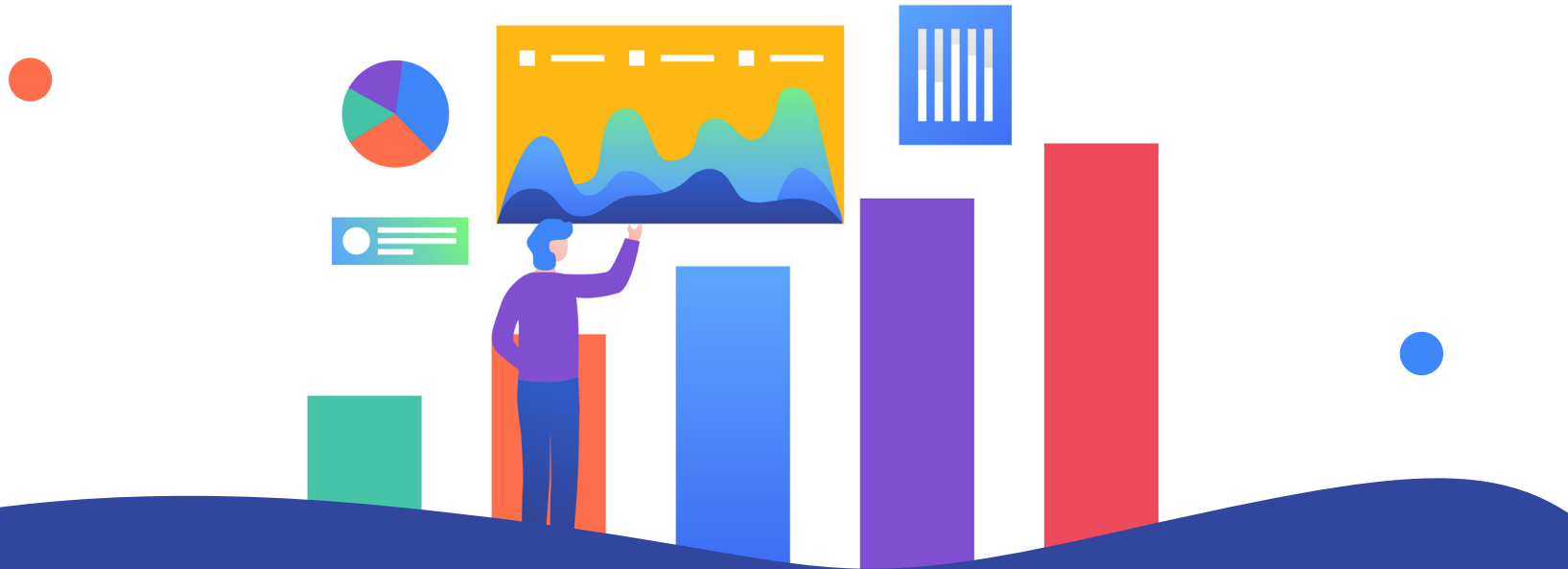
Most companies know they need to build great content to attract and engage job seekers — including clear job descriptions, company culture videos, engaging blog posts, and more. But targeted audience planning helps to ensure that all of that content is actually seen — and seen by the right candidates.

Following are nine steps you can follow to get started. If you need more help, check out the [EVOLVE Talent Acquisition Framework](#), which provides valuable insights to help optimize your recruitment and talent acquisition processes.



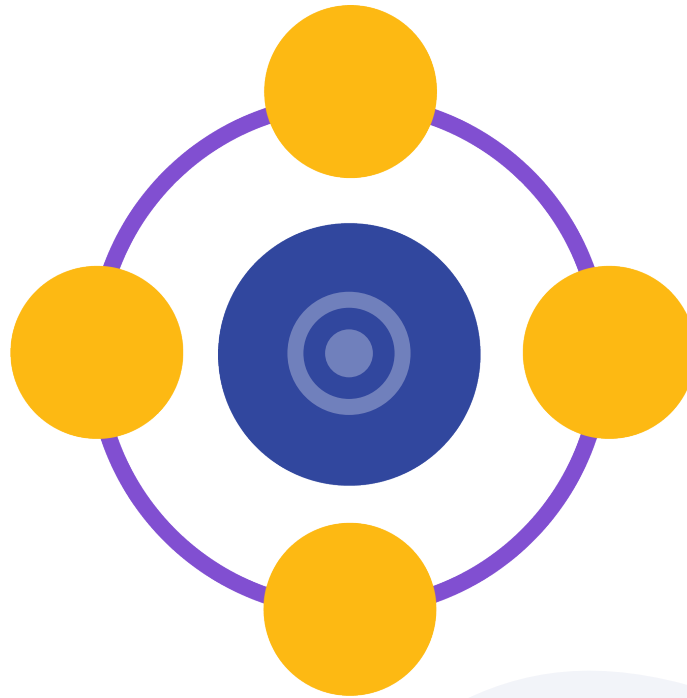
1. Plan ahead

It's wise to start thinking about audience planning in conjunction with annual, quarterly, or monthly planning, since that's when you're most likely to be thinking about the types of hires you want to make both now and in the future. Use guided assessments to maintain alignment between leaders and other stakeholders from across the organization — especially when it comes to introducing and implementing new ideas in recruitment marketing.



2. Define your segments

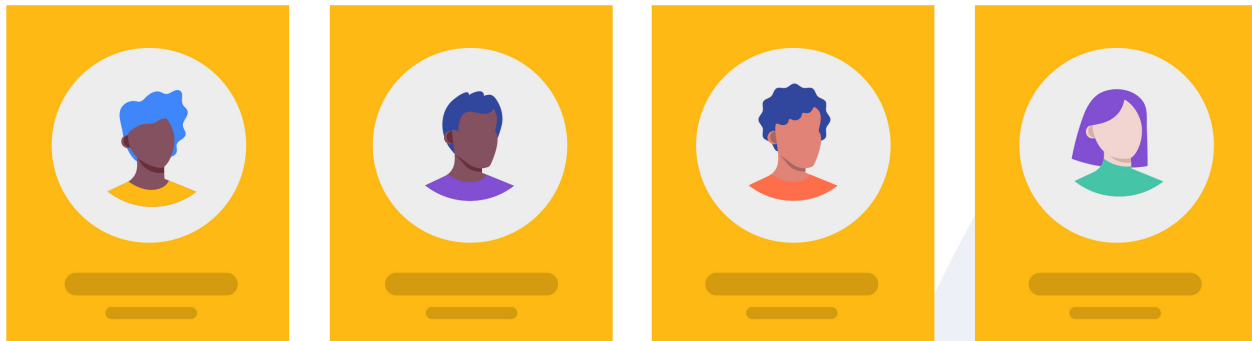
Segmentation is the process of breaking down your target audience by a variety of criteria. This could include their stage in the candidate lifecycle, the persona they best match (more on that below), their geographic location, and more. Segmentation is a critical step to ensure you're marketing to the individuals you want to target and delivering content that will resonate with them.



3. Build personas

A persona is essentially a “composite sketch” of your ideal candidate, based on shared characteristics. Marketers commonly use personas as a tool to bring their target customers to life and understand what makes them tick. In the context of recruiting, building effective personas requires a clear understanding of the ideal candidate — including where they search for jobs, what motivates them, and what they’re looking for in an employer.

Stakeholders and hiring managers from across the company — including sales, marketing, customer success, and more — can provide valuable insight to help you create more realistic candidate personas. Your ATS is another good source for data on the characteristics that are shared by your most successful hires. You might also consider interviewing current or past employees who align with your target personas, to get more real-life insight.



4. Develop your content strategy

Once you've done the up-front work of defining your target audience, creating segments, and building personas, mapping out your content strategy becomes much easier. At a high level, content strategy is all about ensuring that you're delivering the right content at the right time, so you need to:

- Identify what's important to each persona at each point in the hiring process,
- Decide the best format for each piece of content (social ad, text, video, email, etc.)
- Get to work on content creation!

With the wealth of digital touchpoints available today, there's no shortage of opportunities to deliver relevant, engaging content. But even the best content only works when candidates actually see it — so the next step is...



5. Find the right channels

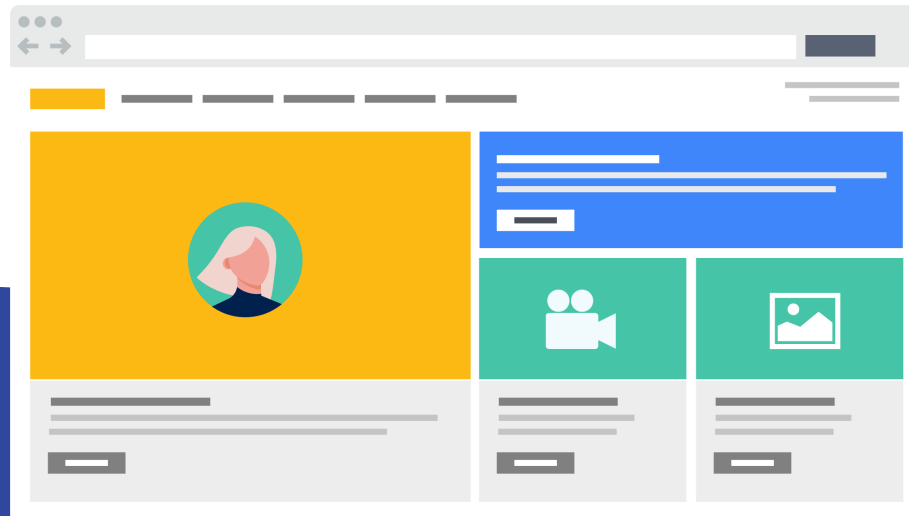
As mentioned above, part of understanding your target audience is identifying where they're most likely to look for jobs — because that's where your content should be. The data in your ATS can provide valuable insights on hiring trends, including the sources that consistently deliver top talent and successful hires. When it comes to engaging diverse candidates, this may include agencies, social networks, and job boards that are focused on diversity hiring.



6. Create an engaging career site

Your career site is the first interaction most candidates have with your brand, so make sure it represents your company's values as an inclusive employer. A [robust recruitment marketing platform](#) can help you create a more personal candidate experience by embedding dynamic content and functionality into your career site, including:

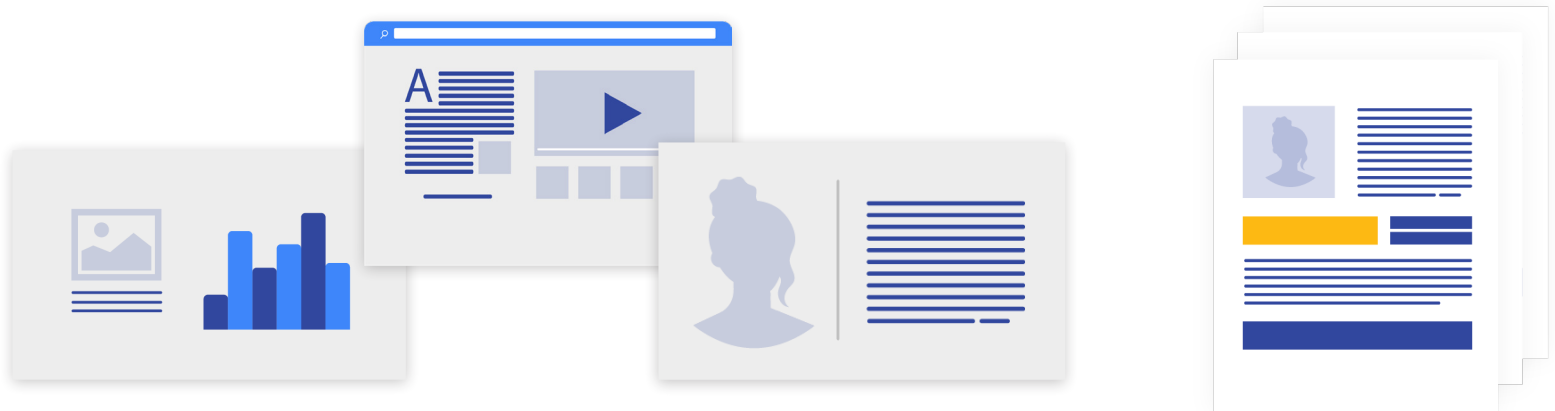
- Relevant job descriptions and the ability to apply on-site
- Targeted messaging based on entry source
- Employee spotlights that showcase authentic stories about diverse employees, their career paths, and their experience with your company
- Blog content featuring stories of community involvement and other socially conscious topics
- Information about your company's inclusion strategies and affinity programs



7. Execute campaigns to attract diverse candidates

You've identified the audience you want to reach. You've created great content that's engaging and relevant to your audience. You've identified the most valuable channels for connecting with your audience. And you've built an amazing career site to showcase your employer brand and available job opportunities.

Now it's time to pull all those pieces together into strategic recruiting campaigns. The specific elements of each campaign will vary, but the ultimate goal is to deliver your content to high-value candidates through the most relevant channels, and bring them to your career site for a seamless, personalized experience.

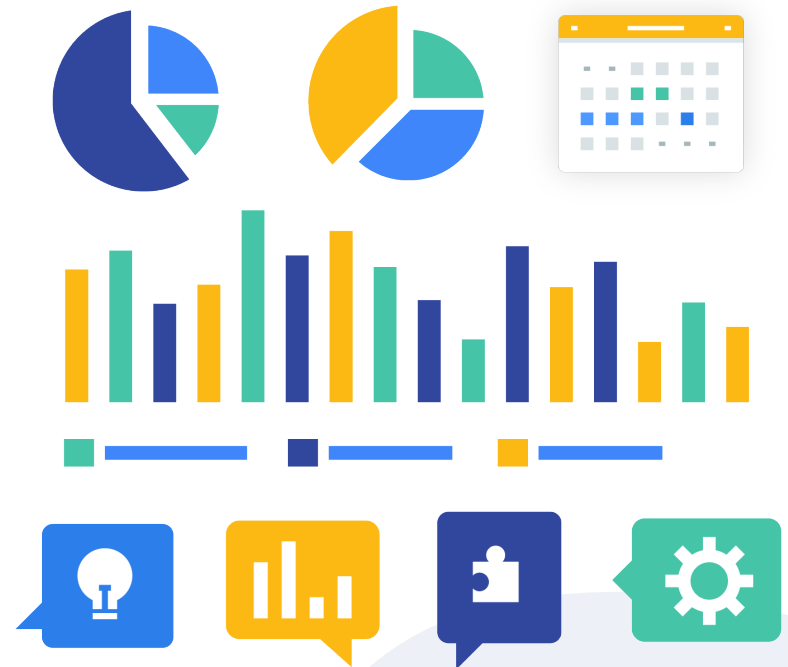


8. Monitor results and refine your process

It's important to know where diverse candidates are coming from and how they're progressing through the hiring process. Over time, a good recruitment marketing platform will provide metrics for every source, program, and campaign to drive key insights like:

- The most consistent sources for diverse candidates
- Which content and campaigns are most effective in engaging a diverse audience
- The sources that are most likely to result in diverse hires, and progress toward your diversity and inclusion goals.

[Tracking and measuring your efforts](#) will help you refine everything from audience planning and content strategy to channel selection and campaign execution.



9. Develop an ongoing plan for inclusion

Creating a diverse and inclusive workplace doesn't stop with hiring. It requires a cultural shift, so the entire company understands, supports, and internalizes the value of workplace diversity. Partner with your head of HR to develop internal messaging around diversity and inclusion, then build campaigns to educate employees until it becomes an inherent part of your culture.

Consider establishing affinity groups within your company, with a focus on racial, gender, and social issues. Promote community involvement among your workforce by organizing group volunteer opportunities and donation drives. When you take a genuine, authentic approach to diversity and inclusion, employees and candidates alike will see the difference.



Conclusion

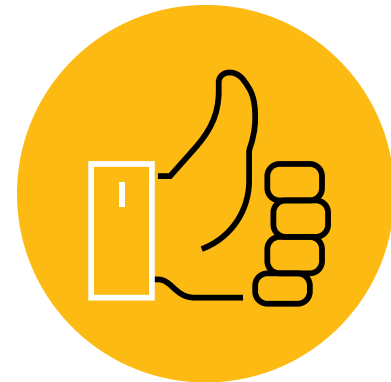
It's never been more important to [attract, engage, and convert diverse candidates](#). Creating a workplace that truly reflects the society we live in is a journey. Most companies have not yet achieved the diversity they desire or built the talent pool they need to do so — but every step in the right direction makes a difference.

Deliberate planning, process, and strategy are key to creating a culture that truly values diversity, and an employer brand that attracts the best talent regardless of age, race, gender identity, orientation, location, or ability. Technology also plays a role in this important initiative.

That's why Jobvite offers a [unique combination of technology and services](#) to empower your recruiting organization and support your D&I journey. Our Diversity & Inclusion Pack can help you develop and maintain a diverse pipeline of talent, create engaging and relevant content for your target audiences, prevent unconscious bias in the hiring process, and measure progress toward your diversity goals.

Get started today!

Get the Jobvite D&I Pack 



About Jobvite

Jobvite is leading the next wave of talent acquisition innovation with a candidate-centric recruiting model that helps companies engage candidates with meaningful experiences at the right time, in the right way, from first look to first day. The Jobvite Talent Acquisition Suite weaves together automation and intelligence in order to increase recruiting speed, quality, and cost-effectiveness. Jobvite is proud to serve thousands of customers across a wide range of industries including Ingram Micro, Schneider Electric, Premise Health, Zappos.com, and Blizzard Entertainment. To learn more, visit www.jobvite.com or follow the company on social media @Jobvite.

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