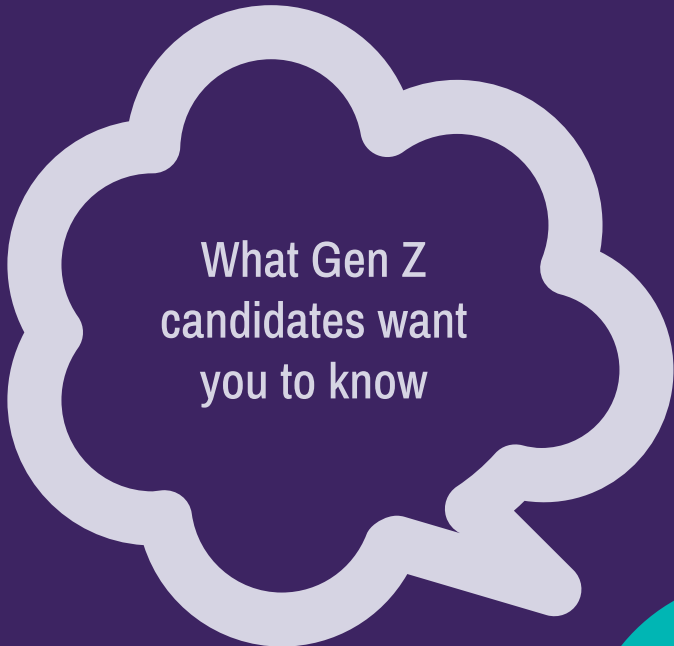
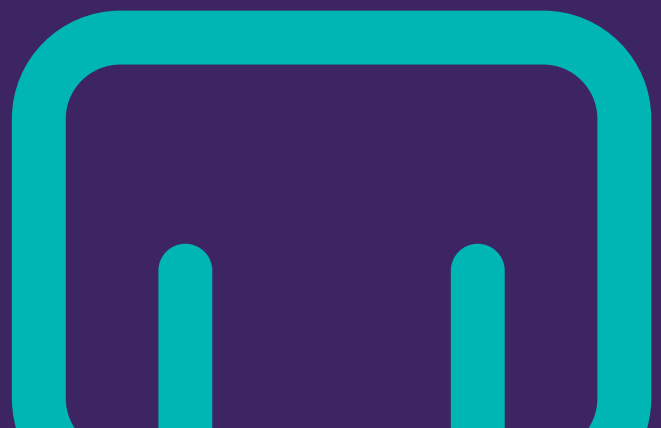


Future-Proof Your Employer Brand Strategy



What Gen Z
candidates want
you to know



Gen Z, younger millennials, new grads—

whatever you want to call them, — are waiting in the wings to join your talent force. They are confident, bright, have their choice of jobs, and they know what they want. Do you?

You might think that older millennials (ages 30-38) are the ones to focus on, but according to a recent Randstad technology survey, Gen Z is forecast to comprise 37% of the global workforce by next year.

That means it's crucial that you get ready to attract tomorrow's new hires today.

You're going to have to recalibrate your recruitment marketing plans — and specifically, your company's approach to employer branding strategy — if you want to continue attracting top talent.



“It’s really important for any branding exercise to be authentic,”

- says Jonathan Beamer, Chief Marketing Officer at Monster. “And employer brand has to all tie together with what the company is overall. So it’s reimagining what that brand means to employees.”

Employer Branding 1.0

Until now, your employer branding strategy has probably encompassed things like your career sites, your social media footprint, a couple of corporate videos, and perhaps some collaboration with internal marketing and PR to amplify the corporate culture.

While all of these elements are part and parcel of great employer branding – and tactics you need to continue to employ – to speak to the next generation of job seekers, you'll need to adopt new tools and tactics that resonate with their unique needs.



To help you do just that, this guide will:

Take a look at the next generation of job seeker and try to understand what's in their heads as they begin their job search

Get to the bottom of what employer branding is (and isn't), and the challenges therein

Offer some expert solutions and tips for reaching the Gen Z job seekers of tomorrow by reimagining your employer brand



Next Generation Candidates and Challenges

According to the 2019 State of the Candidate Survey by Monster, 47% of new candidates say they start their job search by looking directly at the companies they want to work for. What does this mean for you? Your employer brand needs to be on point!

Furthermore, you also want to be sending messages and highlighting aspects of your culture that will resonate most with this cohort. “That always starts with an understanding of the target employee,” says Beamer. “You have to practice careful listening to fully understand the different life stages of your applicants, and what motivates them to do their best work”.

Like “So what does Gen Z want?”

“To figure that all out requires feedback loops and measuring if your outreach is having the impact that you expect it to”, adds Beamer. “Since people, technology and work habits change, you’re never done. You should always be evolving.”

This year, Monster took the pulse of this next generation of workers and found that some of the common myths about what they want have changed. For one thing, if you’ve been relying on the “beer Fridays and other perks” playbook that seemed to work well for some employers in recent years, you’re going to want to reevaluate that strategy.

The Monster survey found – perhaps surprisingly – that the younger sibs of the millennials don’t care as much about endless happy hours and cappuccino bars as you might think. This generation of young millennials and Gen Z cares most about a job’s location and salary (each 32%) much more so than perks (14%).

What’s Purpose Without a Great Offer?

The other factor that is becoming less important is the notion that the next generation wants to change the world, and therefore, will choose a company that highlights how it’s making a difference.

“Of course, purpose is always very important for a company’s overall branding and culture, but on the employer branding side, if it’s not paired with a great job offer and candidate experience, it will fall flat”, says James Ellis, director of employer brand at Universum, which helps organizations compete for talent.

Plus, he adds, wanting to make a difference is not a function of just this generation – “it’s a function of being 22 years old,” says Ellis, and is probably true of all new graduates to some extent. A better way to gauge the mindset of this generation is to examine the macroeconomic context they grew up with. “What we’re seeing is a slow but steady shift to a group who is very cognizant that they’re on their own,” he says.

Uncertainty Grows With Each Generation

Think about it: with each new generation, financial uncertainty has increased. For the Baby Boomers, it was reasonable to expect to raise a family and own a home on one income. Gen Xers could do the same, but it would take two incomes. Millennials are more likely to rent than own their homes, and that's only after they are finally able to leave their parent's homes at a later-than-expected age. Then we have Generation Z. They've basically been told to go ahead and get yourself a full-time job, but you're going to need a side hustle or two as well if you want to pay off your student loans and make a decent living. The Monster State of the Candidate Survey supports this, with 65% of new grads saying they have a side gig right now, and 30% saying they plan to keep that gig even after getting hired full-time.

"The notion that if you work hard and do a good job, the world will take care of you, is long gone," says Ellis, who also hosts The Talent Cast podcast. And Gen Z knows it. They can't rely on a pension, decent healthcare, or even social security to fuel their retirement. And that's why the most important thing on their minds when evaluating companies is the potential for financial and personal growth – yoga breaks and PlayStation tournaments alone will not lure them.

They want to cut through the clutter and figure out which organizations care about the world, but also about *them* by offering career development and challenging work that will support their personal goals. Therefore, what tomorrow's job seekers really want is insight into how coming to work for you will impact *their* lives – benefiting society is still important, but perhaps, secondary.

Rethinking Your Strategy

What's required of you? Rethinking the employer branding strategy that you've relied on for the last 10 years or so. You'll have to add more transparency during the job search process itself, and figure out how to instill confidence that the

job and culture you're selling is authentic. Gen Z doesn't have time for generic corporate-speak or application guessing games (they do have that side gig to get to, after all). What they want is to make connections with a potential employer who speaks their language, and to be given a candidate experience that allows them to envision themselves as part of the team. In short, it all comes down to making your employer branding strategy stand out.

Branding Bottom Line: Three Facts About Gen Z

THEY'RE AT
THE VERY BEGINNING
OF THEIR CAREERS
WITH HIGH STUDENT
DEBT

THEY GREW UP
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THEY VALUE
STABILITY
MORE THAN THEIR
OLDER PEERS

A black and white photograph of a man with a beard, glasses, and a beanie, smiling warmly at the camera. He is holding a smartphone in his hands. The background is a blurred office environment with another person visible in the distance. A large teal circular graphic is overlaid on the bottom left of the image.

The Truth about Employer Branding

*Let's cut to the chase
as to what employer
branding actually is
(and isn't).*

“It’s not a product or a website, a logo or a tagline. Your employer brand is your company’s promise of an overarching candidate experience”, says Sean Broderick, Vice President of Employer Branding North America at Monster.

“It’s anything you do to enhance their experience through the talent acquisition process, getting them to buy your culture and opportunity – your story or narrative has to share all of those components. Just competitive compensation and benefits alone is not enough of a motivator for top talent. They need to know the complete story,” he says.

The Art and Science of Employer Branding

What’s more, says Broderick, the companies that are going to win the war for talent are those that can tell the best story because they have invested in two areas:

1. A purpose-driven employer brand narrative
2. A robust recruitment marketing tech platform

“I like to call it a perfect blend – art and science,” says Broderick. “You can have the biggest wow employer branding narrative where everyone sits back and goes, ‘ooh, ahh, that’s a perfect representative of us.’ But if it’s not deployed on the right tech platforms at the right times to the right audience, it fails,” he says.

“Conversely, he adds, you can have the most robust UX friendly tech in place, but if your narrative is uninspired and underwhelming as it relates to working at your company, it fails”.

A 360 Employer Branding Strategy

“Shaping your narrative or employer brand should derive from just about everything your company does”, says Ellis. “It is every event, every call, it includes the hiring manager, and threads all the way through to offer, acceptance, onboarding, and the entire employee life cycle.


Your employer brand is already in the DNA of your company, in the ecosystem, in your tools, processes, and the people up and down the chain”, adds Ellis. “You just have to figure out what it is and hone that message”.

“And even when you figure it out, the real challenge is to maintain it because every interaction matters”, says Dan Schawbel, a workplace expert and author of ***Back to Human: How Great Leaders Create Connection in the Age of Isolation***

“There’s the overarching brand, then the consumer brand, and then the employer brand, and then underneath that, if the company has 2000 people, there are 2000 personal brands. And all of them impact each other,” says Schawbel.

In other words, employer branding is hard because you can’t fake it or force it. “You have to nail it from the inside out,” says Schawbel.

“Companies need to assess what their cultures look like, and what promises they’re making to the people they’re trying to recruit,” says Schawbel. “Take a close look at what you’re communicating to the outside – the images you use, what you’re posting – and then look inside the organization to see how people describe the culture. If the image you’re projecting is not congruent with what is taking shape, you have to go back and reposition yourself,” he says.

 [Learn more »](#)

Branding Bottom Line: The Foundry by Monster's Four-Step Employer Branding Strategy

- 1. Define your story.** Employer brands are not created, they're revealed. You must flesh out your brand story to speak to wants and needs of unique audiences.
- 2. Share the story.** Use creative and tech assets as brand channels, from your career sites to job postings to any communication coming from your organization. Your overarching message to candidates: Why is it going to be more meaningful for them to do their best work within your culture versus someone else's?
- 3. Turn up the volume.** Activate and deploy the brand messaging on social media and other channels. Figure out how to maximize ROI on your spend so that your brand message reaches the right candidates and resonates with them.
- 4. Convince and convert.** AI, text technology, candidate capture – use technology and analytics to study where candidates are dropping off so you can tweak and optimize your strategy and processes.

THE FOUNDRY™
BY MONSTER

The Foundry by Monster, an employer branding agency, helps HR professionals, marketers and business owners create and promote their employer brand and become employers of choice. Services include helping clients create impactful employer value propositions, effective career websites, engaging social presence and far-reaching online campaigns, so they will be seen by the right people and applied to by the profiles you want to hire.

How to Power Up Your Employer Branding

“If you think of your employer branding as an insurance binder to protect your recruitment marketing investment from failure, you’ll see how important it is to make sure it’s optimized”, says Broderick.

That means that you can’t rely on the tactics you’ve been using since the 1990s. It’s time to future-proof your employer branding strategy for the next generation. Here are some key strategies that will help you captivate young candidates.

1. Give it a Video Infusion

“Online job ads were introduced about 25 years ago by Monster”, says Shawne Robinson, senior director of product management and head of product for mobile at Monster. Since that time, job ads have been in the form of two-dimensional text and image job ads. “Video adds value by adding that third dimension, and the ability to see and hear and experience the personalities and authenticity of the organization,” says Robinson. “So why aren’t more employers harnessing video as part of their employer branding”?

Gen Z is the video generation, so it’s no surprise that 87% them think video will play a role in finding jobs, as per the State of the Candidate survey by Monster. What’s more, 80% feel that a video job ad of a recruiter talking about an open role would be much more helpful than a text-only job ad.

Some of the other ways candidates expect to see video used include:

- Video calls with recruiters during the interview process (36%)
- Video job descriptions (27%)
- Video application submission (25%)
- Video featuring a recruiter describing a job ad (22%)

What Video Brings to Your Brand

Video allows folks to be drawn in to the role and organization. On the flipside, it can also be a good way to weed out candidates who aren’t a good fit. “Video can help introduce more efficiency into the hiring process,” says Robinson.

Schawbel agrees, adding that if you’re applying for a job and see a video of the team you’d be working with and what your office would look like, you might say this isn’t for me. “You just saved everyone time,” he says.

Even better, video gives you the chance to communicate to a wider audience the value that your organization can give as an employer. “People who might not have given you the time of day if they were forced to read a lot of text might watch a one-minute video”, says Robinson. “You can uncover candidates in a new way.”

Broderick’s top video best practices include:

- training and educating your HR professionals (or whomever is taking the videos) on branding
- making sure your videos highlight your company’s diversity
- featuring more people is always better than just one person
- identifying the brand ambassadors who can best represent you in an authentic and passionate way
- setting up shots that capture your culture and location

MONSTER
STUDIOS

Monster Studios is a mobile app that gives recruiters the power to record, edit, and publish videos to Monster Job Ads in minutes. It’s free for customers who place job ads. Just download the app and record a video for your job ad, right from your mobile device.

2. Use Social Media to Support Your EVP

Of course you already know that younger job seekers actively use social sites, with over half of Gen Z (58%) and millennials (59%) checking out social platforms when looking for work. And Gen Z actually prefers YouTube, Instagram and Facebook to LinkedIn, according to Randstad research.

“Social media is not simply how you recruit; it’s also how you validate the message you’re trying to push out into the world”, says Ellis.

“If you say your main company value is innovation, it costs you nothing to make that claim, but it should cost you something to prove it,” he says.


Savvy candidates will expect to see people talking about the new tools you’re developing on Twitter, see photos that display your latest innovations on Instagram, and watch video case studies and read employee reviews that back up your claims. “If I don’t see proof points on social channels, we’re never getting to the interview,” says Ellis.

3. Make Over Your Career Site

We already know that new graduates and young job seekers are going right to the source – the companies that are doing the hiring. Therefore, your mobile-friendly career site is your best shot at capturing them with a compelling, authentic narrative.

It should contain all of the key elements that we already know candidates want to see: employee stories, photo and video walkthroughs of your office space, your company’s origin story and values, why it’s a great culture, and evidence that it’s a place that supports its workforce with good compensation, benefits and growth opportunities.

A great career site should also serve as the hub for all of your social channels, video content, job postings, company news, and more.

 [Learn more »](#)

Aspirational **Career Sites** to Emulate



Heineken's Go Places

Why create a static careers page when you can make a fun, interactive experience for prospective hires? Broken into “the interview” and “employee stories,” the [Heineken Go Places site](#) gives you real insight into the tone and feel of the brand and the people who work there. And, it’s something you can do during your commute home on your smart phone. It’s not a boring form or a laundry list of buzzwords – it’s a quiz-style set of questions (you only have 5 seconds to answer each one). So fun!

Atlassian

Beautifully colorful employee photos are the first thing you’ll see when you head to the [Atlassian Careers page](#). You can see right away that the concept of “team” is one of their key values, and there are link outs to learn more about all of their locations, a video on the company values, and even a quiz to figure out if your values align with theirs. Each job posting is positive and upbeat, with lines like: “Do you want to be a true business partner and not a “check the box” compliance manager? If so, this may be the perfect role.”

PayScale

The [PayScale page](#) hits on all of the important aspects of employer branding, from stating the employee value proposition up front to lots of photos of smiling employees that pop-up cute pie charts to share a bit about them. The job descriptions aren’t just lists of responsibilities – they outline what you can expect during your first year in the role, at month 3, month 6 and month 12. And you can link out to PayScale’s employee-specific Facebook and Instagram “LifeAtPayScale” pages, which are designed to spotlight employees and office culture.

4. Kick Up Your Job Descriptions

“Most job descriptions are cobbled together, and not very fun to read,” says Beamer. “Imagine shopping for a house and all you got to look at is a block of text?”

Job postings are still crucial because they are often the first impression, but most of them are “atrocious train wrecks,” says Ellis. “Smart companies have decided that since this is the first point of contact, let’s do it right. They invest in talking to internal marketing teams, embedding videos, and getting granular and specific to that job,” he says.

A Narrative Not an Inventory

“The job description should be a compelling, well-written story, not a list of duties and required skills”, says Ellis. In addition to bringing in a skilled copywriter, he suggests following this formula:

- Start with a paragraph on what change the company is trying to make in the universe.
- The next paragraph is about the team.
- That’s followed by how the role you’re seeking will help the team, and therefore the company, make an impact.
- From there, sprinkle in a bit about the culture and location.

“Do those things, and you’re already a step above most”, says Ellis. “Now, to take your job postings from good to great, you’ll have to go further – link out to your values, to your team site, to video testimonials and any other supporting evidence that will help candidates connect the dots”.

“The key is to figure out how to serve this information and chop it up in a way that is the most consumable in the greatest number of platforms,” says Beamer.

“The employer branding piece is the quality of the pictures and the copy that’s written around that experience.” To go back to his real estate analogy, Beamer says try comparing a house that is professionally staged with a professional photo shoot and drones taking video – of course it will get more looks than a listing that describes the number of rooms in text form.

5. Collaborate with Corporate Marketing

Marketing and HR are often treated as separate functions, but it’s important to get some input from the folks who are immersed in the overall brand.

“In HR, you have the benefit of knowing who your internal successful employees are, and have access to data about what it’s like to work there. And the marketing team knows what they’re trying to project to the outside world,” says Beamer. “Put these two functions together, and you can do a better job recruiting.

To integrate the corporate marketing strategy with your employer branding initiative, start with a simple approach, maybe just asking marketing for their latest advertising brief, or asking them to look over something you are working on”, suggest Beamer.

Or, you can try Ellis’ clever suggestion: “Wait until the marketing department is trying to hire somebody and say, ‘if you help us write some better copy and some social posts, we can let you put your fingerprints on this.’ There’s not a marketing team that will say no,” he says.

Another team to work with is internal communications. “They will keep you in a safe zone,” says Ellis. “It’s all about aligning incentives. Show them how they can play together and leverage each other. It will lead to them finding better talent if they have friends in employer brand and recruiting.” And it will give you some insight into how to better tell the employer branding story.



[Learn more »](#)

6. Offer a Flawless Candidate Experience from Beginning to End

Reiterating your company's mission and values throughout the hiring process is an important way to keep reinforcing your employer brand, as is keeping candidates informed through communication and openness. Keeping your communication style consistent, whether it's via text (which younger job seekers prefer), email, or direct message is important, too.

If your application process is too old school, it might be time for an upgrade: 54% of Gen Zers said they won't complete an application if your recruiting methods are outdated, and 26% of Gen Zers agree that a lack of technology throughout the hiring process would deter them from accepting a job, in the State of the Candidate survey.

"If you don't give job seekers a good experience, they'll never apply for another job at your company again, they'll complain about your company online, and they will start shopping at your competitors," says Schawbel.

7. Step Away From the Desktop

The fact is, this generation might not even own a laptop. So your employer branding components have to be designed for tapping, swiping, and getting viewed on mobile.

We know that 46% of Gen Z candidates have already applied for a job/internship from a mobile device, according to a 2019 Yello recruiting study. And that number will grow.

Yet, most companies still don't have a mobile friendly career site, says Schawbel. "There's been a disconnect there for years. People get frustrated quickly," he says.

Ellis goes a step further equating a lack of mobile technology with saying you don't care about your candidates at all.

"It says you don't care that it takes four weeks to review applications. You don't care that you are asking every candidate to bend to you and your processes. It's not a technical question – it's a mindset question," he says.

Branding Bottom Line: 6 Ways to Improve your Employer Branding to Attract and Hire Gen Z

1 Hone your EVP, your story and your messaging. The Foundry by Monster can help.

2 Focus on your mobile experiences. From text recruiting to mobile-designed career sites and applications, this isn't something you can afford to neglect.

3 Show them the money. Employer branding is important, but competitive offers and good benefits must go along with it.

4 Update your career site. Use professionally crafted copy, strong images, and video for a fully immersive behind-the-scenes experience.

5 Use the right kind of social engagement for this audience. That is, utilize social channels to validate and accentuate your employer brand.

6 Add video to your HR Tech stack. Give candidates the 3D experience they want, and find a partner like Monster Studios that can help you.



MONSTER

Check out

▶ [Monster's Employer Branding Solutions](#)

to learn more or contact a Monster Sales Representative to find out how we can help you create a robust employer brand at:

1-800-866-7837.

Sources: 2019 Monster State of the Candidate Survey; Randstad: how tech is impacting the workforce of tomorrow; Yello 2019 Recruiting Study: The New High-Tech and High-Touch Generation of Talent