



A NEW ERA IN CAMPUS RECRUITING: LEVERAGING TECHNOLOGY TO RECRUIT TOP STUDENTS

As job openings hit a record high with unemployment at 3.8%, organizations are placing more emphasis on campus recruiting programs than ever before. In fact, according to Aptitude Research Partners' 2018 Hire, Engage, and Retain study, nearly 70% of companies are hiring new college graduates this year. While this focus on campus recruiting brings tremendous opportunity to both employers and recent grads, it requires a new look at strategies and technology. Leading organizations are rethinking traditional campus programs and investing in solutions to help them make data-driven decisions around how to attract and recruit a very unique talent pool. This report based on data collected in 2018 will address the current challenges with campus recruiting and the technology that can enable data-driven success.

Rethinking Campus Recruiting

June 2018

Campus recruiting is an integral part of talent acquisition with employers investing time and resources in both informal (kick-off events where companies meet and greet upcoming graduates) and formal initiatives (recruitment at on-campus career fairs in the fall and spring seasons). According to Aptitude Research Partners' 2018 Hire, Engage, and Retain study, one in four enterprise companies attend an average of twenty-five campus events each season. Historically, the success of campus recruiting has hinged on two basic activities: employers attending career fairs and career services preparing graduates for these events. In theory, it is a simple and straightforward process. In reality, most employers and graduates are not getting the information they need to make the right decisions moving forward.

In order to make data-driven decisions around campus talent, companies need to invest in world-class technology. Through the use of technology, companies have access to data that can help them prove ROI to company leadership, invest in the right schools, and determine the best ways to engage graduates.

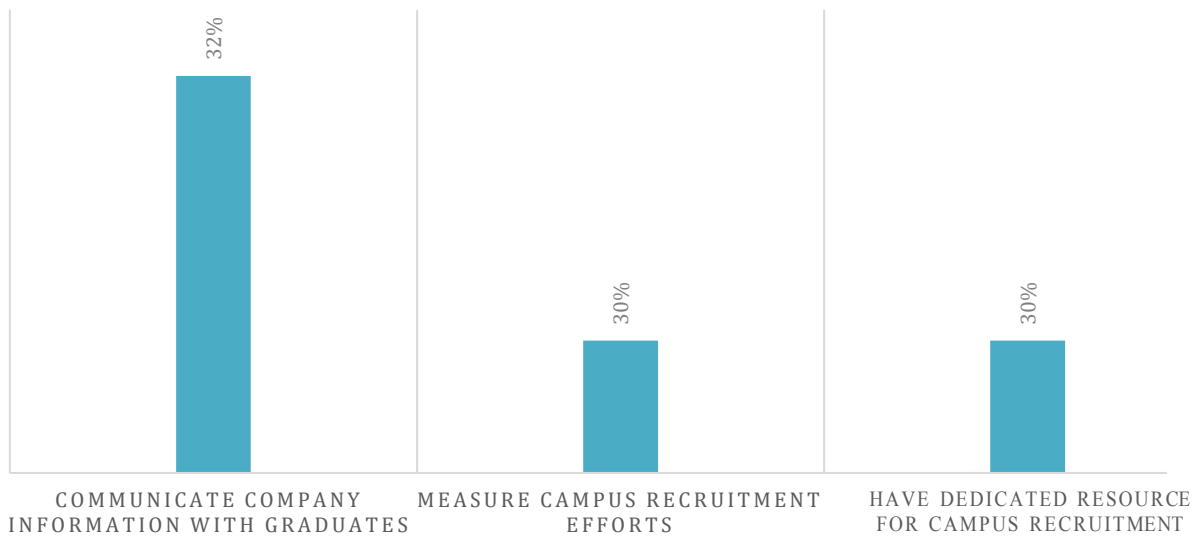


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“ Only 30% of companies measure the effectiveness of their campus recruiting efforts. ”

The good news is that today’s organizations have better options. Innovative solutions help companies address many of the typical challenges that occur with campus recruitment (see Figure 1). Most companies still struggle with communication, data, and available resources in their campus recruitment programs.

Figure 1: Top Challenges with Campus Recruiting



Source: Aptitude Research Partners’ 2018 Hire, Engage and Retain, n=309

- **Candidate Communication:** Graduates are doing their own research and becoming more informed about employers before their first interaction. They are visiting job sites, career sites, social media sites, and third-party review sites. They are also connecting with current employees to learn more about work/life balance, leadership, and culture. Companies that do not take advantage of this discovery phase may miss out on top student talent. They are also missing an opportunity to reinforce their employer brand.
- **Insights:** Although analytics is becoming a critical part of talent acquisition efforts, most companies do not have enough insight into campus recruiting. Companies need to know what events lead to quality hires, what schools to visit, and the best use of communication. They need to consider how they can better manage and track events with a clear view of data.

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- **Resources:** Currently, one in three companies have a dedicated campus recruiting team. For many of these teams, significant time and resources are focused on logistical and administrative tasks, instead of value-add activities. Both companies with dedicated teams and those without should consider technology that can help them more efficiently manage, track, and follow-up on their campus recruiting programs.

Lastly, many companies struggle with frequency in their campus recruiting efforts. Often viewed as a seasonal, one-time activity, companies do not always build meaningful relationships with soon to be graduates. Campus recruiting needs to be part of an ongoing strategy and needs the resources to support a long-term approach. The following pages of this report will address the role technology plays in making campus recruiting more strategic.

The Role of Technology

In order to be more strategic in campus recruitment, companies are increasing their investment in technology. Companies are evaluating solutions that can help them make data-driven decisions around talent while also improving the candidate experience.

In the past, campus recruiting processes have been manual and cumbersome. They have failed to provide employers with important insights into their college student pipeline. Companies would collect candidate information at career fairs, through direct submission or through employee referrals. They would then enter that information into their ATS or manage these contacts in spreadsheets. Finally, they would send out invitations to candidates that they wanted to engage. This model created several challenges for companies including the risk of losing records of quality applicants, inability to follow-up with every individual, and the lack of insight into the right fit.

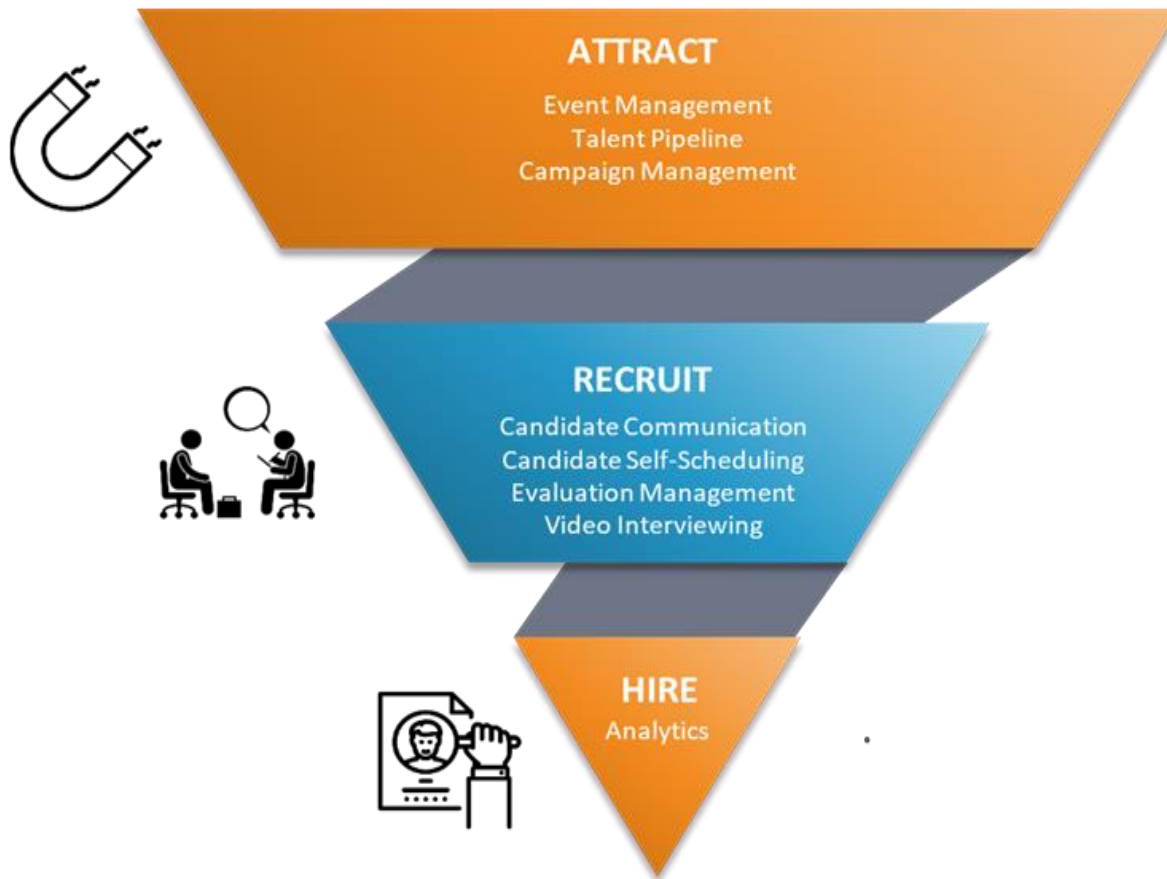
Fortunately, innovation in talent acquisition technology has resulted in a new generation of solutions designed specifically to support campus recruiting. The new landscape for campus recruiting brings technology that can support recruiting efforts through every stage of the candidate funnel from the attract to recruit to hire (see Figure 2).

Only 1 in 4 companies have a mobile optimized campus recruiting program.

Source: Aptitude Research Partners' 2018 Hire, Engage and Retain, n=309

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Figure2: Landscape of Campus Recruiting Technology



Source: Aptitude Research Partners' 2018 Hire, Engage and Retain

Technology can help ensure that companies are making better decisions around everything from who they hire to how to communicate with candidates. Organizations that invest in one provider to facilitate these capabilities will have an advantage in being able to optimize their results. The following framework provides an outline of how technology can improve campus recruiting through each stage of the candidate lifecycle.

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ATTRACT

- **Events Management:** Events management solutions provide a digital experience for candidates, recruiters, and managers. Companies can manage and share event information in seconds. Candidates do not need to rely on paper-based resumes and managers can access candidate data and pre-screening data that has been captured.
- **Talent Pipeline:** Talent pipelines or talent communities provide a solution that allows companies to engage and nurture talent throughout the year. Companies can filter talent based on interests and skills and provide information on job openings and company culture.
- **Campaign Management:** Campaign management allows campus recruiting efforts to continue before and after events by providing tools to quickly and easily engage with candidates through email and text.

RECRUIT

- **Candidate Communication:** Companies need an omni-channel approach to communicating with graduates. According to Aptitude Research Partners' 2016 Hire, Engage, Retain study, 47% of candidates do not open email. Companies need to use a combination of social media, SMS and video. Companies can leverage text recruiting technology to keep in touch with candidates and reinforce their employer brand.
- **Candidate Self-Scheduling:** In addition to Event Management capabilities, organizations are investing in candidate self-scheduling to empower candidates to schedule time with managers and be proactive in the process.
- **Video Interviewing:** Companies are investing in video interviewing as a way to reduce costs associated with campus events and be able to better track and pre-screen candidates. Managers can review pre-recorded videos and add comments and notes.
- **Evaluation Management:** Top companies have a strategy not only to engage candidates, but to evaluate them. Instead of taking notes on the back of the resume, employers can leverage solutions to instantly evaluate candidates digitally. These tools provide increased insight into candidate quality at specific universities and enable recruiters to immediately advance candidates.

HIRE

- **Analytics:** Campus recruiting technology gives hiring teams the insight they need to make data-driven decisions throughout the entire process. Insights include cost savings, quality of candidates, pre-screening data, and conversion rates.

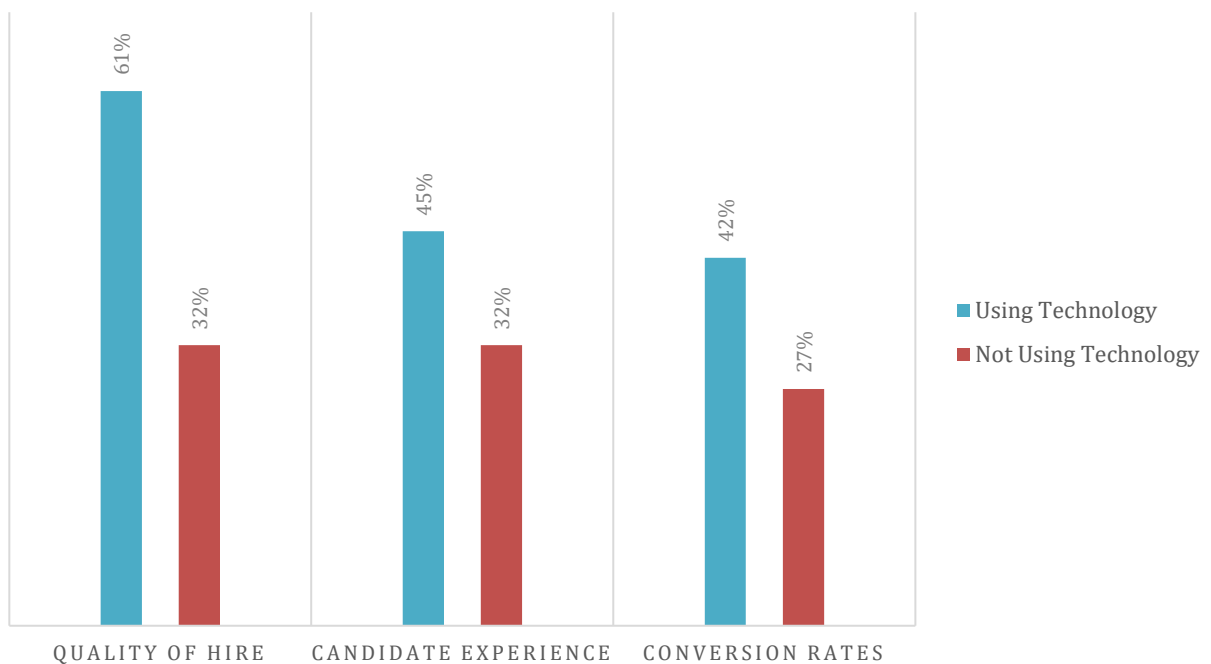
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THE BUSINESS IMPACT

Companies are being held accountable not only for attracting talent on campus but ensuring that they are hiring the best. Talent acquisition professionals are under tremendous pressure to improve not only cost and time to hire but also more strategic areas such as quality of hire and the candidate experience. These are metrics that did not take high priority for campus recruiting programs in the past. Campus recruiting is now being measured on much more than the number of events and number of resumes or applications received. Companies need real data about the quality of talent and the level of engagement with individuals.

Employers are not the only ones that expect more from the campus recruiting process. Candidates expect to learn about employers and get a sense for what the candidate and employee experience will entail. Technology can play a pivotal role in improving campus recruitment efforts and making this engagement more meaningful between potential employers and graduates. Eighty percent of companies using technology communicate with candidates in a timely manner. Also, 61% of companies using technology have improved quality of hire compared to only 32% of companies not using technology (See Figure 3).

Figure 3: Talent Impact of Using Technology



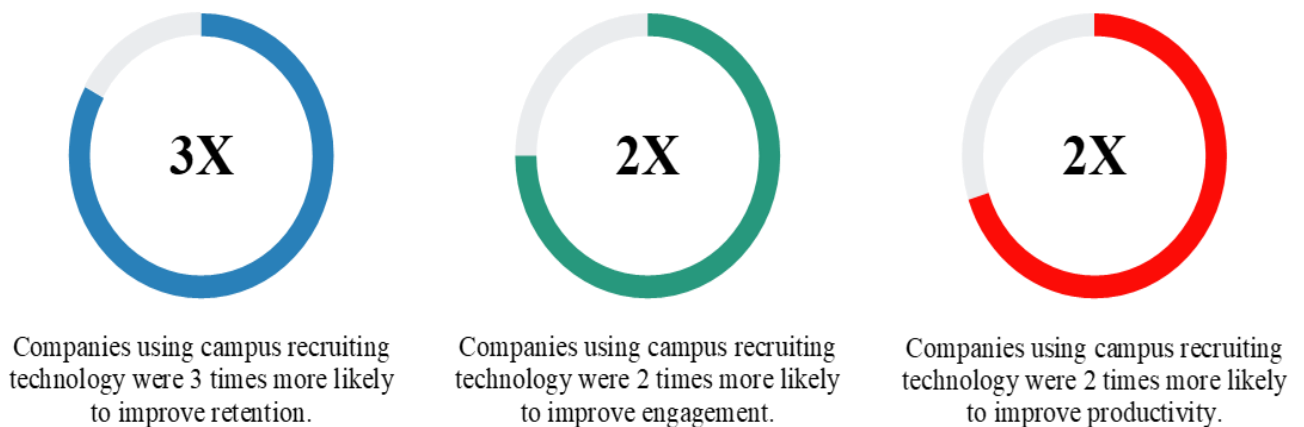
Source: Aptitude Research Partners' 2018 Hire, Engage and Retain

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Companies that use technology to support campus recruiting see improvements in talent acquisition priorities such as experience and quality because they have better insights into candidate expectations and the activities that drive results.

Talent initiatives such as quality and candidate experience are not the only areas that benefit from campus recruiting technology. Companies also see improvements in business metrics such as engagement, productivity, and retention.

Figure 4: Business Impact of Using Technology



Source: Aptitude Research Partners' 2018 Hire, Engage and Retain, n=309

Technology can play a pivotal role in campus recruiting but companies need a strategy for communicating the value throughout the company. The value of these solutions extend far beyond talent processes and reach every part of the business. Companies that will achieve the most success are those that are able to identify their own priorities, evaluate leading providers, and communicate their vision to various stakeholders.

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Case Study: Outsourcing Services Company

A Fortune 500 diversified outsourcing services company with more than 40,000 employees faced challenges in scaling and centralizing its campus recruiting program. The company's recruitment initiatives were executed regionally, leading to inefficiencies and limited insight into campus program effectiveness.

The organization sought to launch a centralized campus recruiting program to measure results and gain increased return on investment. With a small team, its resources were limited. It needed a technology partner to scale campus recruiting initiatives and hire top student talent without increasing headcount.

The Fortune 500 company partnered with Yello to establish a centralized, digital approach to campus recruitment. Pre-career fair, the talent team promotes the event, sharing registration links with personalized messages and driving candidates to pre-register. At the event, recruiting teams in every region capture candidate data digitally, providing complete transparency into campus recruiting results, while improving the candidate experience. Yello helped the organization to streamline all activities and provide insights they needed to be more effective. Through this partnership, the organization uses key metrics to evaluate ROI from strategic sourcing initiatives and campus partnerships in order to invest resources more efficiently.

In a single year using Yello, the company achieved significant cost savings, while increasing their pool of top student talent. Below are some of the results this company achieved:

- The campus recruiting function captured resumes and candidate data of **468% more candidates** during the fall recruitment season than the year prior, enabling the talent organization to cultivate a wide pool of student talent for internships and entry-level positions.
- Without increasing headcount, technology efficiencies enabled the recruiting team to **double career fair attendance**, empowering them to reach a more diverse pool of talent and establish partnerships with previously untapped universities.
- The company achieved **cost savings of more than \$190,000** in a single year by automating time-consuming administrative costs associated with managing the event process and eliminating data entry through digital candidate data collection.

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KEY RECOMMENDATIONS

Companies that have a strategy for attracting and hiring recent graduates are investing in technology solutions. These organizations see an improvement in overall efficiencies, quality of hire, and business results. Campus recruiting requires a unique set of processes and technology options from other areas of talent acquisition. Companies looking to compete for talent need to use technology to help make better decisions around student talent. Below are a few recommendations to consider:

- **Be Consistent:** Campus recruiting is not a seasonal activity. It is a strategic initiative that needs to be managed and tracked consistently throughout the year- not just during campus event season in the fall and spring. Companies need solutions that will enable them to engage with talent in a more frequent and meaningful way.
- **Use Technology to Make Data-Driven Decisions:** Companies need a strategy that is driven by data for managing their campus recruitment. Companies that are able to measure the success of their talent acquisition efforts will provide a better experience for recruiters, managers, and graduates.
- **Improve Communication:** Companies should think about tools that enable better communication beyond email such as video, text, and mobile solutions. Companies that leverage video were three times more likely to improve candidate communication.
- **Consider One Provider:** Companies should consider one platform instead of disparate solutions to support campus recruitment and help them manage and track events and engagements. With one provider, companies will have more accurate data that can be used to drive decisions on activities, quality, and performance.
- **Build a Business Case:** In order to improve campus recruiting efforts, companies need to consider solutions that will improve efficiencies and the candidate experience. The value of campus recruiting technology extends beyond talent acquisition into strategic areas of the business. Champions of campus recruiting technology need to put together a plan to communicate that value to key stakeholders within their organization.

Research Methodology

- **Topics:** Talent Acquisition (Attract, Recruit, Hire, and Onboard)
- **Responses:** 309 Qualified Responses
- **Job Titles:** HR and Talent Acquisition Director Level and Above

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Aptitude Research Partners is a research-based analyst and advisory firm focused on the new conversation required by changes in how HCM technology is delivered and utilized by today's organizations.

Our goal is to look beyond the obvious product capabilities to identify the real differentiators organizations should be looking for when considering providers, as well as the change management and change readiness capabilities consumers must have in place for successful technology adoption.

We conduct quantitative and qualitative research on all aspects of Human Capital Management to better understand the skills, capabilities, technology, and underlying strategies required to deliver business results in today's complex work environment.

Madeline Laurano

Co-Founder & Chief Research Officer
Aptitude Research Partners

Madeline@AptitudeRP.com
www.apituderesearchpartners.com

@TalktoARP



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