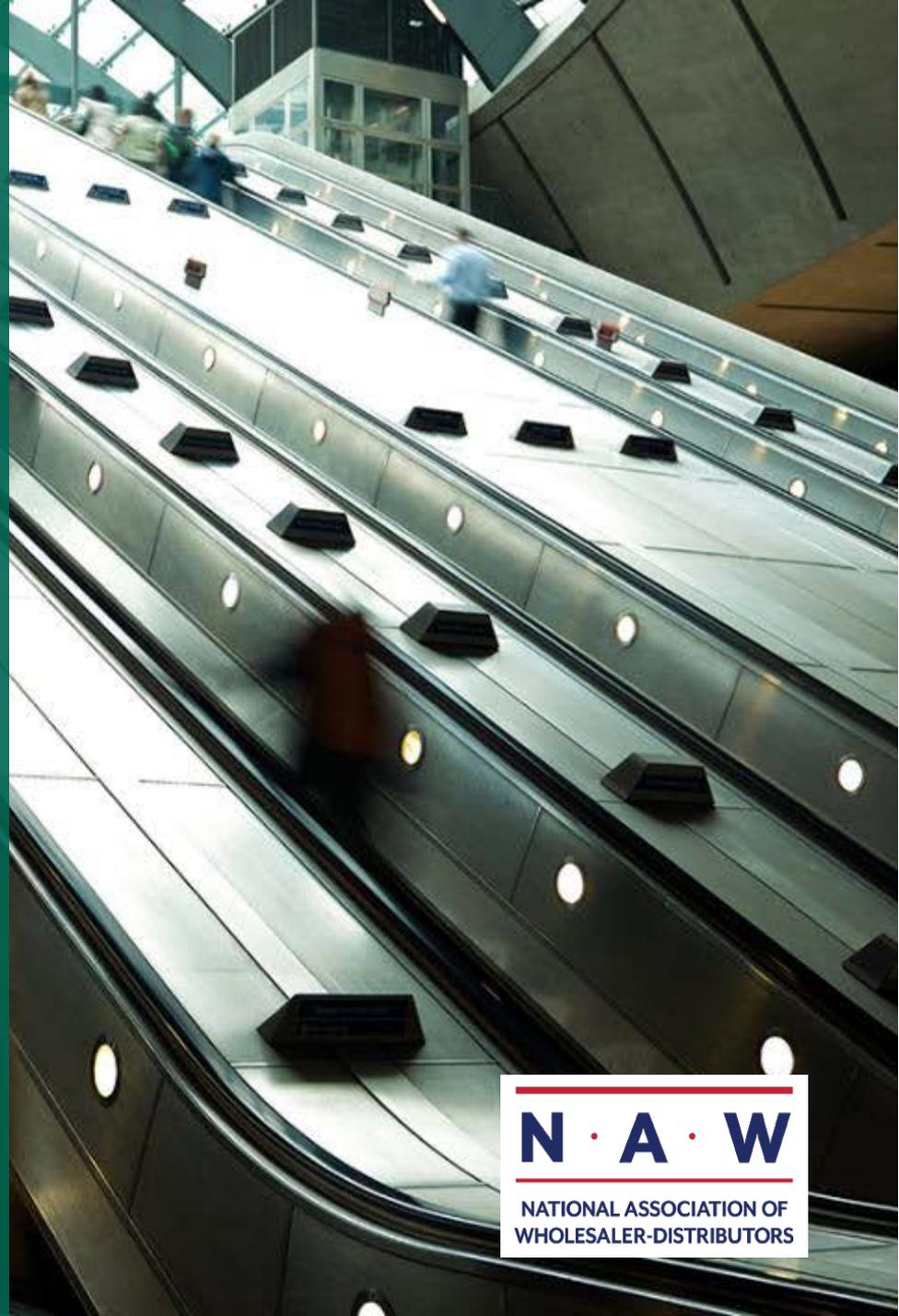
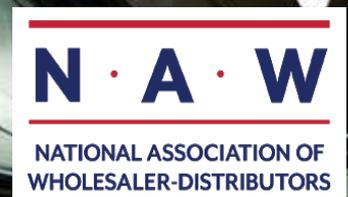


# Best Practices and Trends in Recruiting, Building and Retaining Talent

NAW Billion Dollar Roundtable

May 16, 2018



# Korn Ferry – Global Leader of People Management



**Korn Ferry Executive Search** helps you attract the best executive talent with the right fit.



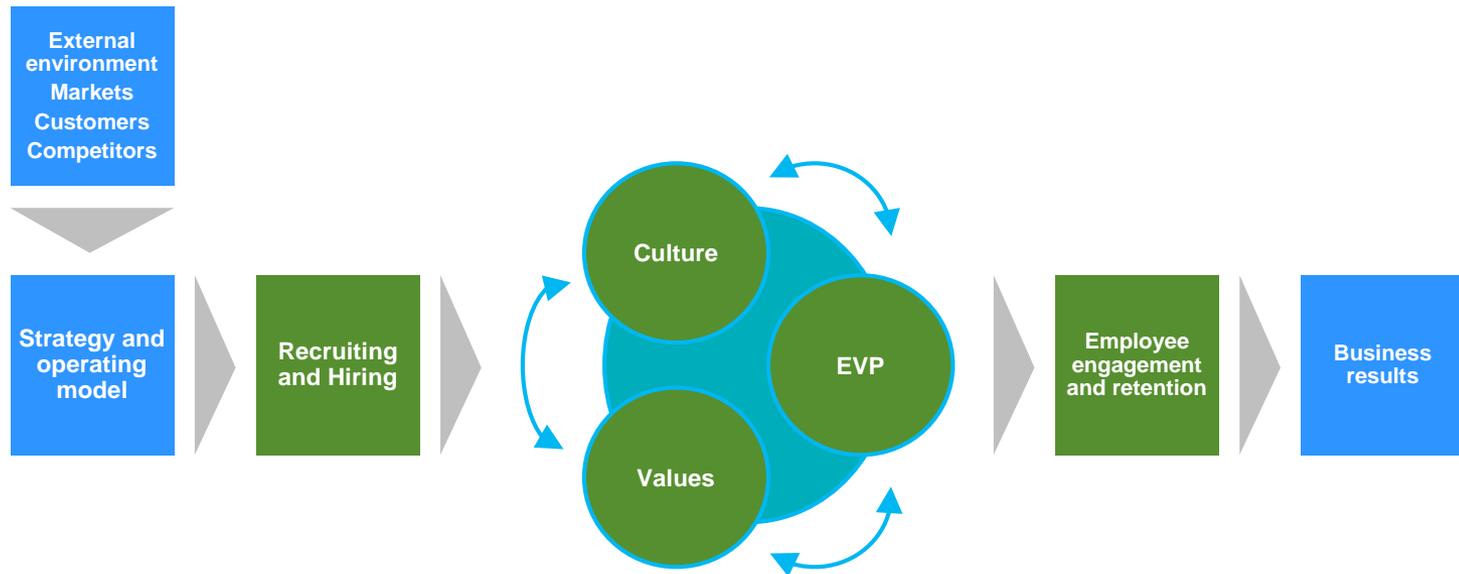
**Korn Ferry Hay Group** helps you align your organisation and people; developing, engaging and rewarding them to achieve business success.



**Korn Ferry Futurestep** delivers professional talent with impact through RPO, professional search, talent advisory and employer branding.



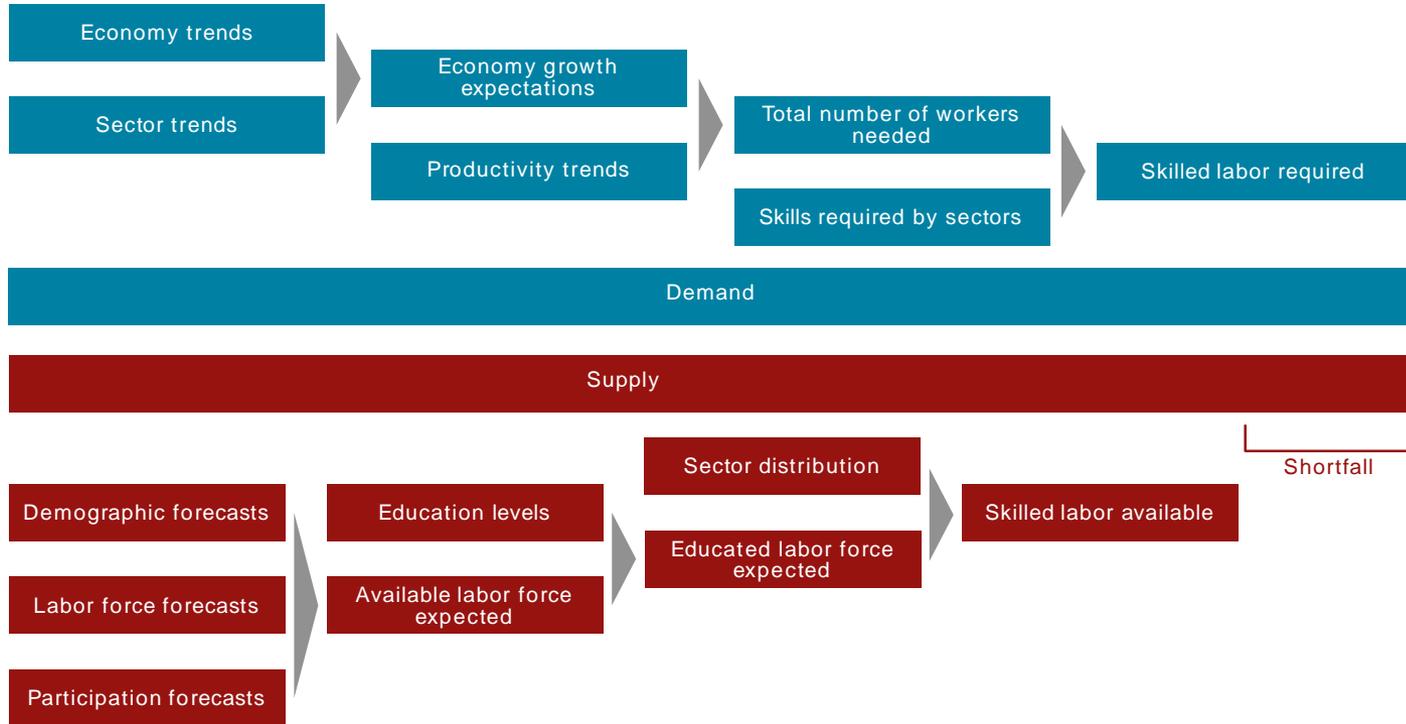
# Roadmap to Sustainability



# There is a “Talent Crunch”

The Shortfall will triple by 2030

External environment  
Markets  
Customers  
Competitors



# Greater automation changes the very nature of work being performed



**FEWER** REPETITIVE TASKS



**MORE** DECISION-MAKING



**MORE** VARIED ACTIVITIES



**GREATER** EMPHASIS ON CUSTOMER-CENTRIC THINKING



**LESS** PREDICTABILITY

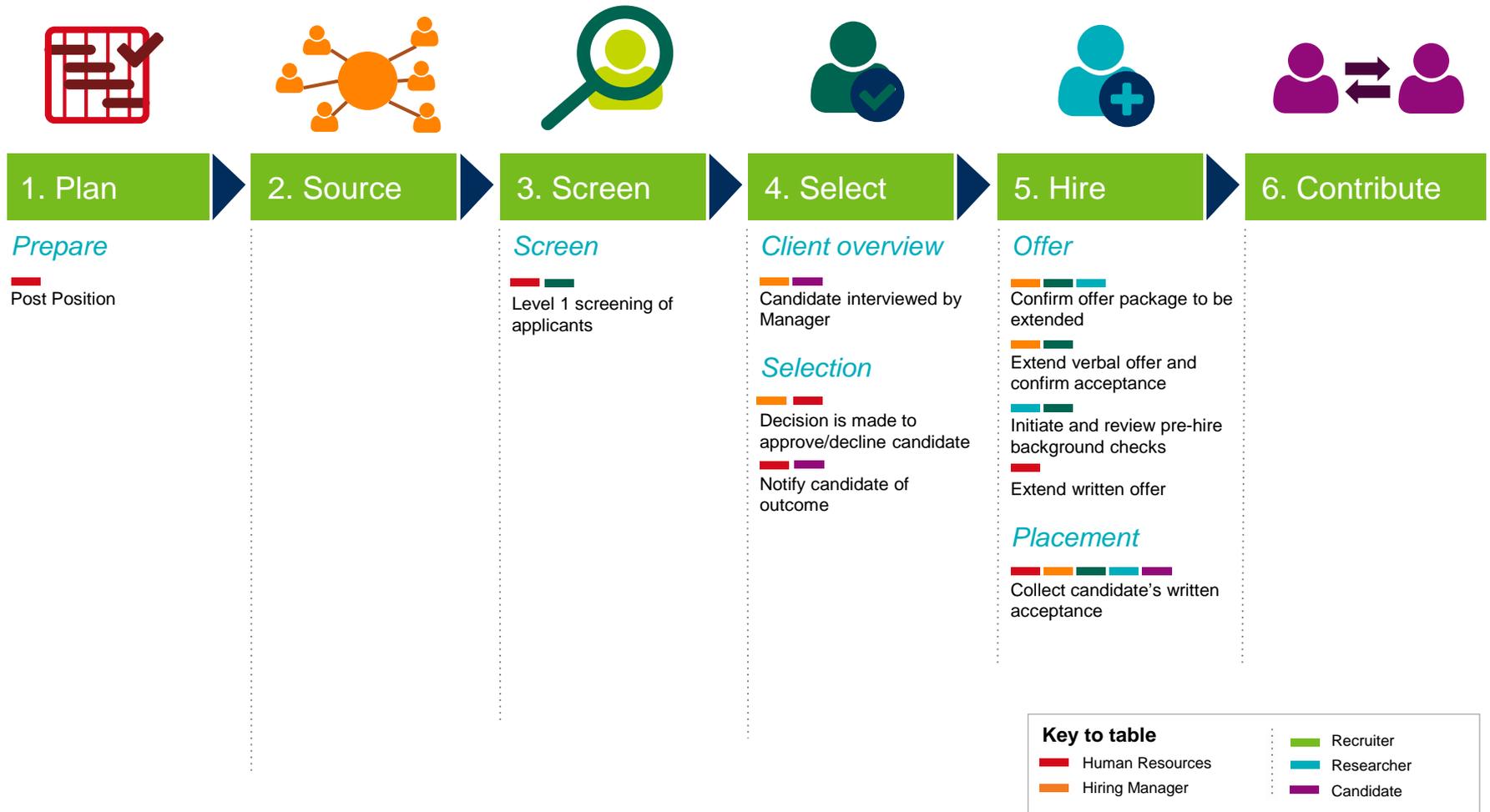


**MORE** CROSS-TRAINING

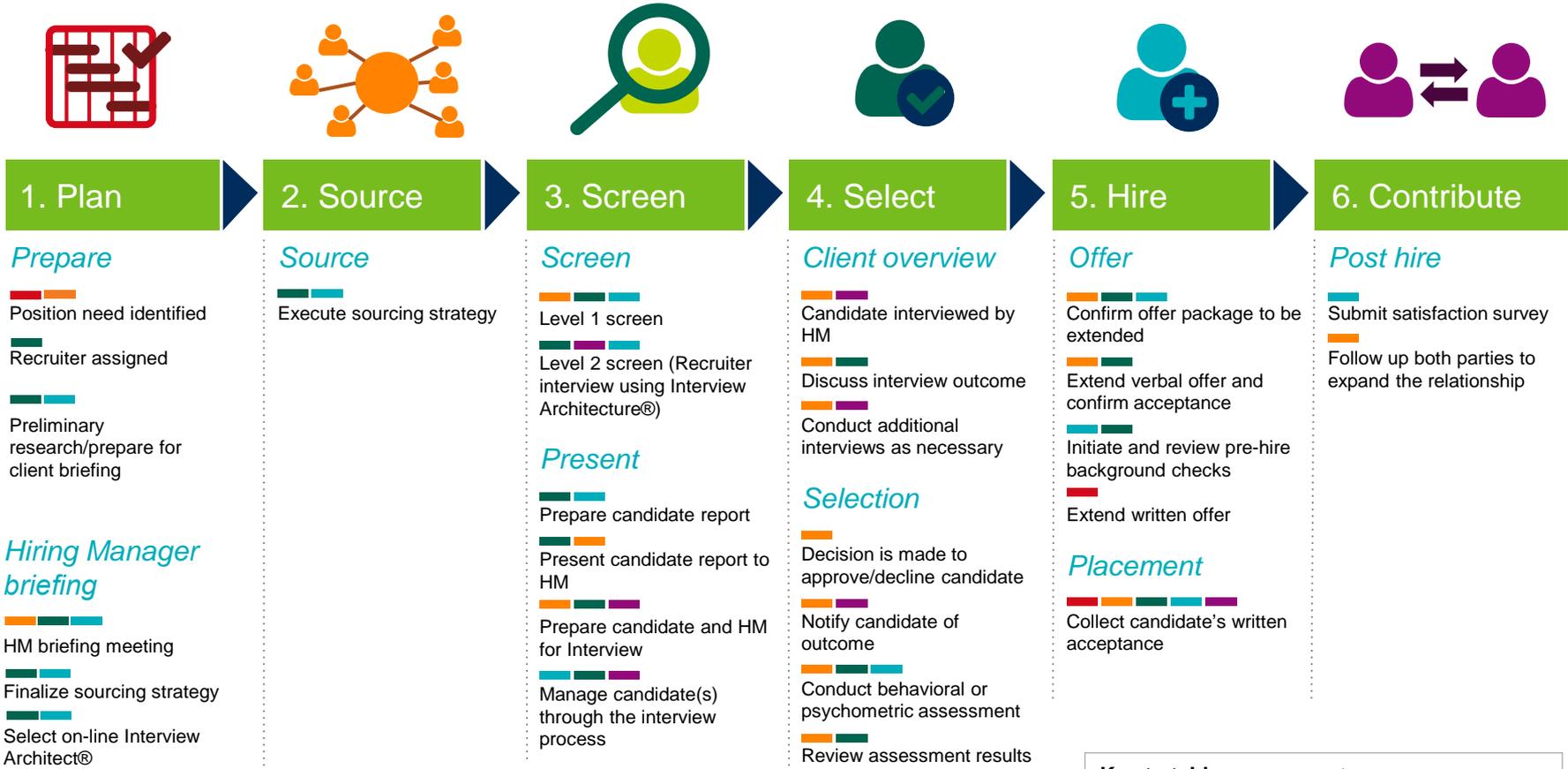


# A Typical Warehouse Recruitment Process

Recruiting and Hiring



# Our Recruitment Process



**Key to table**

Human Resources	Recruiter
Hiring Manager	Researcher
	Candidate



# Warehouse Sourcing Strategy: Channel Overview

*When designing a sourcing strategy, we apply a phased activation methodology, thereby ensuring an informed and cost effective approach. AI searching and fundamental channel activation should be applied as standard activity for the sourcing of warehouse staff, with a team providing ongoing guidance into the channels and methods that should be utilised for best results.*

**FUNDAMENTAL CHANNELS:**  
Supplementing AI activity will be multi-channel advertisement and direct-contact outreach, executed via channels such as KFFS careers sites, job boards, referral networks, talent pools and social media. Incorporates employee referral methods, talent pool engagement and direct sourcing of passive candidates.



## **AI SOURCING:**

Using an AI sourcing tool will add to searches by providing a variety of online resources, databases, job boards and forums to identify potential candidates. AI will be activated as a base for all vacancies.

## **SPECIALIZED CHANNELS**

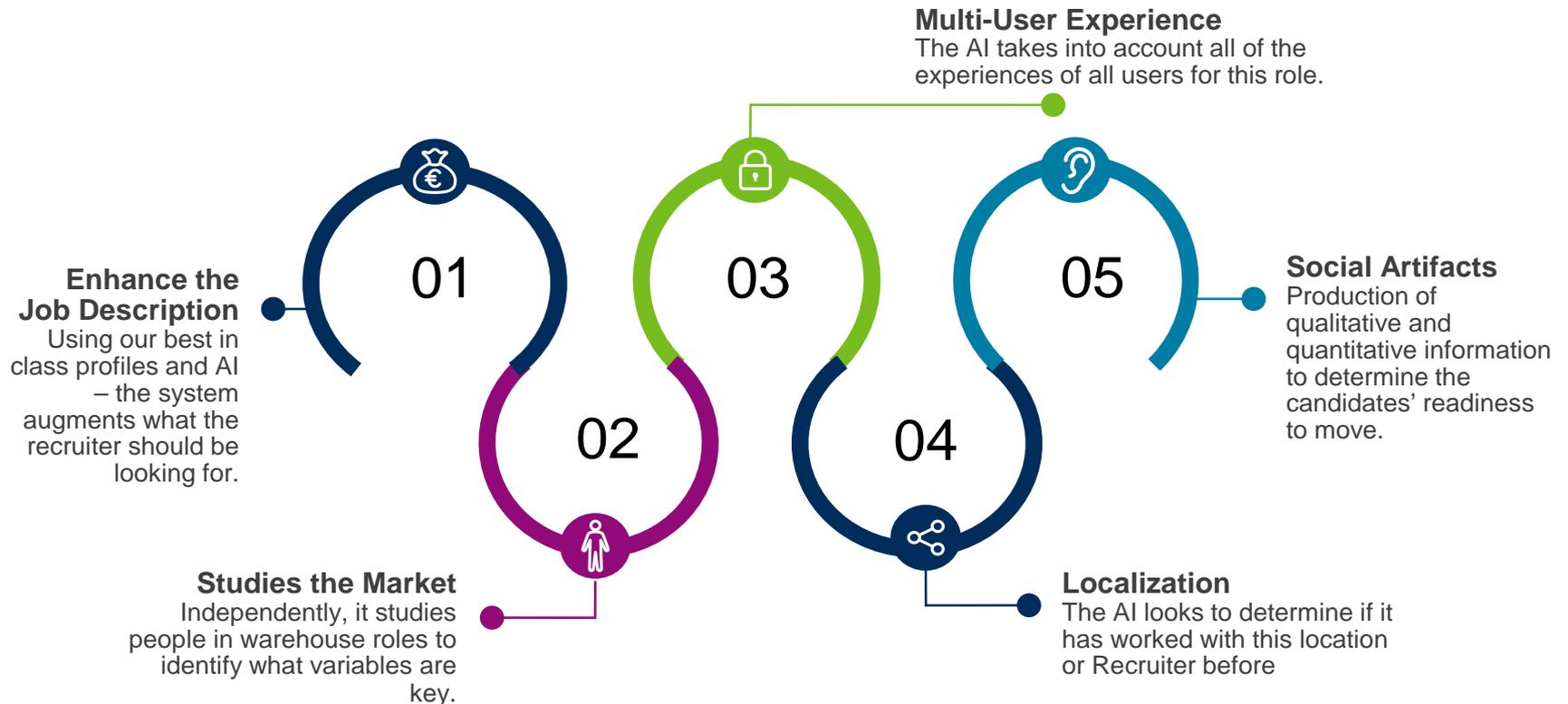
Additional investment into creative sourcing campaigns to increase awareness and reach. As an example, this could include paid advertising on new channels or those already in use; development of customised EVP campaigns; or event attendance/facilitation.

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# How AI Works



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# Warehouse Staff Sourcing Strategy: Active Channels

## Social Media: Source, Push, Pull

- Identify trending hash tags with RiteTag
- Use social media aggregators to push out the opportunity (track using bitly)
- Leverage Headline Analyzer to maximize reach and return
- Reach group owner for partnership and local exposure

## Channels:

- Facebook
- Instagram
- Twitter
- Meet-up
- LinkedIn
- Wechat
- Weibo
- YouTube



## Job Posting

- Use aggregators to cast a wide net



## Channels

- Bing/Google/Baidu
- Facebook
- SlideShare
- Twitter
- Digital Video Advertising (15-second video ad)



## Open Web Sourcing

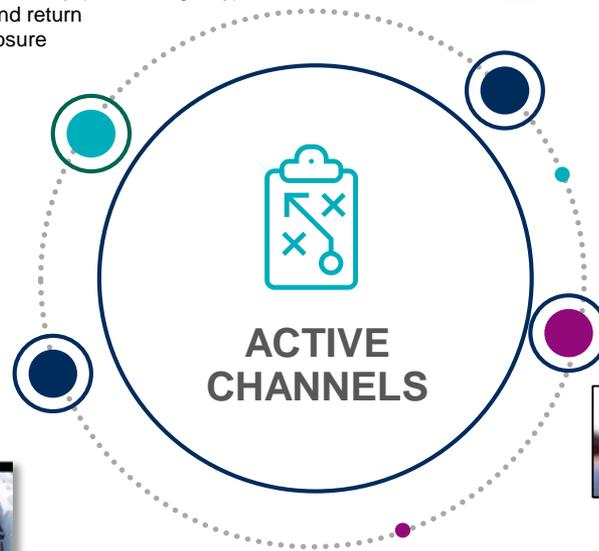
- Generate Lists
- Use Google/Bing/Baidu to image search
- Search document hosting sites
- Use the X-ray technique to search sites like slide share

## Attraction

- Branding and EVP Channels
- Local Events
- Local Radio
- Local Televising
- Digital Banner Advertising
- Leverage carrier/subscriber partners to advertise opportunities

## Direct Targeting

- Text Messaging Campaign
- Email Campaign



Video Content



Careers Site



Social Media

## Search Engine Optimization/ Social Media Optimization

- Have your advertisement follow your target audience across the web
- Search results for your job opportunities will be pushed to the forefront



# Social Listening

## Informing Clients on Talent Attraction Insights

- Social listening identifies and compiles conversations in over 40 languages from across the web relevant to your brand and analyzes the content of those conversations.



### Analysis includes...

- Sentiment and drivers of sentiment with the detection of slang, sarcasm and nuances in conversation
- Number of mentions (post volume)
- Deep text analytics, beyond keyword clouds, that can highlight trends and relationships between those trending topics
- Demographics, psychographics and affinities
- Location information for geo-tagged data
- Influencers within the space
- And more!



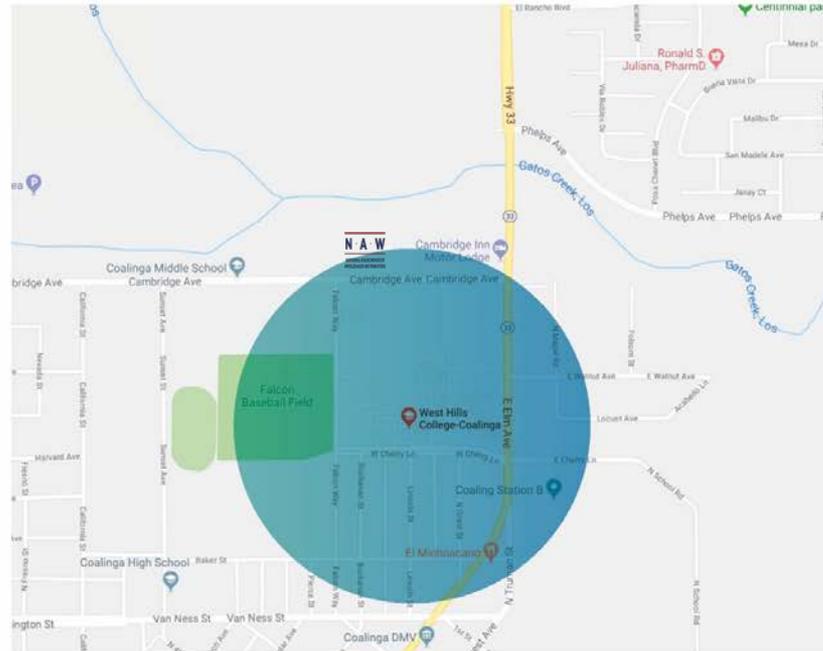
# Geotargeting, or “Geofencing” for Warehouse Workers

**Geofencing:** The use of GPS or RFID technology to create a virtual geographic boundary, enabling software to trigger a response when a mobile device enters or leaves a particular area



**Pinpoint an area using location coordinates.**

**Deliver ads to those who comes within a certain radius of that area while they engage with content on their phone or tablet.**



# Differentiated Employer Brand – A strategic enabler

Improve attraction  
to the Employer Brand

Improve retention  
of existing talent

Recommend actions across  
internal & external touchpoints

## Outputs

- Appraisal of the current challenges in the EVP and employer branding space
- Identifiable competitor gaps and opportunities
- Recommendations and innovation opportunities for employee engagement and candidate experience
- Review of current careers portal and opportunity appraisal
- EVP frameworks and proposal for support
- Additional relevant solution offerings



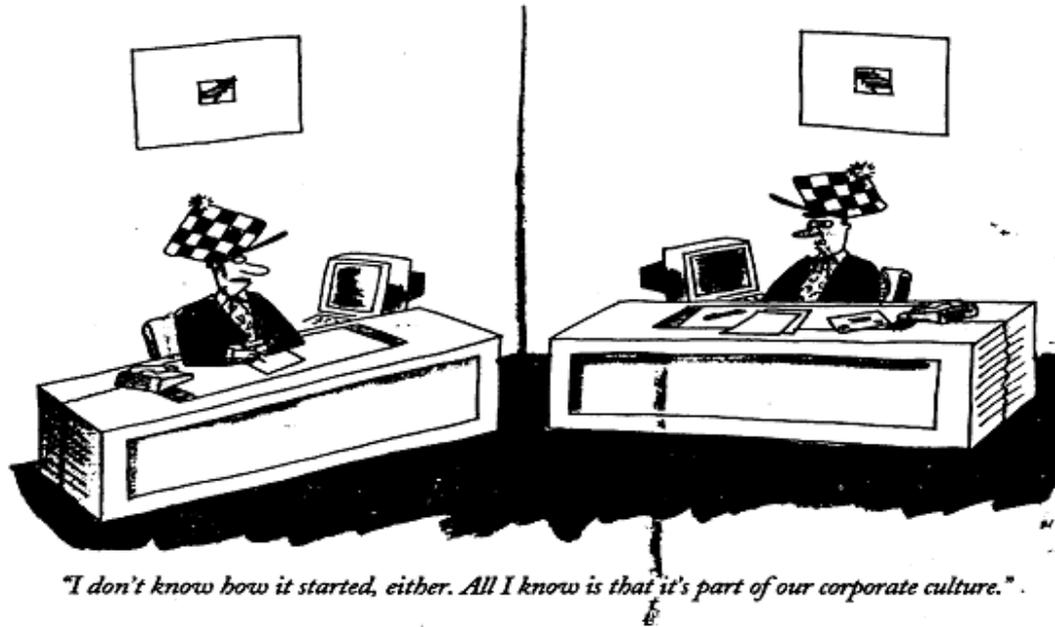
# Culture Definition



- **Culture is a set of shared assumptions that have been learned over time, are taught to new members, and are believed to be the correct way to perceive, think, feel and act.**
- **Culture describes the values, beliefs and behavioral norms that have been established through the messages received about “how we do things” in the organization.**
- **Culture is a tacit collective guide through which individuals coordinate their activities for achieving common goals and expectations.**

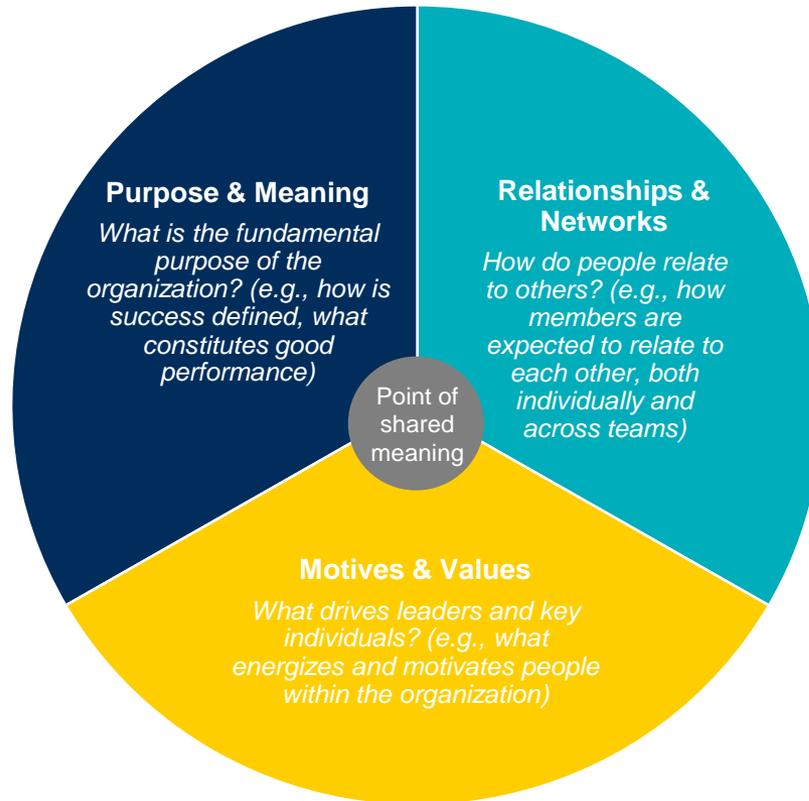


# Culture's influence on behavior

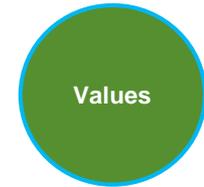


*"I don't know how it started, either. All I know is that it's part of our corporate culture."*

# Culture: Three interdependent webs of meaning



# Supporting Values Lead to Work Satisfaction



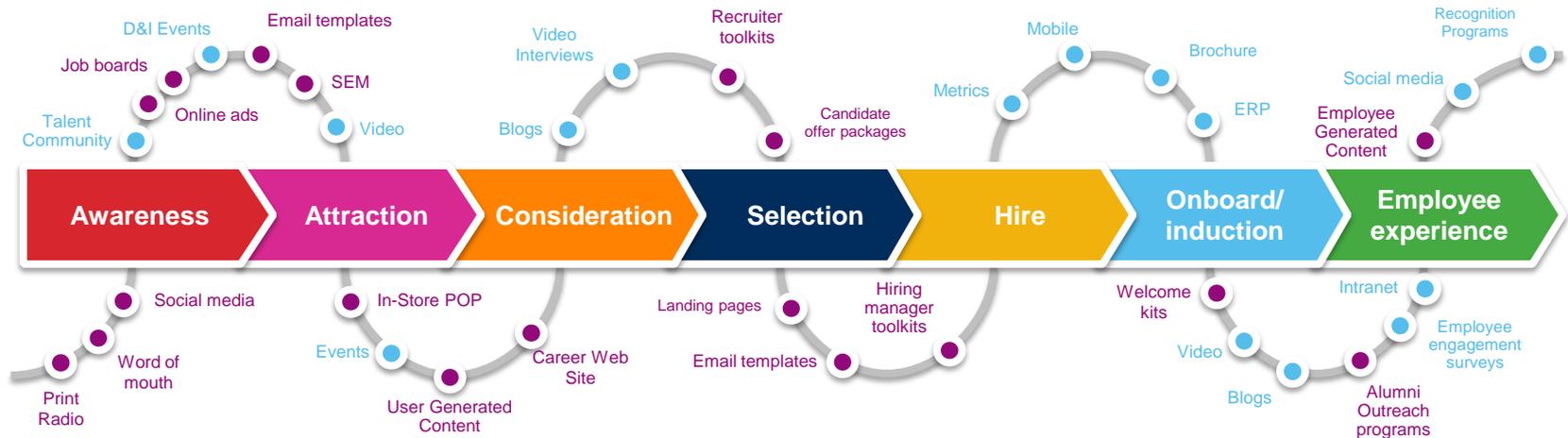
VALUE NAME	WHEN LOW	WHEN HIGH
<b>Recognition</b>	Prefer to share credit Avoid calling attention to themselves	Value public acknowledgment Prefer high-visibility projects
<b>Leading</b>	Prefer to let other people lead Avoid confrontation and competition	Value leadership positions Prefer opportunities to get ahead
<b>Fun</b>	Value business-like and professional settings Prefer serious and formal work environments	Value colorful and entertaining environments Prefer fun and open-minded settings
<b>Altruistic</b>	Place more value on their own work Prefer productivity over morale	Value helping other people Prefer customer-focused environments
<b>Social</b>	Prefer working alone or in isolation Value independence	Prefer working with others or on teams Value social interaction
<b>Tradition</b>	Prefer flexibility and autonomy Value challenging established procedures	Prefer the status quo Avoid people that do not share beliefs
<b>Security</b>	Value risk taking and experimentation Prefer adventurous settings	Prefer consistency and predictability Avoid taking unnecessary risks
<b>Financial</b>	Value relationships over profitability Less concerned about financial issues	Prefer environments that focus on bottom line Value activities related to financial matters
<b>Consistency</b>	Prefer variety and change Value innovation and creativity	Prefer routines and repetition Value stability and predictability
<b>Science</b>	Prefer people over technology Value intuition and experience	Value analysis and problem solving Prefer working with data and objective facts



# One Compelling Message, Multiple Touchpoints



Bring the EVP to life across the candidate/employee experience



# Bringing the story to life: Methodology



- 1 Project planning, insight gathering and competitor auditing
- 2 Review investigation and deliver findings report
- 3 Draft proposition and creative brief and media brief development
- 4 Strategy and creative concept messaging framework
- 5 Create campaign deliverables
- 6 Reporting based on pre-agreed metrics and available measurement tools





# Targeted Value Proposition Example

Landing page

Registration page

Email

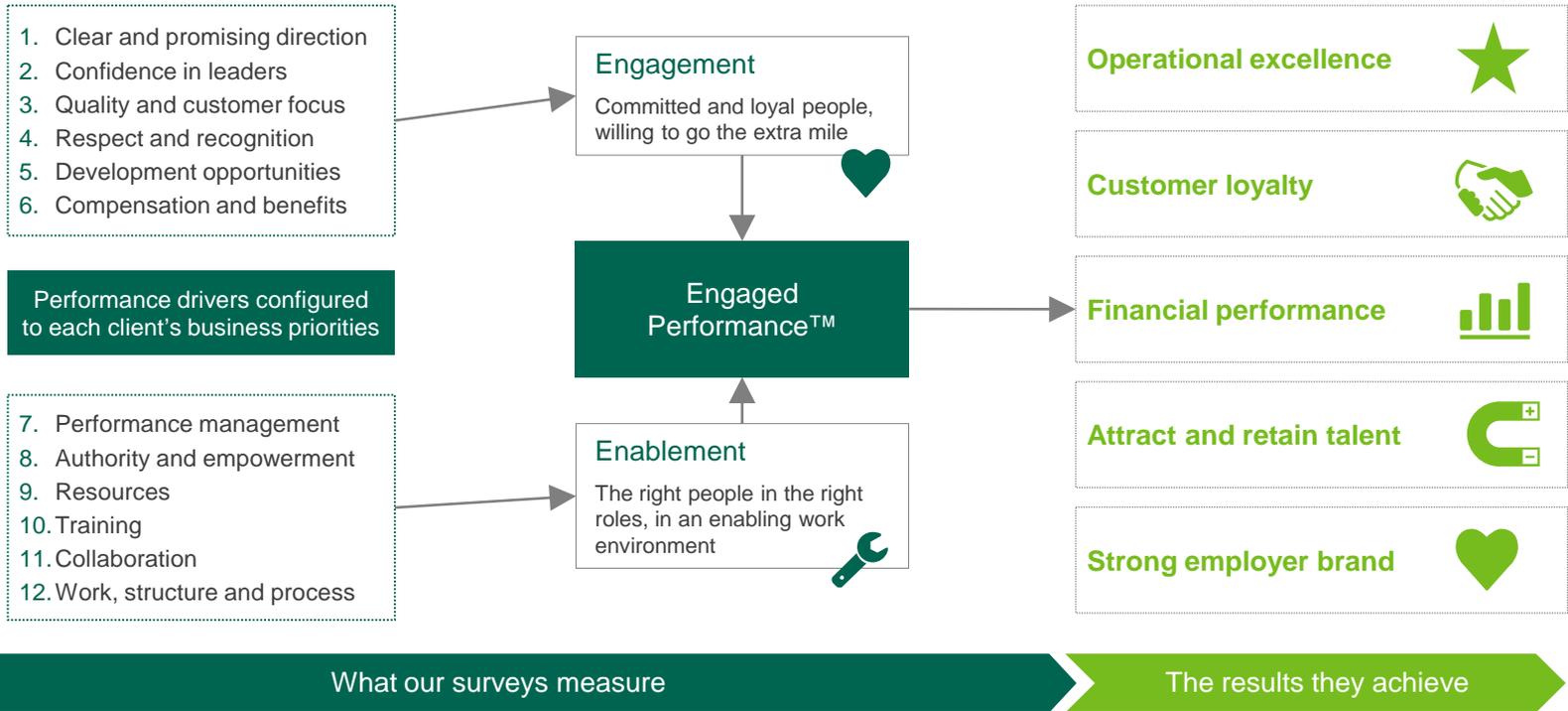
“You can’t fix medicine for patients without fixing it for doctors first.”

Dr. Renee Dua,  
Chief Medical Officer and founder

Recruiter script



# The Science of Employee Engagement





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