



ManpowerGroup®
Solutions

Siri,® Find Me A New Job



Why Employers Should Adopt a
High-Touch / High-Tech Approach
to Attracting Candidates



“Alexa[®], share new job posts.”

“Hey, Siri, I’m looking for a job...”

As global workforce experts, ManpowerGroup finds work for more than two million people every year across 80 countries and territories, helping hundreds of thousands of companies attract, assess, develop and retain right-skilled workers.

- How and where do you **look for jobs**?
- Which **technologies** have you **used**?
- Which **technologies** do you **prefer**?



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Introduction

GLOBAL CANDIDATE PREFERENCES SURVEY



We asked nearly
18,000
candidates in
the workforce

across **24** influential
employment markets around the globe

ages **18-65**

Candidates shared what matters most to
them in the job-search process

CANDIDATE: a job seeker currently in the workforce

Companies are facing an unprecedented scarcity of workers. The global talent shortage is at a 12-year high, with 45% of employers globally reporting difficulty finding the skills they need.¹ Qualified candidates are harder than ever to find, and employers are addressing this challenge by investing in a range of technology tools designed to help them prospect, screen and engage candidates.

Yet, despite all the latest must-have technologies — from automating job postings and chatbots, to using artificial intelligence (AI) to parse resumes — key

questions are often left unasked: What are the specific recruiting and hiring problems the organization is trying to solve? Which technologies do job seekers prefer? What is the role of human interaction? Are technology investments enhancing the candidate experience?

From clicking ads for jobs on social media to asking Siri^{®2}, Cortana^{®3} and Alexa^{®4} for help, candidates were clear: technology has the potential to provide a better experience, but it is no substitute for human interaction. Companies seeking to engage the right candidates need to combine high-tech with a high-touch approach.

“Many employers want to be innovative but they are not sure what problem they are trying to solve with new HR technology. However, technology will not add value to the candidate experience without creative human beings who can harness the new tools to solve problems, optimize their usage and ensure ROI.”

Elizabeth Theodore, Managing Director, ManpowerGroup Solutions, North America

¹ ManpowerGroup, Solving the Talent Shortage: Build, Buy, Borrow and Bridge www.manpowergroup.com/talent-shortage-2018

² Siri[®] is a registered trademark of Apple Inc.

³ Cortana[®] is a registered trademark of Microsoft Corporation

⁴ Alexa[®] is a registered trademark of Amazon.com, Inc.

The Emergence of Early Tech Adopters: A Small Yet Significant Group

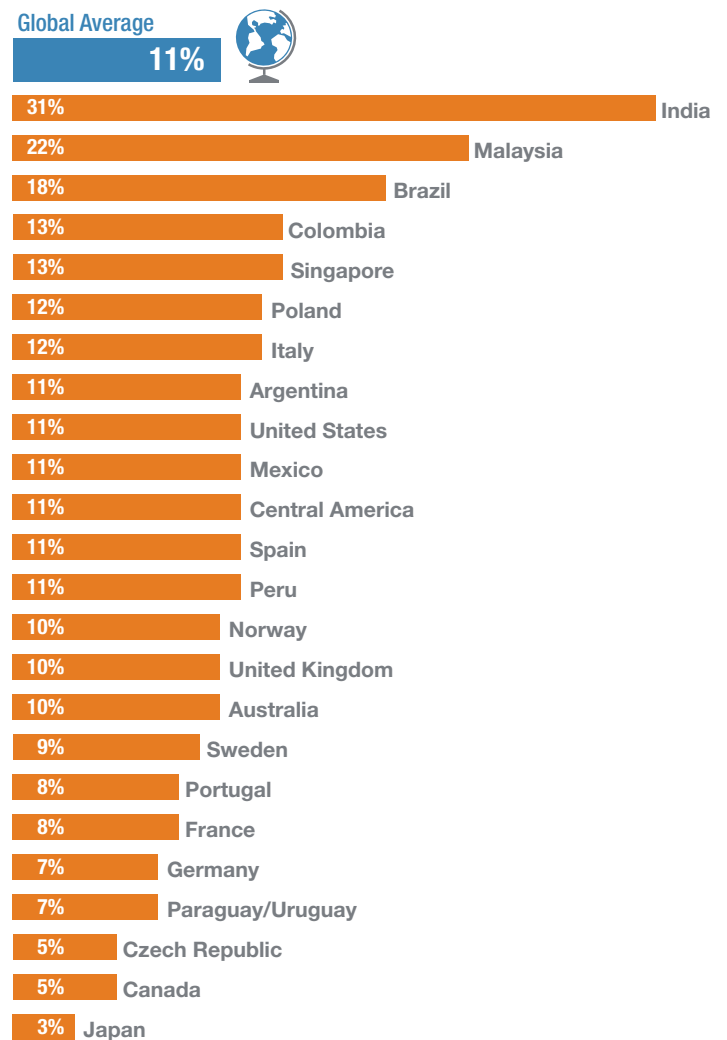


ManpowerGroup Solutions has identified a new group of candidates known as Early HR Technology Adopters, those who have used at least three or more technologies in their job search during the past six months, including a smartphone app, social media advertisement, virtual job fair, text message to or from a company, video interview, employer website chat, game or skills challenge test, or voice search via a virtual assistant. This new group of candidates provides new insights into the rate of HR technology adoption and acts as a predictor of the specific technologies most desired in the marketplace.

Early HR Tech Adopters are unique among candidates. They tend to be young, urban, highly mobile and students, evenly divided between males and females. Twenty-nine percent are Gen Z (ages 18-21) and 35% are Gen Y/ Millennials (ages 22-34). Eighty-six percent of them are willing to move to a new city, region or country. For them, technology is largely viewed as an enabler of mobility.

Eleven percent of candidates globally qualify as Early HR Tech Adopters, but their presence varies significantly by market. Candidates in India (31%), Malaysia (22%) and Brazil (18%) are two to three times more likely to be Early HR Tech Adopters. In contrast, most European countries are slightly below the average. Czech Republic (5%), Canada (5%) and Japan (3%) rank last when it comes to the percentage of Early HR Tech Adopters.

Global Comparison: Early HR Tech Adopter Candidates by Market



Brazil has changed significantly in the last five years; there are now a significant number of tech start-ups and entrepreneurial efforts. Technology education has also increased. Candidates, particularly those in the large urban centers, are now very tech savvy. Danielle Alfieri, RPO Executive Manager, ManpowerGroup, Brazil

Differences by market are the result of several factors: the age of the workforce, the number of smartphone users and cultural norms. India and Brazil, home to the greatest percentages of Early HR Tech Adopters, have high smartphone penetration at over 300 million and 79 million smartphone users, respectively.⁵ In contrast, Japan has 63 million smartphone users yet ranks last on HR technology adoption among the markets surveyed. Japanese candidates take a traditional approach to job searches, and the net result is a less disruptive role for technology. India and Malaysia's youth cultures drive interest in smartphones and new technologies that reimagine the job search process.

Employers should assess the likely prevalence of early adopters for the talent pool they are looking to recruit from and adapt their strategy accordingly. Those looking to hire IT workers in Mexico, for example, will need to enhance the high-tech element of their approach, while blue-collar workers in the Czech Republic will need a more high-touch strategy.

“Malaysia's candidate pool is young; they are born to technology. In 2018, candidates expect to use mobile apps to apply for jobs. It is a mature market for HR technology usage.”

Mohammad Kashif, Senior Marketing Executive, ManpowerGroup, Malaysia

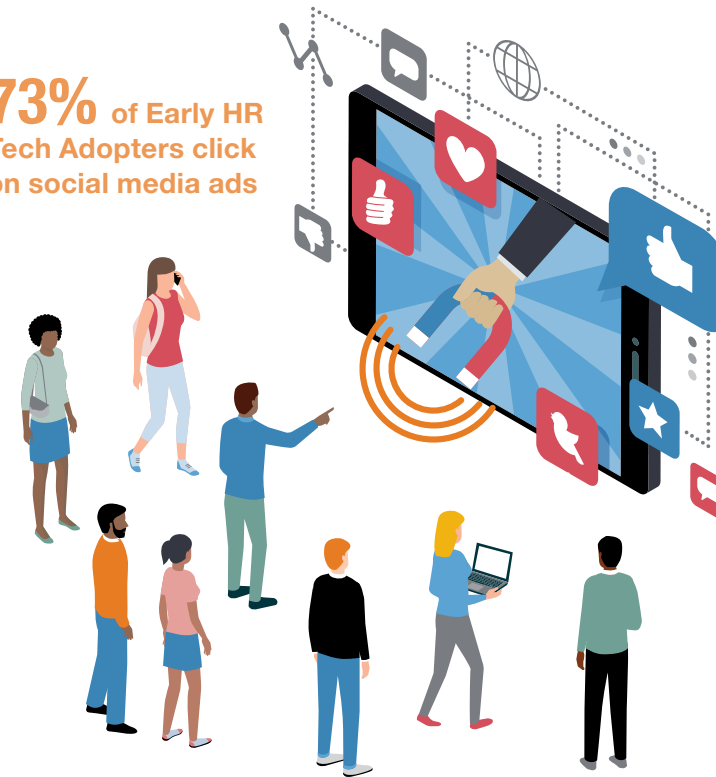
Social Media Ads Are a Top Choice for Candidates

Not all new HR technologies are created equal. Social media ads are further ahead on the adoption curve by candidates. While only 17% of global candidates have used a smartphone app to search or apply for a job and only 11% have participated in a virtual job fair, texted with a company or chatted on an employer website, **31% of candidates have clicked on a job-related social media ad.** The high rate of engagement with social media ads suggests even passive candidates can be lured to click on targeted job advertisements even when they might not actively be looking for new employment.

If Early HR Tech Adopters are the predictors of new tech behaviors among candidates, **social media ads and smartphone apps will be the most utilized HR technologies in the future.** Among Early HR Tech Adopters, job-related social media ads are twice as popular: 73% of them have clicked versus just 31% of average candidates. Three-and-a-half times more Early HR Tech Adopters use smartphone apps to search and apply for jobs (61% versus 17% global average).

With so much time being spent on social media and its increasing usage as a platform for news and other information, it is not surprising that ads on social media have become a key new way of reaching candidates. Technologies such as site re-targeting (serving up ads based on a user's browsing history) and contextual re-targeting (serving ads based on online articles read) are making predictive algorithms more effective and efficient. Users now see more ads that fit their skills and interests. These technologies can also provide organizations with data and analytics that enable them to improve recruitment strategies.

73% of Early HR Tech Adopters click on social media ads



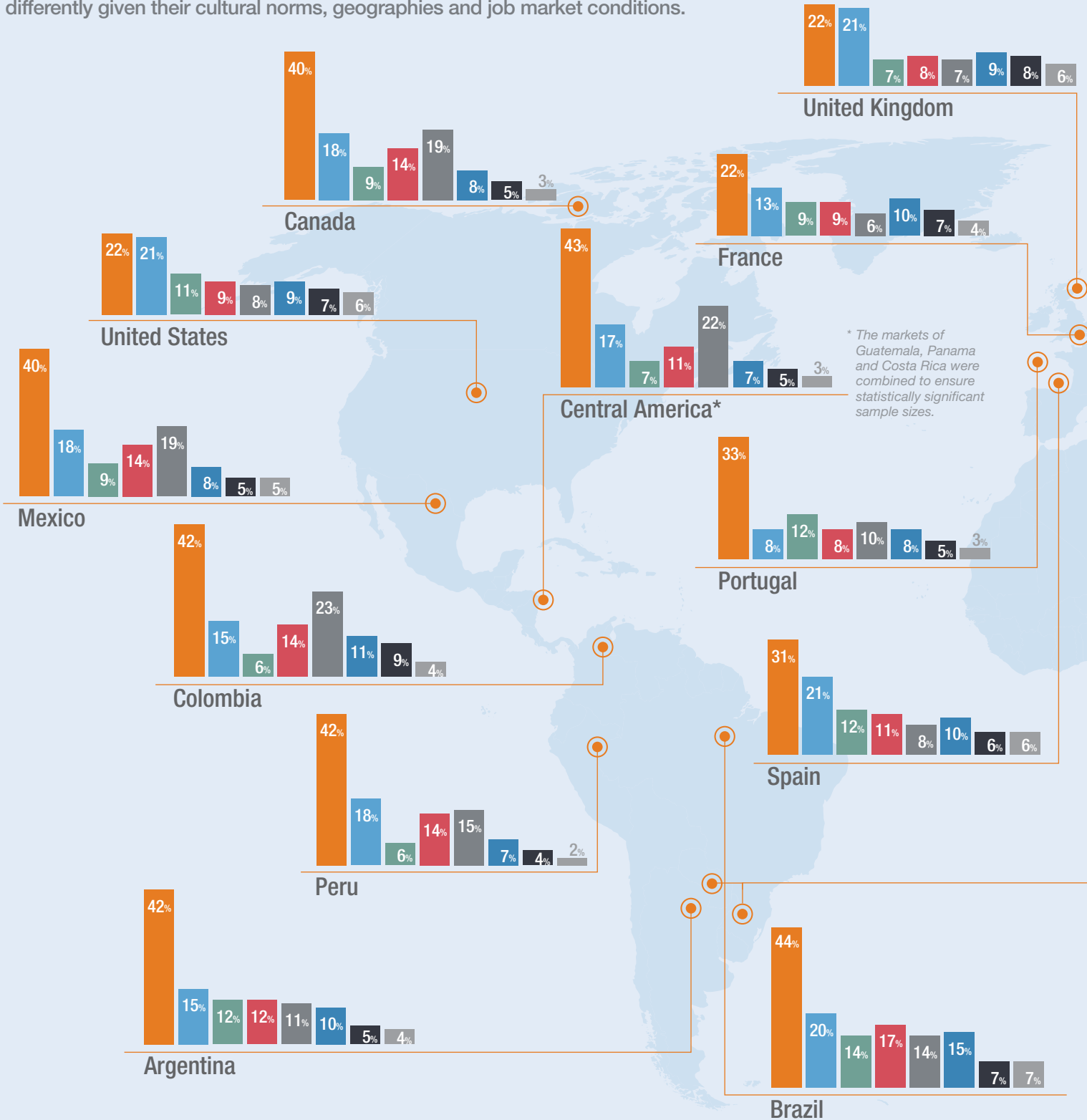
“Matching the technology to the candidate is key. The bulk of junior- to mid-level roles are almost exclusively advertised through online media. That rarely occurs for senior-level positions which are mostly referrals or third-party recruitment.”

Sam Haggag, Director MSP & Sales
ManpowerGroup, Malaysia and Indonesia

⁵ Newzoo Global Market Report, April 2017, p. 15. <http://resources.newzoo.com/global-mobile-market-report-1>

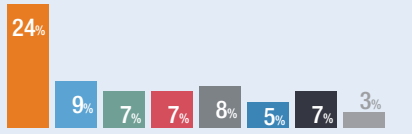
The Right HR Tech for Each Market: It's Complicated

Technology usage varies significantly by market. Candidates perceive, think and behave differently given their cultural norms, geographies and job market conditions.

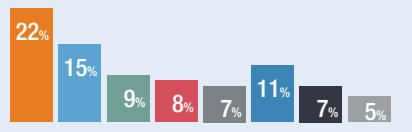


Candidates' Use of HR Technology

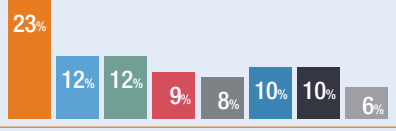
- Advertisement on social media networks
- Smartphone app
- Text message to or from company
- Chat on employer website
- Virtual job fair
- Video interview
- Game or skills challenge test from employer
- Voice search using a virtual assistant



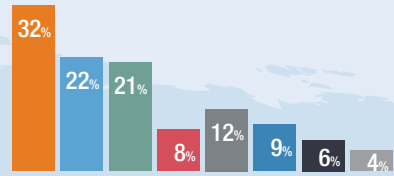
Czech Republic



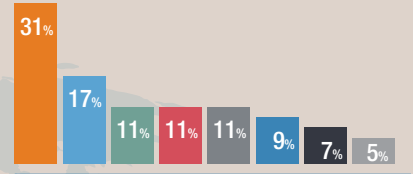
Sweden



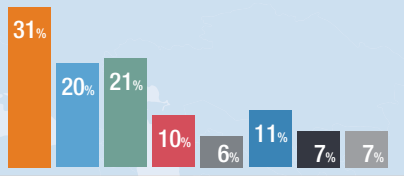
Norway



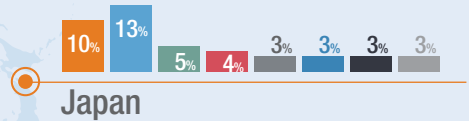
Poland



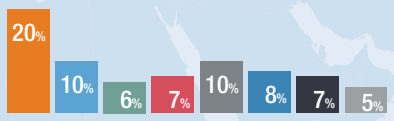
Global



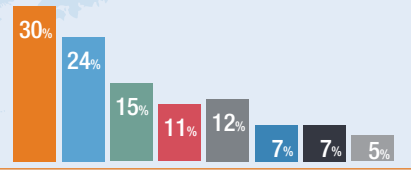
Italy



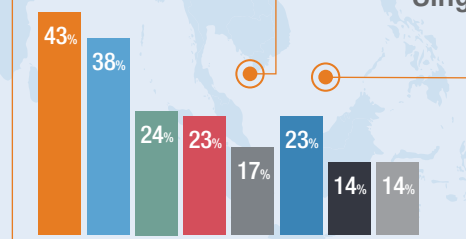
Japan



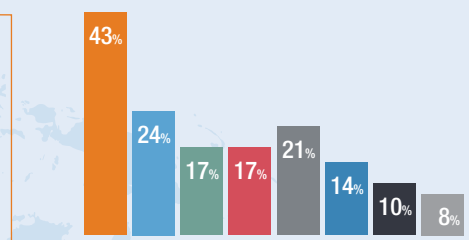
Germany



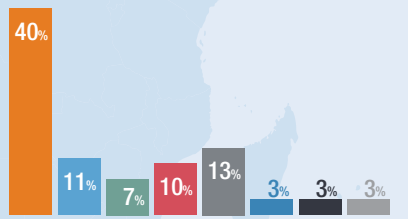
Singapore



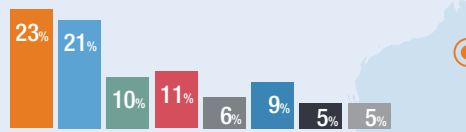
India



Malaysia



Paraguay/Uruguay



Australia

Smartphone apps are more highly used in the United States, Australia, India, Poland and Malaysia. Ads on social media are more likely to be opened in Argentina, Brazil, Colombia, India, Mexico, Peru, Central America, Malaysia and Paraguay/Uruguay. Text messaging with companies is popular in India, Italy, Malaysia and Poland. Indian candidates are twice as likely as the global average to use employer website chat and a game or skills test from an employer. Virtual job fairs are especially popular in Colombia, Central America and Malaysia where transportation may be challenging. European countries are more traditional in job search methods; they tend to be at or slightly above average in attending in-person job fairs or working with recruiters.

It is so convenient to apply through an app that a candidate can apply to seven or eight jobs within a few seconds — even if the candidate's experience is not relevant to that job.

Juan Lizarraga, Director, ManpowerGroup, Peru



Technology Drives Increase in Applications

Employers should be aware that the ease of applying through technology can open the door to a flood of applications. Early HR Tech Adopters apply for twice as many jobs as their counterparts — 18.3 versus 9.9 jobs. This surge in applications increases the demand for back-end technologies that help HR executives and hiring managers prioritize the most qualified candidates. However, new General Data Protection Regulation (GDPR) rules in Europe may limit the role automated processing and screening can play, as candidates exercise new rights not to have hiring decisions based solely on automated processing.

Clients know that a large quantity of applications does not ensure the quality of those applicants. Employers want to harness the power of mobile apps but convert them into qualified candidates.

Victoria Bombas, VP, Global RPO Solutions, ManpowerGroup Solutions, Europe

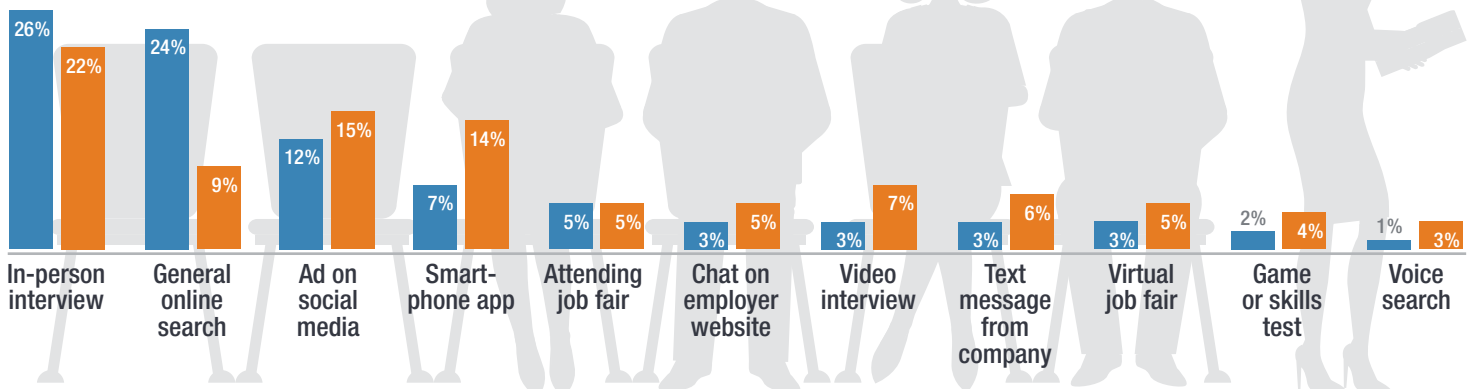
Candidates Value the Human Connection

Candidates everywhere still place high importance on human interaction and in-person interviews. When asked what technologies they preferred to use during the candidate experience, **26% of candidates selected high-touch, in-person interviews** as their number one preference. Even HR Early Tech Adopters agree.

Human contact will always be an important part of the candidate experience. Yet attracting and retaining the right talent should not be a battle between human and robot. With the right skills mix, personal interaction will augment rather than compete with technology. In fact, with so much of the initial contact between candidates and employers becoming automated, the need for human interaction may only increase in importance. There are valuable non-verbal cues that both employers and candidates benefit from when meeting in person. While employers should find ways to convey company culture and employer brand with technology, there is no real substitute for seeing and feeling the connection (or the lack thereof) with a company and its culture.

Preferred Job Search and Apply Methods

■ Global ■ Early HR Tech Adopters





The Best Blend: How to Select and Implement HR Technology

While Siri's role in the job search process may be increasing, she cannot provide both the high-touch and high-tech experience desired by candidates.

Here are five steps employers should take to overcome the talent shortage through technology and improve the candidate experience:

- ✓ Define the problem
- ✓ Know your audience
- ✓ Diversify channels
- ✓ Turn quantity into quality
- ✓ Incorporate human interaction

1 Define the problem

Implementation of any new HR technology should solve an existing problem, not exist for its own sake. Is it a top priority to cultivate Millennial or Gen Z candidates? Improve the screening of applicants you are currently receiving? Engage passive candidates for senior positions? Or build employer brand with a candidate experience that is fun and reflects values and culture? Defining the problem is essential to measuring the solution. Once the talent problem is defined, technologies can be evaluated for their effectiveness and cost efficiency.

Cost-benefit analysis for technologies can be more difficult in Latin America. Many of these technologies are U.S.-based and paid for in U.S. dollars. The exchange rate can play an important role in the rate of HR technology adoption by employers.

Juan Lizarraga, Director, ManpowerGroup, Peru



2 Know your audience

Many HR executives are lured by the shiny object. If your company wants young, new talent, then invest in technology. But if you want experienced hires, then consider all the options. Match the right technology to the candidates you need, which may even vary by roles in a given company. Social media ads, for example, can reach passive and/or experienced candidates otherwise not on a recruiter's radar. Programming an algorithm based on current employees may result in unconscious bias or fail to account for important new skills in a changing workplace.

Theoretically, technology is not biased. However, it is always important to look at the methodology it was built on. Technology is only as neutral as the bias of the individual who built the algorithm.

Dominika Winograd, RPO Technology Solutions Manager
ManpowerGroup Solutions, Europe





3 Diversify channels

There is no single technology solution. Often the best technology strategy is to employ a variety of tools and solutions. Our research clearly indicates how this can vary from market to market. For example, text messaging may be restricted in one market and not in another. Cultural norms and restrictions may play into the choice of WhatsApp or Viber in a given market. Test and refine the tool mix for best results.



“ Companies are giving candidates options for how they want to be contacted. Job fair participants can choose to connect with the company via a WhatsApp phone number, a text, through LinkedIn, or create a profile on the company’s career site. Many companies do not accept paper CVs anymore.

Cynthia Gokhale, Associate Marketing Director, ManpowerGroup, India

4 Turn quantity into quality

Smartphone apps and other technologies can result in a flood of applications — not all of which will be from qualified candidates. Artificial intelligence (AI), machine learning, and predictive analytics can help identify qualified candidates and ensure workplace success based on the traits and qualifications of current employees. The importance of a feedback loop should not be underestimated. Data from successful social media ad campaigns can be mined to refine future outreach.

5 Incorporate human interaction

Research results show most candidates still prefer human interaction; any technology that intentionally or unintentionally dehumanizes the candidate experience risks doing more harm than good. Technology is the conduit, but delivering a personalized and tailored message is still key. In fact, sophisticated technology has only made impersonal or non-targeted outreach more transparent. New GDPR rules in Europe offer candidates the opportunity to exercise their rights to have human input in the hiring decision. Personal contact can positively differentiate one employer from the next in an increasingly tech-driven candidate experience.



“ Although candidates in Mexico prefer to apply via smartphone app, they prefer face-to-face contact during the screening and interview process. They believe they can sell themselves better through personal interaction.

Francisco Javier Diaz Ortega, Regional Managing Director, ManpowerGroup Solutions, Latin America



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Management®
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About ManpowerGroup Solutions

ManpowerGroup Solutions provides clients with outsourcing services related to human resources functions, primarily in the areas of large-scale recruiting and workforce-intensive initiatives that are outcome-based, thereby sharing in the risk and reward with our clients. Our solutions offerings include TAPFIN-Managed Solution Provider, Strategic Workforce Consulting, Borderless Talent Solutions, Talent Based Outsourcing and Recruitment Process Outsourcing, where we are one of the largest providers of permanent recruitment and contingent management in the world. ManpowerGroup Solutions is part of the ManpowerGroup family of companies, which also includes Manpower, Experis and Right Management.

More About the Respondents

Overall, the job seekers surveyed were between 18 and 65 years old and currently in the workforce. There were a total of 17,994 global respondents. Market breakdowns were as follows: Argentina (n=747), Australia (n=756), Brazil (n=753), Canada (n=750), Central America (Guatemala, Panama and Costa Rica, n=742), Colombia (n=742), Czech Republic (n=747), France (n=751), Germany (n=749), India (n=751), Italy (n=761), Japan (N=751), Malaysia (n=756), Mexico (n=755), Norway (N=750), Peru (n=747), Poland (n=748), Portugal (n=755), Singapore (N=752), Spain (n=740), Sweden (n=755), Uruguay (n=752), United Kingdom (n=740) and United States (n=745).

Respondents represent a cross-section of age, income, employment status (i.e., full-time, part-time, contract), career level and industry.

Experienced non-managers accounted for the largest group at 28%, followed by managers (18%), entry-level employees (16%), undergraduate/graduate students (20%), executives (6%) and senior-level executives (4%).

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