

July 2013

## Aligning Your Mobile Recruitment Strategy to Your Corporate Strategy

Mobile recruitment is no longer a novelty in the world of talent acquisition. It has permanently changed the way that organizations identify and attract top talent by offering greater efficiencies and by expanding candidate reach. In fact, nearly 60% of organizations have a mobile recruitment strategy in place. As mobile continues to become a key requirement of any talent acquisition function, the challenge most organizations face is linking their mobile initiatives with business outcomes. As a result, talent acquisition professionals must think more strategically about their use of mobile in terms of both hiring process design and technology selection. This report, based on data collected in March and April 2013, will provide insight into how leading organizations are creating a results-driven mobile recruitment strategy that aligns with corporate objectives.

### Building a Business Case for Mobile

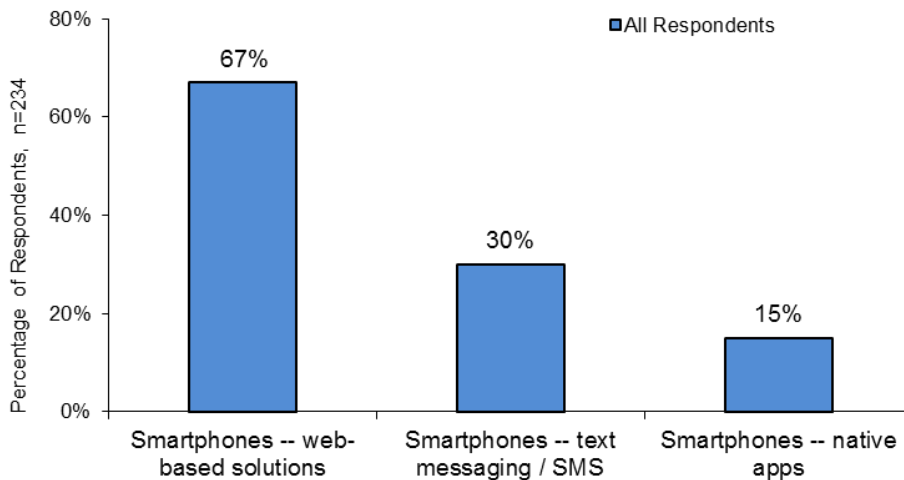
Mobile has redefined today's workforce. At one time considered an emerging trend, it is now widely embraced as a strategic business initiative. According to Aberdeen's 2012 Enterprise-Grade Mobile Apps survey, over 50% of organizations have a mobile software initiative in place, while 28% of organizations have implemented or plan to implement a chief mobile officer in the next year. Despite the focus on enterprise mobile initiatives, talent acquisition departments still operate independently and develop mobile strategies that are not aligned with the overall big picture. In order for organizations to design a business-driven program, they must understand their options and make decisions that support the broader mobile umbrella at their organizations.

Aberdeen's 2013 talent acquisition research found that over 80% of organizations leveraging mobile for talent acquisition use smartphones while almost 40% leverage tablets. Of those organizations using smartphones, 67% use web-based apps compared to only 15% of organizations who use native apps for their mobile strategies (see Figure 1). In the world of mobile, there is no one-size-fits-all — each organization must determine what options will best support their individual recruiting needs.

### Analyst Insight

Aberdeen's Insights provide the analyst's perspective on the research as drawn from an aggregated view of research surveys, interviews, and data analysis.

**Figure 1: Mobile Recruitment Options**



Source: Aberdeen Group, July 2013

**Web-Based:** Although once considered inferior, web-based apps have improved dramatically over the past couple of years, particularly with recent advancements in the HTML5 standard (the mark-up language for structuring and presenting content). HTML5-based apps are often faster to implement than native apps and are typically compatible across every major mobile platform. Figure 1 shows the majority of organizations invest in HTML5 web-based apps for talent acquisition compared to 55% in other parts of the business.

**Text / SMS:** Text and short-messaging service (SMS) are ubiquitous on today's mobile devices, and with 67% of respondents in Aberdeen's 2012 Mobile Enterprise-Grade App survey indicating personal devices are used at work, they serve as ideal platforms for confidential candidate communications (bypassing corporate firewalls and email). Potential candidates can subscribe to receive SMS alerts to receive updates on job opportunities and other related information. Also, recruiters and hiring managers can easily access and engage candidates via text for things like interview scheduling. Currently, 30% of organizations use text / SMS for their recruitment efforts.

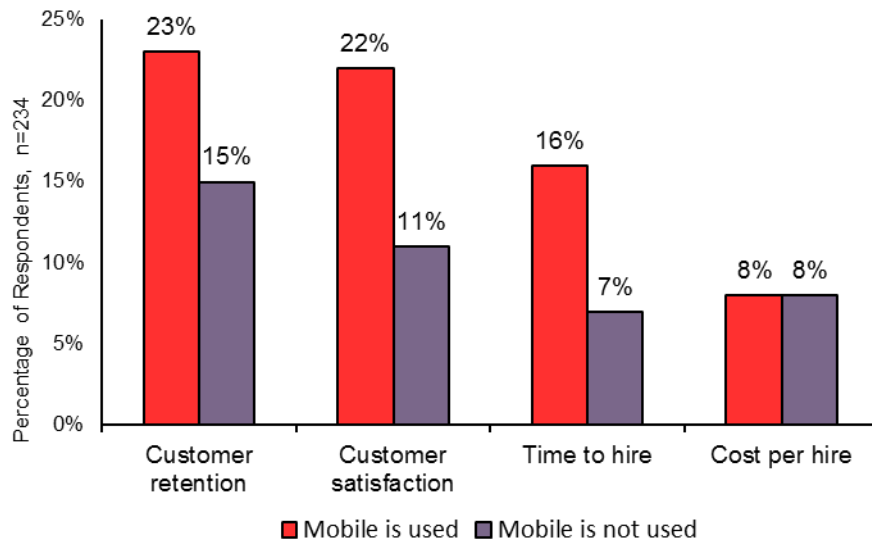
**Native Apps:** Organizations see many advantages when investing in native apps for recruitment; yet, because of cost and time, only 15% of organizations have selected this option. These apps offer a positive user experience and can enable organizations to even showcase their own employer brand.

## The Mobile Impact

Organizations with a clear strategy for leveraging mobile are not only strengthening their recruitment efforts by providing an easier way to reach

talent, but they are directly making an impact on business results. Aberdeen’s research found these organizations have experienced a significant improvement in traditional recruiting metrics such as time to hire and cost per hire as well as metrics that business leaders track such as customer retention and customer satisfaction (see Figure 2). By designing a strategic plan around the use of mobile, these organizations are able to gain support for their efforts and drive business outcomes.

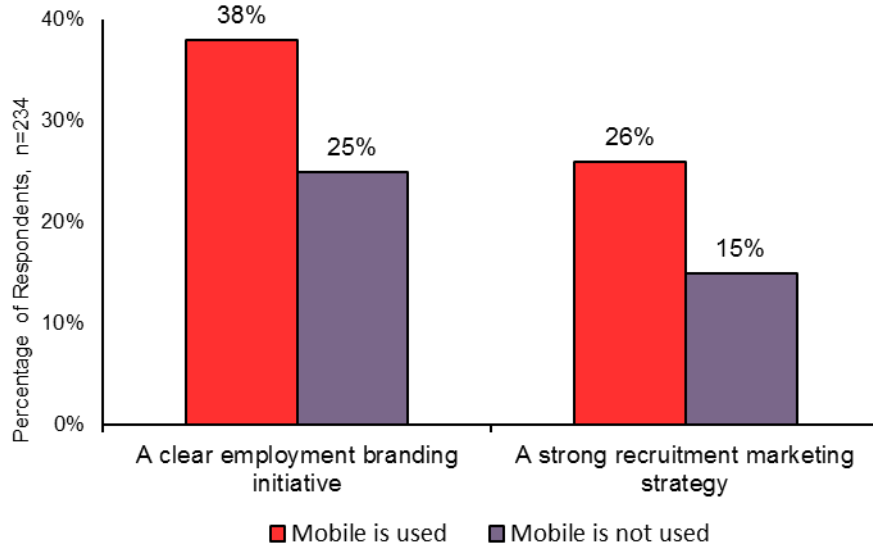
**Figure 2: Impact of Mobile Recruitment on the Business**



Source: Aberdeen Group, July 2013

Additionally, Aberdeen’s research found that mobile strategies also play a pivotal role in improving employer branding and recruitment marketing efforts (see Figure 3). Employer branding has historically been owned by marketing and communication departments but now is deeply ingrained in any long-term talent acquisition strategy. A strong brand along with a powerful recruitment marketing strategy can help drive quality talent to an organization by defining and translating the company’s image, organizational culture, and reputation. Through the use of mobile, organizations can showcase a strong brand to a larger audience and provide an innovative and engaging way to attract candidates through recruitment marketing activities.

**Figure 3: Impact of Mobile Recruitment on Employer Branding and Recruitment Marketing**



Source: Aberdeen Group, July 2013

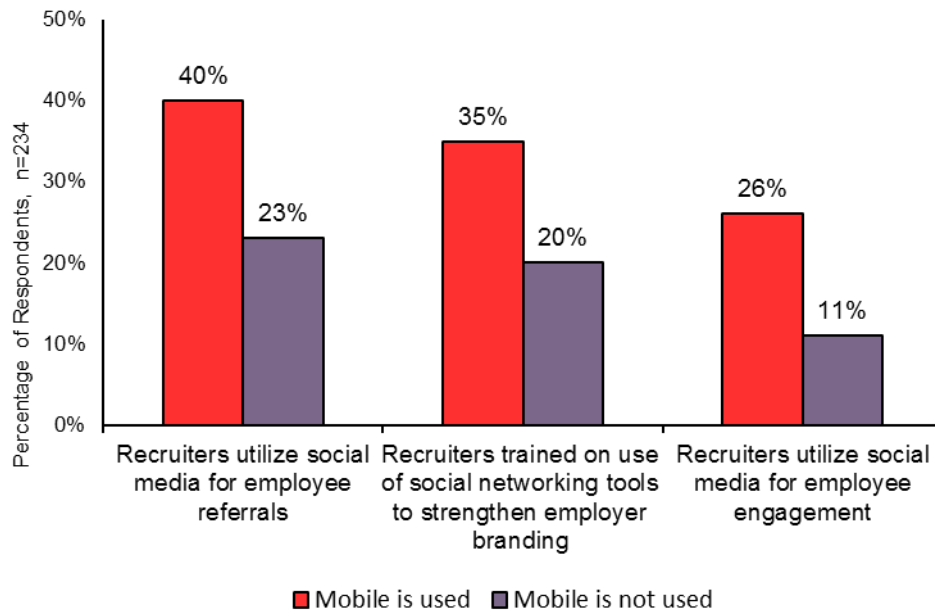
## Key Recommendations

Talent acquisition professionals are in a unique position to make mobile recruitment a business priority and gain the support and resources needed to drive change. As the mobile enterprise market matures, organizations will improve business results by including recruitment in this overall strategy. Below are key recommendations for organizations to consider including linking mobile with social media, selecting the right provider, and focusing on the candidate experience.

### Linking Mobile and Social

When considering a mobile recruiting solution, organizations should look for a way to improve recruiter visibility into candidates' social profiles and source directly from social sites. Candidates should be able to use their existing Facebook and LinkedIn profiles to apply for jobs. Thirty-eight percent (38%) of organizations surveyed in Aberdeen's 2013 talent acquisition research believe that LinkedIn will replace the resume over the next few years. By offering jobs based on social profiles, employers improve the candidate experience and make applying for jobs as simple as possible (especially for passive candidates). Aberdeen's research found the organizations with a mobile strategy have a more strategic approach to social recruiting that strengthens the brand, enhances employee referrals, and employee engagement initiatives (see Figure 4).

**Figure 4: Social Media Activities**



Source: Aberdeen Group, July 2013

### Selecting the Right Provider

As with all mobile tools in HCM, there are two sides to consider when choosing how to implement or integrate mobile talent acquisition. The first is how these tools can improve the efficiency or effectiveness of recruiting, and the other is how the tools can deliver a positive experience to the candidate. Aberdeen’s 2012 Enterprise-Grade Mobile App survey revealed that organizations invest in third-party mobile providers for the following efficiency reasons: lack of in-house expertise (40%), lower startup costs (26%), and limited internal resources (19%). HR must also work with IT to address security concerns and understand technology requirements and architecture.

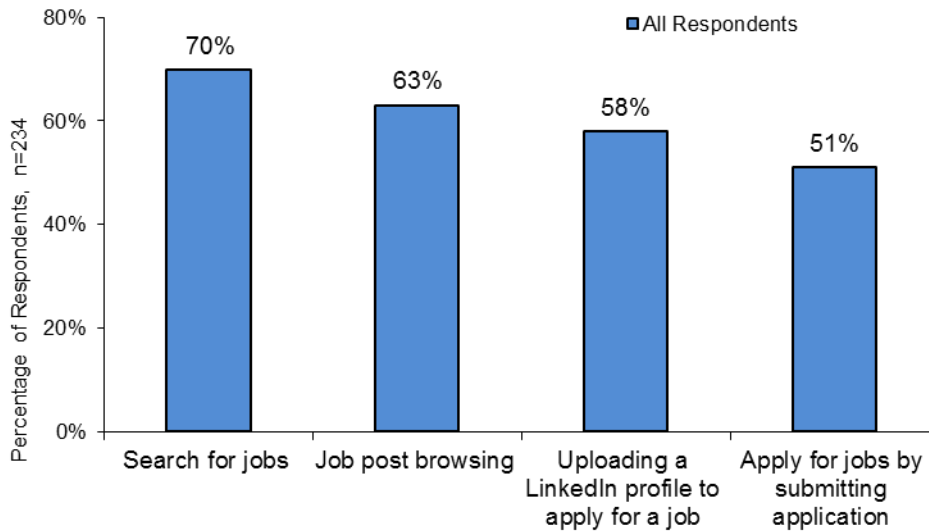
### Focus on the Candidate Experience

Without a strong candidate experience, organizations are at risk of losing quality talent. The top uses of mobile according to Aberdeen’s 2013 talent acquisition research include job searching, job posting, and interview scheduling (see Figure 5). These capabilities relieve some of the administrative burdens placed on recruiters and candidates but fail to make recruiting more strategic to the business.

Although candidates are able to search for jobs via mobile, they are typically not able to apply for jobs on their device — creating an extra step in the process and a negative experience. One reason that solution providers will shy away from a “mobile apply” is that the application process is often incredibly lengthy and difficult to complete on a mobile device. Some organizations are looking to shorten the application process for mobile

devices while other organizations prefer a more traditional application. A key differentiator for mobile recruitment providers is providing the flexibility to handle shorter mobile-friendly applications as well as longer applications depending on the needs of the organization.

**Figure 5: The Use of Mobile Recruitment**



Source: Aberdeen Group, July 2013

## Key Takeaways

Mobile solutions are the future of high-performing recruitment strategies. With many job apps and mobile HR solutions in the market, the challenge for most organizations is to align their mobile hiring strategy with the overall company strategy and to select a provider that can help them achieve this goal. When building a mobile strategy, organizations need to consider defining what their mobile options are, connecting the dots between social media and a mobile strategy, and focusing on the candidate experience.

For more information on this or other research topics, please visit [www.aberdeen.com](http://www.aberdeen.com).

### Related Research

[What is Your Most Effective Source of Hire?](#); June 2013

[Strategic Onboarding 2013: A New Look at New Hires](#); April 2013

[Assessments 2013: Finding the Perfect Match](#); April 2013

[Human Capital Management Trends 2013: It's a Brave New World](#); January 2013

[Strategic Talent Acquisition: Are You Prepared to Hire the Best](#); September 2012

Author: Madeline Laurano, Research Director, Human Capital Management  
([madeline.laurano@aberdeen.com](mailto:madeline.laurano@aberdeen.com))

For more than two decades, Aberdeen's research has been helping corporations worldwide become Best-in-Class. Having benchmarked the performance of more than 644,000 companies, Aberdeen is uniquely positioned to provide organizations with the facts that matter — the facts that enable companies to get ahead and drive results. That's why our research is relied on by more than 2.5 million readers in over 40 countries, 90% of the Fortune 1,000, and 93% of the Technology 500.

As a Harte-Hanks Company, Aberdeen's research provides insight and analysis to the Harte-Hanks community of local, regional, national and international marketing executives. Combined, we help our customers leverage the power of insight to deliver innovative multichannel marketing programs that drive business-changing results. For additional information, visit Aberdeen <http://www.aberdeen.com> or call (617) 854-5200, or to learn more about Harte-Hanks, call (800) 456-9748 or go to <http://www.harte-hanks.com>.

This document is the result of primary research performed by Aberdeen Group. Aberdeen Group's methodologies provide for objective fact-based research and represent the best analysis available at the time of publication. Unless otherwise noted, the entire contents of this publication are copyrighted by Aberdeen Group, Inc. and may not be reproduced, distributed, archived, or transmitted in any form or by any means without prior written consent by Aberdeen Group, Inc. (2013a)