



The essential guide to recruitment marketing in the life sciences industry

A playbook for building a brand that draws talent to
your organization



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Introduction

- As recently as 2022, [81% of the biopharma and life sciences workforce](#) was looking to make career moves
- The number of professionals working in life sciences research grew by [79% from 2001 to 2021](#), and there are a record number of people graduating with life sciences expertise—which presents recruiting teams with an enormous opportunity
- Yet [nearly half \(47%\)](#) of jobs in the life sciences industry are considered high-skilled occupations, heightening the competition for talent
- [Recruitment marketing tools were the #2 technology](#) recruiting teams at life sciences companies planned to invest budget in in 2023

Below, we cover the elements a strong recruitment marketing strategy needs to consider.

As the life sciences industry experiences the long aftermath of the COVID pandemic, it faces a host of challenges—particularly when it comes to hiring talent. While COVID catapulted the industry to a new level of significance, life sciences saw its own “Great Resignation” as [nearly 1 in 5 healthcare workers](#) quit their jobs during the pandemic. And as recently as 2022, an extraordinary [81% of the biopharma and life sciences workforce](#) was looking to make career moves. So while the pandemic provoked enormous advancements—and [a growth boom](#)—in sectors such as biomanufacturing and cell and gene therapy, organizations have not only had to create and recruit for brand new positions, they’ve also had to **double-down on backfills.**

Today in the U.S., there are more professionals working in life sciences research than ever before: the number grew by a remarkable [79% from 2001 to 2021](#) (for comparison, other U.S. occupations grew an average of 8% over the same period). And there are a record number of people graduating with life sciences expertise: the number of biological and biomedical sciences degrees have doubled over the last 15 years. Yet the life sciences industry employs a [higher percentage of skilled workers](#) than other industries do, heightening the competition for talent. Indeed, [nearly half \(47%\) of jobs in the life sciences industry](#) are considered high-skilled occupations, and professionals with technology skills are in growing demand in increasingly digital environments. Life sciences companies are competing not only with each other, but with the likes of Silicon Valley (and its compelling employer brands) to hire them.

Add to this the struggle of diversity. While not unique to life sciences employers, there’s a growing urgency to prioritize diversity, equity, and inclusion (DE&I). In a recent survey, [73% of life sciences professionals](#) felt that racial minorities were underrepresented at the most senior levels, while 63% said they felt women were underrepresented at the top.

So even as life sciences recruiters expect [the numbers of open roles to continue increasing](#) at their companies, it makes sense that, in a recent Gem survey, those same professionals told us that [recruitment marketing tools were the #2 technology](#) they planned to invest budget in in 2023. Life sciences hiring teams have their work cut out for them if they hope to keep hiring at the pace their sector is seeing meteoric growth in.

“Employer branding is critical for us. How do we better define our EVP? How do we attract people differently? It’s an ongoing core challenge. One metric we’re trying to build out right now is our share of voice. Compared to other pharmaceutical companies, how strong is our voice externally? It gives us a proxy to understand, when go to market, how easily we can find talent.”

VP, Head of Global Talent Acquisition
@ a multinational pharmaceutical company

We don’t have to tell you that not having the talent you need to keep the business running is incredibly expensive. But today’s talent market is presenting an enormous opportunity: to invest in a recruitment marketing (or inbound recruiting) strategy. After all, the issue is one of employer brand image and awareness, messaging, and ongoing engagement.


The traditional method of post-and-pray no longer works as it once did. Today’s candidates discover and consider employers in the same way that consumers make major purchasing decisions. They lean on the resources at hand—all the online footprints that point back to your organization, as well as the messaging in your outreach campaigns—to learn everything they can about your company, its product, and its culture. Which should cause you to ask the question: what type of information is available to talent concerning your organization?

Recruitment marketing creatively defines and clearly communicates your organization’s mission, purpose, and culture—and delivers valuable content to job-seekers—*through all the right channels*, targeting and creating awareness for talent who not only meet the role’s requirements, but who also share your company’s vision and values. This means talent is not only more likely to apply to your org, they’re also more likely to remain with you—as brand advocates and ambassadors—for the long-term.

Recruitment marketing is the combination of tools, strategies, and activities used to help *define*—and then *communicate*—your organization’s employee value proposition (EVP) to attract, engage, hire, and retain great life sciences talent. It’s rife with marketing



The benefits of recruitment marketing:

- Increased awareness of, and interest in, employer brand
 - Cohesive brand voice, along with a clear and consistent company story
 - Transformed perceptions of possible career paths in the life sciences industry
 - Ready talent pipeline for when roles open
 - More informed—and overall improved—candidate experiences
 - Decreased time-to-hire and cost-of-hire
 - Improved candidate quality
 - More qualified, better-fit hires
- 

principles and practices: creating candidate personas; building and amassing high-value content that revolves around your EVP; engaging in targeted, omni-channel distribution of that content; and measuring engagement with that content through data and analytics.

By communicating your company's narrative, showcasing the value of working for your organization, and promoting your organization as an employer of choice, inbound recruiting strategies drive awareness and interest, build a community of followers, encourage referrals, increase the number of qualified candidates in your pipeline, and convert passive talent into active candidates when those roles open. And because talent self-selects into your process based on how well they align with your brand, you decrease time-to-fill and cost-per-hire.

Luckily, you don't have to develop your strategic playbook alone. Below, we cover the elements a strong recruitment marketing strategy needs to consider—diving into each to give you insights and recommendations that will help you build your inbound muscle, and better (and more broadly) communicate a compelling company story to your target talent.

“We did everything we could to understand what was resonating in the market from an employer branding standpoint. What messaging was most compelling for talent? How did we need to adjust the positioning on our website? Things of that nature.”

Chief Talent Officer
@ a leading biotechnology company

The recruitment marketing funnel

Each stage of the recruitment marketing funnel will demand a different kind of content:

Talent in the “awareness” stage will discover your company through SEO or PPC efforts, as well as through university recruiting strategies for early-in-career talent, for example

Talent in the “interest” stage will have their attention held by your social feeds, newsletters, and nurture campaigns

Talent in the “consideration” phase will need to be sold less on company brand, and more on the role, its benefits, and its impact

... and so on

Marketing teams use a funnel model to track the customer journey from product awareness to purchase. They’re more-or-less complex; but a basic conversion funnel for marketing is **Awareness → Interest → Consideration → Action**. This framework helps marketers reflect on the kinds of information prospective customers need at each stage of the buyer’s journey.

The same goes for the candidate journey, onto which a similar funnel can be mapped. Of course, the map of *your* candidate journey will be as complex as you want to make it: awareness, interest, active search, application, interview, hire, etc. The point is to map the journey *first* so you can strategically plan content and campaigns. When you can recognize and appreciate how candidates feel at each stage of the journey, and what information they’ll need (including what concerns they’ll need assuaged) in order to move on to the next stage, you can craft your messaging around those decision points:

Awareness

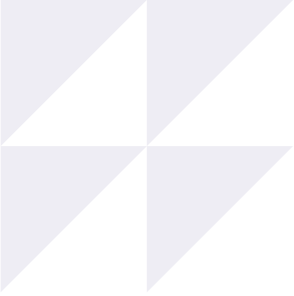
This stage describes prospective candidates’ first contact with your organization. *Here*, you’re garnering name recognition—talent is discovering that you exist and learning what you do. The key word for the awareness stage is “discoverability.” This discoverability happens in two primary ways: talent will either uncover you through active search (which is why SEO and PPC are big components of recruitment marketing) or discover you because you put yourself in front of them (think university recruiting, social media campaigns, and passive talent sourcing: actively approaching candidates to draw their attention to your company).

Making a great first impression in these channels will move talent from “I don’t know much about the life sciences industry and I’ve never heard of your company” to “your company sounds compelling—and I’m beginning to see the possible career paths for me here.” From *here*, you want them to engage in active research: visiting your careers page or seeking out employee reviews, for example.

Interest


By the “interest” phase, you’ve captured talent’s attention. *Now* they want to learn more about you—and not just about your organization and its brand identity broadly speaking, but about what it’s like to be an employee there.





This is a stage that demands richer content and more intimate engagement. Interested talent may be following you on social by now, for example; they'll be expecting more targeted, personalized messaging. Components of this stage include invitations to talent pools, newsletter opt-ins, nurture campaigns that *follow* from those opt-ins and include company news, employee stories, and event invitations. Ultimately, you're moving them from "your company sounds interesting" to "maybe it's interesting enough to work for."

Consideration



At the end of this stage of the funnel, prospects are applying and officially becoming candidates. In the meantime, they're researching you, diving deeper into your career content. They're comparing you to your competitors in the life sciences space—and in other verticals. They're asking not just what it's like to work for your *organization*, but what it's like to work on a certain manager's *team*. Maybe they want to have conversations with their future coworkers. Maybe they're reaching out to talent in their networks to ask what their connections know about you.

At this point, talent should be organized into talent pools and receiving targeted, personalized content. Maybe you're having one-on-one conversations with the most interested of them, getting to know them personally. *Here*, good recruitment marketing means providing ready answers to their questions (why are you a better fit for them than your competitor is?) and digging into the nitty-gritty: details about the open role, perks, compensation. You're not "selling" them on a brand at this point; you're providing authentic information on a role, its tasks and expected impact, and the benefits that would accompany it were they to sign an offer letter with you.

Action

If your recruitment marketing efforts have been successful, this is where the candidate applies (and is interviewed, turns out to be a great fit because your persona was spot-on, and accepts your offer). Recruitment marketing doesn't stop at hire, however. Indeed, for your strategy to succeed in the long run, you need employee ambassadors and alumni promoters, as well as referral programs to generate new leads. It's all about leveraging the voices and experiences of your employees—and former employees—from here.

The elements of a strong inbound recruitment strategy

Below, we'll lead you step-by-step through goal-setting, locking down your employee value proposition (EVP), and creating your target personas.

From there, we'll discuss content and channels, as well as what data to keep track of to ensure your recruitment marketing efforts are getting the ROI you want them to.

Now that you've done some thinking about the candidate journey at your company, it's time to dig into some strategy. In the following, we'll lead you through some initial recruitment marketing decisions: goal-setting, locking down your employee value proposition (EVP) and your employer brand, and creating your target personas. From there we'll discuss content and channels, as well as what data to keep track of to ensure your recruitment marketing efforts are getting the ROI you want them to.

Define your goals

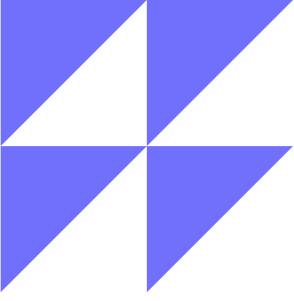
Of course, your goals will shift as your focus shifts: you'll have objectives for each new campaign or for each new quarter. And of course your *overall* goal in recruitment marketing is to attract stellar, best-fit candidates to apply to your open roles because they've heard and seen great things about your employer brand. But if you're just starting out, there are only a few things you can focus on at a time. So begin by defining what those things are. Do you want to:

- Increase overall brand awareness?
- Get more career site visitors?
- Get more applicants—or increase the *quality* or *diversity* of those applicants?
- See more applicants from social?
- Shorten your hiring process?
- Increase your employee referral or offer-acceptance rates?
- ... and so on



"It's a challenge to shift people's mindsets from posting a job and waiting for people to apply, to becoming more proactive in nature and trying to find talent pools externally. But if life sciences recruiters can get that right, it will benefit their companies tremendously."

VP, Head of Global Talent Acquisition
@ a multinational pharmaceutical company

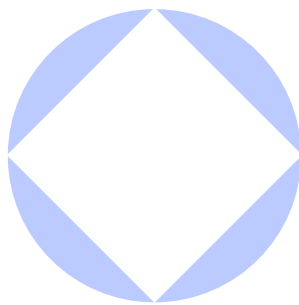


Your goals should be both specific and measurable (otherwise, you won't know what's working and what's not). So once you've decided what your focus is, set yourself some realistic goals: "Increase the amount of direct traffic to our careers site by 8% in Q2"; "Increase the number of social media followers by 2,000 in the next 90 days"; "Increase the number of underrepresented applicants by 30% in the next 6 months," and so on. Make sure you have the software in place to track those goals before you get started—we'll talk more about the importance of data and analytics later.

Define your employee value proposition (EVP)

The EVP is a foundational element of an inbound strategy: it articulates what makes working for your organization so great. Consider these things:

- Does your organization offer more holiday time or more parental leave than your competitors do?
- Do you nurture career progression with defined career paths and competency matrices so that candidates can see where they'd be able to take on higher-impact challenges—and more responsibility—if they were to join your company?
- Do you offer pet insurance, pre-tax commuter benefits, or matching contributions? Do you offer student loan refinancing or shoulder any employees' student loan debt?
- Do you hold family events, or otherwise show appreciation for employees' families and chosen families?
- Is your leadership—and are your team members—innovative and innovating to make a positive difference in the lives of patients? (*What* difference are you making in the lives of patients?)
- Do you provide on-site health and well-being support? How about free confidential counseling through an employee assistance program, free meditation subscriptions, or gym discounts?
- Do your medical benefits include gender affirmation surgery, adoption and surrogacy reimbursement, egg freezing and storage, and fertility support?
- Do you have a CSR (corporate social responsibility) or ESG (environmental, social, and governance) program?
- Does your organization affirm its commitment to diversity through employee resource groups (ERGs) or leadership programs for women and typically underrepresented groups?



The answers to these questions—and others—will help form the basis of your employee value proposition. Your EVP will be at the heart of every communication you have with prospects and candidates.

Your EVP answers these questions:

- Why should prospective candidates come work for *your* organization?
- What are the unique set of contributions you could make to their lives—*beyond* compensation—for a complete, and fulfilling, employee experience?
- Why would they not only want to *join* your company, but also perform their best work for you every day?

Your *employer brand* is how people outside your organization perceive what it's like to work there. It's the sum of your company's mission and vision, its culture, and the benefits you can offer employees. Your *employee value proposition*, on the other hand, focuses specifically on those benefits. It answers the questions: Why should prospective candidates come work for *your* organization? What are the unique set of contributions you could make to their lives—*beyond* compensation—for a complete, and fulfilling, employee experience? Why would they not only want to *join* your organization, but also perform their best work for you every day?

Your EVP demonstrates your company's commitment to employees' growth and development, and to meeting their needs in exchange for their day-to-day efforts. Companies who prioritize employer branding and EVP-definition see a **50% increase in qualified candidates**, 1-2x faster time-to-hire, a 43% decrease in cost-per-hire, and a 28% decrease in employee turnover.

Gartner has [broken the EVP down into five elements](#). They are:

1. **Opportunity** (career advancement, challenge and self-improvement, formal training, on-the-job learning, evaluations and feedback, personal development, company growth rate)
2. **People** (company culture, relationships and camaraderie, reputation of senior leadership, quality of management and coworkers, trust, collaboration, team spirit, team-building activities and events)
3. **Organization** (market position, company reputation, quality of product/service, company mission/vision/values, diversity, social responsibility)
4. **Work** (job-interest alignment, challenging/fulfilling tasks and responsibilities, work-life balance, quality of projects, innovation, intellectual stimulation, impact the role plays in fulfilling the company vision)
5. **Rewards** (salary, bonuses, health and retirement benefits, disability, holidays and vacation time, paid leave, remote work, gym memberships, tuition benefits, share ownership, and the timeliness and fairness of compensation)

The above is a fairly exhaustive list; but if your EVP can touch briefly on each of these elements, you'll engage a wider range of talent. After all, every prospect has their own "sweet spot."

Because your EVP needs to be a true reflection of your organization, EVP-creation is a bottom-up exercise. The most effective EVPs are shaped by direct feedback from current, past, and prospective employees—including those who don't accept your offer.

So ask talent about their perceptions, using the questions on this page as a template.

Because your EVP needs to be a true reflection of your company, EVP-creation is a bottom-up exercise. (It's actually *okay* that your organization's EVP doesn't resonate for everyone; it's not supposed to.) An inaccurate EVP born of a perception gap makes for reduced employee morale and a revolving door for new hires. The most effective EVPs are shaped by direct feedback from current, past, and prospective employees—including those who don't accept your offer. Guesswork from upper management simply isn't going to cut it. And of course, on the recruitment side, you want to sell prospects the whole story—and the *correct* one—in your messaging. The simplest way to do this? Ask talent about their perceptions.


If your organization is doing its due diligence, it already has feedback structures in place: anonymous surveys, onboarding surveys, performance reviews, exit interviews, and focus groups. Ideally it uses these occasions to ask about the five elements we mentioned above. Ask for that data. Many of these questions you can pose yourself:

Prospective employees: What made them respond to your outreach? How do they perceive your company? What does it offer that their *current* organization does not? Which tangible benefits (salary, health benefits, PTO) and intangible benefits (recognition, challenging work, flexible environment) that you offer are most important to them?

Current employees: What ultimately made them decide to come work for you? Have their expectations been met (or exceeded)? How? What makes your organization unique? What tangible benefits offered by the company are most attractive to them (and why)? What *intangible* benefits are most attractive to them (and why)? What's been the most fulfilling thing about working for your organization? What would they change if they were in charge?

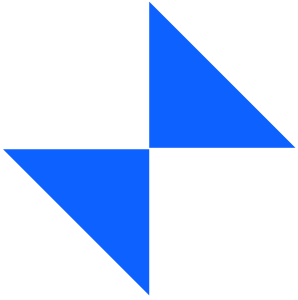
Former employees: What initially drew them to the organization? Were their expectations met? Why did they ultimately leave? What did the employee experience lack that would've made them stay? What did they appreciate most about working for your company? What would their advice be to a job-seeker who was interested in working for you?

Use these answers to write a comprehensive story about what you offer, and include elements of that story in *all* of your recruitment marketing content (more on that shortly). These conversations can even form the basis of employee stories, which we'll cover in greater depth below.



“As we refresh our employee value proposition, we’re taking a slightly different approach. Other companies tend to do focus groups and then try to understand how to activate the market. We’re doing more with data. We’re doing an internal survey that’ll go to 10,000 employees to understand why they joined our organization and what’s making them stay—and if they plan to leave, what are the reasons they’re leaving. We’re also surveying roughly 20 countries to understand external sentiment about our company and the biopharmaceutical industry, and combining all those insights.”

VP, Head of Global Talent Acquisition
@ a multinational pharmaceutical company



As you're performing competitive analysis, do some digging into your organization's own messaging as well. Ultimately you'll want to ensure that your company is speaking with "one voice," no matter *who* in the organization is doing the talking.

When recruitment marketing messaging is cohesive with the rest of the company and its messaging, that builds trust.

Perform competitive analysis

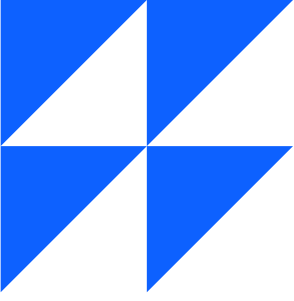
Competitive analysis will be crucial for your employee value proposition. After all, you can't say what makes your organization unique if you don't know what your competitors in the life sciences space (and in other spaces) are doing to attract talent. The intelligence you uncover by scanning the landscape will help you understand which benefits are table stakes and where you have clear competitive advantages in terms of what you can offer.

But you *also* want to look at how your competitors are positioning their companies and what their recruitment marketing materials highlight.

Make a list of your primary competitors, and then start researching:

- How does the messaging on their careers page read? What does it emphasize?
- What are they promising that you're *not*?
- What does their imagery look like?
- How do they present employee stories?
- How easy it is to find open roles on their sites—what does the search functionality look like?
- How do their job descriptions read?
- Go through their application process. Is it personalized? Is it streamlined? Can you apply on your phone?
- Is there an easy-to-access FAQ or contact information?
- Are details about next steps provided?
- What do their social media profiles look like?
- How much engagement do they get across social channels; and do they maintain a strong, consistent presence?
- What kind of content do they post? What hashtags are they using?
- What keywords are they ranking for? (Search the keywords you'd *like* to rank for and see what comes up.)
- What are employees saying about your competitors on review sites?

The two questions you should have in mind at all times as you read through your competitors' messaging



are: *How can I do it differently?* and *How can I do it better?* What are your competitors failing to say about their EVP that you *can*? What strategies or best practices are they overlooking that you can employ? And is there a way to position your employer brand messaging such that it “speaks back” to your competitors’ promises, offering something that you know talent wants *more*?

Create candidate personas

In marketing, a customer persona is a semi-fictional representation of a company’s actual and/or ideal prospects and customers. Marketers create personas based on market research and insights gathered from current customers. While the persona is hypothetical, the intelligence it’s built on is *not*: the persona shares customers’ most common traits, in terms of both demographic information (age, education, income, location, relationship status, career experience, etc.) and psychographic information (interests, beliefs, values, concerns, etc.). The persona also includes where they “hang out”—LinkedIn, YouTube, Facebook, and so on. After all, messages simply won’t connect if you’re speaking the wrong language to the wrong people in the wrong place.

Of course, in recruitment, a persona represents your ideal *candidate* for a given position. And “ideal” doesn’t just mean they fit the job requirements. It means you’ll be the right fit for *each other*, across the board. They’re motivated by what you can offer; they share your goals and vision; they won’t just harmonize with the team but add something to its culture that isn’t already there. You’re thinking about values, motivations, career pain points and goals. In doing so, you’ll better understand your target candidates’ attitudes, what drives them in work and life, what they hope to accomplish in their careers, and more. You’ll craft your messaging for them as such.

Personas also allow you to segment target talent more easily. Biomedical engineers, data scientists, clinical research associates, pharmaceutical sales reps, production supervisors, and regulatory affairs talent all may have different expectations about work. Managerial hires will demand a different approach than early-in-career hires do; diversity hires may require attention to different elements of the job in your outreach. They’ll each be differently-motivated, and you’ll have different needs they need to meet. All of this ultimately means different messaging.

If you’ve been in the recruiting space for any amount of time, you’re probably used to creating candidate personas. But if this process is new to you, don’t worry—there’s plenty of data out there to support your profile-creation.

Remember that different elements of your EVP will appeal to different candidate personas. Biomedical engineers, data scientists, clinical research associates, pharmaceutical sales reps, production supervisors, and regulatory affairs talent all may have different expectations about work. Managerial hires will demand a different approach than early-in-career hires do; and so on.

Avoid a “one size fits all” approach when it comes to your content strategy.

The two best resources you've got for creating candidate personas are:

1. Current team members who are thriving in roles similar to the ones you're trying to fill (interview them!), and
2. Your CRM and/or your ATS. Your recruitment tech will reveal patterns about who passes through funnels for specific roles, why certain candidates are rejected by hiring managers, and most effective candidate sources.

Use these to build a detailed target persona.

Interview current team members who are thriving in the same (or similar) roles you have open:

- What's their background? What was their previous role?
- What motivates them in their work?
- What challenges them, stresses them out, makes them laugh?
- Which of your organization's values do they most resonate with?
- What do they prioritize in their job searches? Flexibility? Autonomy? Collaboration? Diversity?
- How do they spend their free time?
- How would they describe their personality?
- Where do they access news and where do they go when they're looking for jobs?
- What do they want to see fixed in the life sciences industry in 2023?
- Who in the company would they want to talk to if they weren't already working here?
- What are they hoping to accomplish in their career?

Pipeline Analytics Look up candidate Reports Share

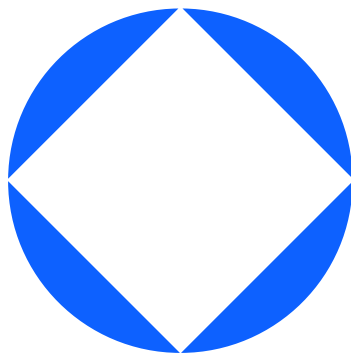
Include waiting candidates in PTR Group by: Source Breakdown: None Metric: Passthrough rates Stages

Source	Review	Screen	Hiring Manager Screen	Assessment	Interview	Offer	Hired	Hire Rate
51 total	12,867 ←28%	3,559 ←65%	2,313 ←69%	1,607 ←100%	1,600 ←50%	796 ←75%	600	1 / 21
(no source set)	202 ←96%	193 ←99%	192 ←99%	191 ←100%	191 ←97%	186 ←98%	182	1 / 1
Associate Referral	822 ←59%	481 ←63%	305 ←87%	265 ←100%	264 ←65%	172 ←72%	123	1 / 7
Other	1,453 ←34%	492 ←51%	253 ←79%	201 ←99%	199 ←58%	116 ←59%	69	1 / 21
Current Associate	377 ←60%	228 ←83%	190 ←79%	151 ←100%	151 ←61%	92 ←74%	68	1 / 6
Indeed	1,810 ←29%	530 ←54%	285 ←60%	170 ←99%	168 ←37%	62 ←76%	47	1 / 39
Recruiting Agency	263 ←75%							
Contacted by Recruiter	177 ←45%							
Google	636 ←26%							

Source	Review	Screen	Hiring Manager Screen	Assessment	Interview	Offer	Hired	Hire Rate
51 total	12,867 ←28%	3,559 ←65%	2,313 ←69%	1,607 ←100%	1,600 ←50%	796 ←75%	600	1 / 21
▼ Indeed	1,810 ←29%	530 ←54%	285 ←60%	170 ←99%	168 ←37%	62 ←76%	47	1 / 39
(no disposition reason set)	563 ←28%	145 ←56%	81 ←88%	71 ←97%	69 ←72%	50 ←94%	47	1 / 12
Others were better suited - Experier	167 ←28%	46 ←67%	31 ←39%	12 ←100%	12 ←0%	-	-	-
Automatic: Other Candidate selecte	179 ←16%	29 ←79%	23 ←61%	14 ←100%	14 ←7%	1 ←0%	-	-
Does not meet minimum requiremen	148 ←19%	28 ←93%	26 ←0%	-	-	-	-	-
Does not meet minimum requiremen	165 ←23%	38 ←74%	28 ←11%	3 ←100%	3 ←0%	-	-	-
Candidate Withdraw	40 ←80%	32 ←69%	22 ←95%	21 ←100%	21 ←29%	6 ←0%	-	-
Salary requirements exceed range	33 ←15%	5 ←20%	1 ←0%	-	-	-	-	-
Unable to contact at provided e-mai	48 ←92%	44 ←0%	-	-	-	-	-	-
Graduation date does not meet mini	18 ←11%	2 ←0%	-	-	-	-	-	-
Other	82 ←41%	34 ←38%	13 ←54%	7 ←100%	7 ←14%	1 ←0%	-	-
Not satisfied with relocation terms	1 ←100%	1 ←100%	1 ←100%	1 ←100%	1 ←0%	-	-	-
Job Hopper	71 ←44%	31 ←19%	6 ←0%	-	-	-	-	-

56% of consumers now have a more positive impression of the life sciences sector because of its role in combatting COVID-19. But pre-pandemic, only 48% of survey respondents said they trusted big pharma to act in the best interests of consumers. There's still much work to be done to inspire a generation of talent into the life sciences industry.

An archive of content built around your EVP can help change public sentiment for the better.



Other data you can leverage is already in your CRM and/or your ATS. Look for patterns. What type of person tends to pass through your funnels for specific roles? What are the reasons hiring managers give for rejecting certain candidates? (Of course, make sure the answers to these questions aren't linked to interviewer or hiring manager bias!)

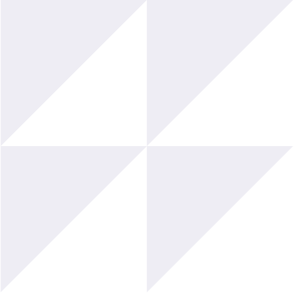
Leverage the analytics on your careers pages as well. Who's visiting? Where are they coming from (this is called referral traffic: are they finding you through Google search, coming from your Facebook ads, etc.)? Where do they go *next*? How are they interacting with your content once they arrive?

Combine all this data to understand and define your target personas with as much detail and accuracy as you can. Once you have your personas, you know your audience. You can now create targeted, personalized content—and strategies for what to *do* with that content—that you can tailor toward each of those profiles. Which brings us to...

Create, collect, and compile content

Now that you're clear on both your EVP and your candidate persona/s, you've got a solid foundation to build on. It's time to create—or collect—an archive of content that you can draw from for all your recruitment marketing efforts. Content is how you'll communicate your employer brand and build connections with talent. We'll dive into some of these things a bit more below; but meaningful content can include:

- Blog posts
- Webinars
- Ebooks and whitepapers
- Case studies
- Infographics
- Checklists
- Recruitment videos
- Virtual tours



Interested talent will always look to current employees for the most trustworthy opinions about what it's like to work for your organization. They want to hear what the folks on the ground have to say—*sincerely*—about your company, and they want to see themselves reflected in your workplace through photographs of your team.

So create video testimonials of your employees, have your marketing team interview them for “employee spotlights” on the company blog, and allow them to “take over” your social accounts and post about what brings them joy at work.

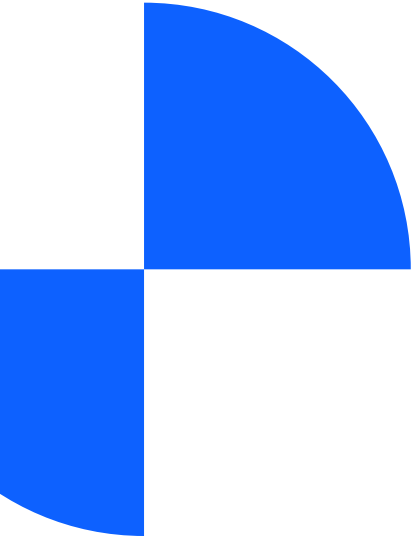
- Photos of company events
- Press releases highlighting team successes
- Social media posts showing a-day-in-the-life or celebrating employee milestones
- Podcasts
- Recruitment marketing ads
- Job descriptions
- Candidate FAQ pages
- Email newsletters
- ... and more



Regardless of the mediums you choose, these assets should consistently highlight the themes your EVP entails—whether that's values and mission, career development opportunities, exciting projects the team is working on, employee perks, team-building, diversity, charitable initiatives, and so on. For example, content could cover:

- General topics of interest within the life sciences industry (e.g. consumer health)
- More specific topics of interest to people in targeted roles (e.g. computational biology)
- Content of value to job seekers (e.g. tips for conducting a job search in pharmaceutical manufacturing, or a guide to frequently-asked interview questions for a specific role)
- Day-in-the-life articles focused on specific roles or departments
- Information on career paths within departments (e.g. management tracks within quality assurance)

The key is to *show*—more so than *tell*—what your EVP is. Thanks to your recruitment marketing content, talent should be able to imagine in detail what it's like to work for you, bringing them one step closer to applying. Seeing visuals and hearing stories are critical here. We can't stress enough the importance—and the effectiveness—of employee stories. Interested talent will always look to current employees for the most trustworthy opinions about what it's like to work for your organization. They want to hear what the folks on the ground have to say—*sincerely*—about your company, and they want to see themselves reflected in your workplace through photographs of your team.



So create video testimonials, have employees write blog posts or ask the marketing team to interview them for “employee spotlights,” and allow employees to “take over” your social accounts or ask that they tag you on social when they post work-related content so you can repost it to your company account.

While we’re at it, remember that not all content needs to be created from scratch. You’ve already got an archive of content thanks to your marketing team (blog posts, press releases, social posts, and more); you can leverage that content to do double-duty. Sit down with the content creators on your marketing team and discuss which content could also work for recruitment purposes. Would marketing be willing to create a few recruitment-specific assets (or assets that can do double-duty) each quarter?

Finally, repurpose where you can. An employee story, for example, can start as a video on your careers page, be transcribed as a blog post, and be linked to from a nurture email.

List out the channels your target personas are on and the places they’re most likely to connect with your brand. Choose the top three (e.g. job boards, LinkedIn, your website) to start. Then create a content calendar using the assets in your content archive. Remember what we said above about the recruitment marketing funnel: your content should take into account the *entire* candidate journey. Needs, questions, and concerns change as candidates move from the top of the funnel down through to offer-extended. Have content and messaging prepared for each of those stages.

Master your website

Your website is the hub of your recruitment marketing efforts. That’s because *regardless* of where talent first hears about you—a Google search, a PPC campaign, cold outreach from a recruiter, a university recruiting event (e.g. a coffee chat or wealth management virtual info session)—they’re going to end up on your careers page if they want to learn more.

As *your* site, it should be the most comprehensive source of information for prospective candidates, containing everything they’d need to help them determine whether or not they’d want to work for your company. It should also be filled-to-the-brim with exciting, relevant content—preferably multimedia:

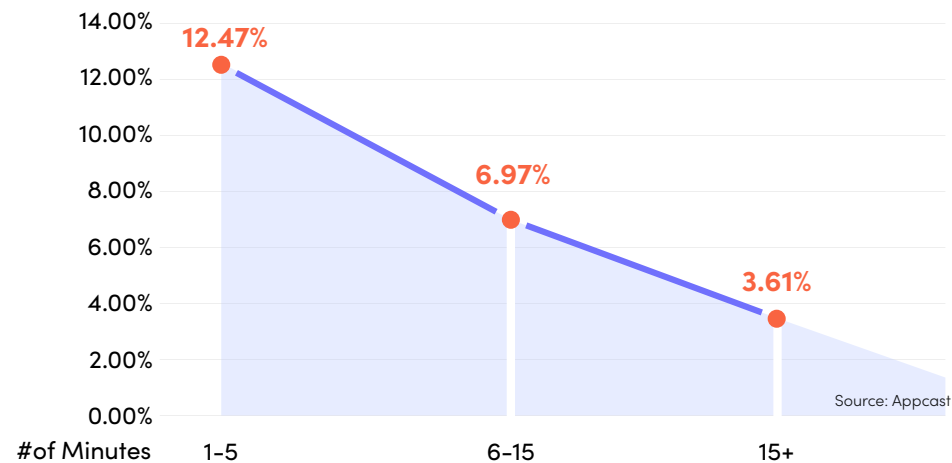
- Who is your organization and what do you do? What does your customer base look like?
- Who are your employees and what do they have to say about working for you?
- What’s your mission; what are your values; what’s your culture like?

- What benefits and growth opportunities do your employees have?
- Why is yours an environment in which talent will succeed—and furthermore, *thrive*?
- And of course: what positions are available *now*?

As a primary resource, your careers page can't be an afterthought. Here are some best practices to implement:

- **Include real images and videos of your team—not stock photos.** Talent wants (and deserves) an authentic depiction of your people, so give them that. You may not be as diverse as you'd like to be, and you may not have professional images of your team right now. But talent knows a stock image when they see one—so show them the real thing.
- **Make it easy for prospective candidates to find and browse your open positions—and just as easy to apply.** A whopping **69% of candidates** will give up on an application that takes more than 20 minutes to complete; and **conversion rates increase by 365%** when an application process is reduced to 5 minutes or less. So test your process, and have your colleagues do some user testing for you. Is applying intuitive? Is it fast?


Average job application completion rates across all industries based on the length of time it takes to complete an application (in minutes).





- **Optimize for mobile.** When it comes to ease of searching for open positions and applying, we're not just talking about desktop processes. Your careers site also needs to be mobile-optimized and mobile-friendly. Depending on whom you ask, somewhere between **45%** and **52%** of job-seekers search for opportunities on their phones, and **89% of talent say mobile devices play a critical role** in the job-search process. Make sure your careers pages load quickly, are easily accessible from your homepage, are optimized for small screens, and provide a smooth application experience on mobile. The platform you use should allow applicants to upload resumes from Dropbox or Google Drive.
- **Provide a clear call to action.** Not every career site visitor will be ready to apply. So while your site should provide ready applicants with clear next steps, it should also offer those who are "just browsing" the opportunity to join a talent network. This way you can nurture them over time with recruitment marketing content, company updates, and open roles. (We'll have more to say about nurture below.)
- **Consider microsites.** Branded microsites let you offer relevant, targeted content to each of your candidate personas (chemical engineers, software engineers, research scientists, project and program managers, and so on). Not only are microsites ways of further "personalizing" your careers pages; they're also great for SEO—which means you're more likely to appear in search results when talent types in the career-related keywords you're ranking for.
- **Link directly to your blog, your social media profiles, and your Glassdoor profile.** Your blog is yet another source of information talent can subscribe to; it allows you to establish authority through thought leadership, share company news and events, offer best practices for the talent you're hoping to win over, and shout out your remarkable employees and the projects they're working on. Social media is another way for interested talent to stay up-to-date; and linking to your Glassdoor profile shows talent that you have nothing to hide when it comes to employee reviews. (Indeed, hopefully you're proud of them.)

If you already have a careers site in place, evaluate the analytics for those pages to uncover what's important to your site visitors—and, by extension, job-seekers. Use that data to optimize. If talent is clicking in from elsewhere (paid ads, for example) and immediately bouncing, it may be that you're not offering a coherent or consistent journey. If no one is visiting your candidate FAQ page, it may be time to cut it, re-evaluate your questions, or put that information elsewhere on your site. If visitors are "dead-clicking" on employee photos, consider that they might want more information about their potential future coworkers, and give them that. And so on.



An inbound approach to attracting medical affairs professionals might include a blog post called “6 Medical Affairs Jobs—And How to Secure One.” Early career professionals who are finishing up their science-related degrees and researching the roles they may want to hold will come across your article based on its relevance to their keyword research. They might read it and decide to visit your careers page from there.

If it's only available as a download, talent may even be willing to exchange their email for it—putting them into your database for future nurture campaigns, in which you send follow-up content on related topics.

Get your SEO game on

More than 70% of job searches start on Google. The question recruiting should be asking, then, is: *Is Google serving up our organization as a search result when talent enters the keywords we want to be found for?* Search engine optimization (SEO) is an organic way of increasing your online visibility. It's a long-term and time-consuming investment, but it's also a virtuous circle: the higher you rank for keywords (“Investigator, in vitro biology in Pennsylvania”; “Laboratory research scientists in London”; “Quality assurance jobs in Belgium,” etc.), the more visitors you'll get to your job ads—and Google rewards pages with high visitor counts with even more discoverability.

Of course, if you're utilizing job boards like Indeed (more on job boards in a moment), there's already inherently an SEO component to your recruitment marketing strategy. But your company's recruiting blog is also a great place to build in an SEO strategy. There's a lot to learn about SEO; but in short, you'll research and identify the keywords talent uses to find job opportunities in your industry or your location—or to learn more about their craft—using tools like Ahrefs or Google Keyword Planner. Choose the keywords you're most likely to rank for based on factors like cost-per-click, and sprinkle those keywords throughout your careers page, microsites, job ads, and blog, in ways that make sense.

For example, an inbound approach to attracting medical affairs professionals might include content in the form of a blog post called “6 Medical Affairs Jobs—And How to Secure One.” Early career professionals who are finishing up their science-related degrees and researching the roles they may want to hold will come across your article based on its relevance to their keyword research. They might read it and decide to visit your careers page from there. If it's only available as a download, talent may be willing to exchange their email for it—putting them into your database for future nurture campaigns, in which you send them follow-up content on related topics.

Aside from on-page content, Google also takes into account things like metadata, page load speed, mobile friendliness, and offsite SEO practices (i.e. linking to your job ads, careers page, or blog from reputable sites) in its algorithm; so optimize for those things as well.



In the job descriptions you post, skip the laundry list of requirements and focus instead on the more exciting responsibilities a successful hire will be expected to take on and the impact they'll be expected to have. Highlight your company's values and communicate your culture.

Focus more on what you have to offer talent than on what skills you're seeking from *them*.

Leverage job boards

While Google can be a goldmine, job boards—LinkedIn, Indeed, BioSpace, HireLifeScience—aggregate openings in one place. (Of course, Google also aggregates job postings from across the web, pulling from sites like LinkedIn... which means that when you post your open roles on these sites, you get additional placement in its search results.) Rather than endlessly browsing the web, active talent can use filtering options within a single platform to discover open roles by title, location, skill set, company, and more. So register on the job boards that are most relevant to you, and upload your job postings to increase visibility.

A few of these job boards are free, most are paid. Most allow you the option of sponsoring your listings to get in front of more visitors' eyes. Sponsored listings are similar to PPC campaigns (more on these below) in that they show up above the free listings for only the most relevant users.

While we're at it, the job descriptions you post on these sites need to do more than summarize the qualifications and skills required for the role. Basic SEO principles still hold, of course—don't discount the possibility that active talent might land on your listings through search—but just because your job title matches what a job-seeker is looking for doesn't mean you've got yourself a ready applicant.

In fact, skip the bullet-pointed laundry list of requirements and focus instead on the more exciting responsibilities a successful hire will be expected to take on and the impact they'll be expected to have. Highlight your company's values and communicate your culture. Focus more on what you have to offer talent than on what skills you're seeking from them. This way they can determine not only if the role is right for them, but also if your organization and its culture is.

"More niche recruitment like MDs is where you really tap into university and alumni networks. We tended to go to the big name schools—Columbia, Harvard—to get the word out. It really wasn't on-campus recruitment so much as it was through alumni networks, through referrals. We put a lot of emphasis on referral campaigns. And because we had really brilliant alumni from top schools, there'd be a lot of traffic coming from those sources."

Chief Talent Officer
@ a leading biotechnology company

Provide referring employees with outreach sequence templates so the talent they're referring get both the personal touch of hearing from someone in their network *and* the most important details about the role and the company.

Gem's send-on-behalf-of feature allows recruiters to reach out as other employees in the organization—making recipients all the more likely to respond.



Turn employees into advocates with a referral program

We're sure you know the stats about referrals. Candidates are **three times more likely** to trust employees' opinions about what it's like to work for a company than they are "official" company messages. And no one knows better than your own employees how fit someone is for an open role—in terms of both qualifications and values-fit. That's why **referrals are 5x more effective** than all other sources of hire—not to mention 55% faster to hire than talent hired through career sites. Of course, speedier hires mean lower cost-per-hire. *Add to that* faster onboarding, lower turnover rates, and greater job satisfaction, and it turns out that referrals are remarkably powerful. Don't underestimate your employees' networks.

For recruitment marketing, this means two things: giving your referral program some love, and training employees on your employer brand and your overall recruitment plan so they can become your brand ambassadors. When it comes to the program itself, don't be stingy with incentives. Good employees are worth their weight in gold, and your own employees know this. A bonus is going to incentivize them much more than a \$100 gift card will.

What's more, make the process of submitting a referral simple for them—no lengthy forms, no hoops to jump through. Provide them with outreach sequence templates so their recipients get both the personal touch of hearing from someone in their network *and* the most important details about the role and the organization. Finally, increase the quality of your referrals by tracking the effectiveness of your sources. Perhaps you even motivate other employees by internally celebrating the ones who refer successful candidates to your company.

While we're at it, you'll also want to amplify your employee ambassadors. Even if they can't provide you with specific referrals, employees can still promote your organization. They can attend your recruiting events to mingle with prospective candidates. They can write posts for your blog about their role at your company or their career trajectory with you. They can write reviews on Glassdoor. And if they're not *creating* content, they can engage with ("like") and re-share your content on their social feeds, ultimately broadening your audience. (We'll have more to say about social strategies shortly.)

Build and nurture talent communities

The term “talent community” is new enough that it’s still being defined. For us at Gem, a talent community is made up of talent who arrive on your careers page, don’t see a position for them or aren’t ready to apply, but decide they’d like to keep hearing from your organization until the timing is right. (An estimated 10% of career site traffic completes applications; without a talent community option, you’re losing that other 90%.) With Gem’s help, those prospective candidates fill out a customized form directly on your careers site; and you can use the information you collect—contact information, LinkedIn URL, department or location of interest, etc.—to nurture and engage with them over time.

In time, sourcers and recruiters can also add candidates they’ve sourced who weren’t yet ready to make a career change into their talent community. As such, the community becomes a repository of interested talent that you *capture*, rather than lose to bad timing.

Of course, there are plenty of other ways to capture candidate leads and build your talent community:

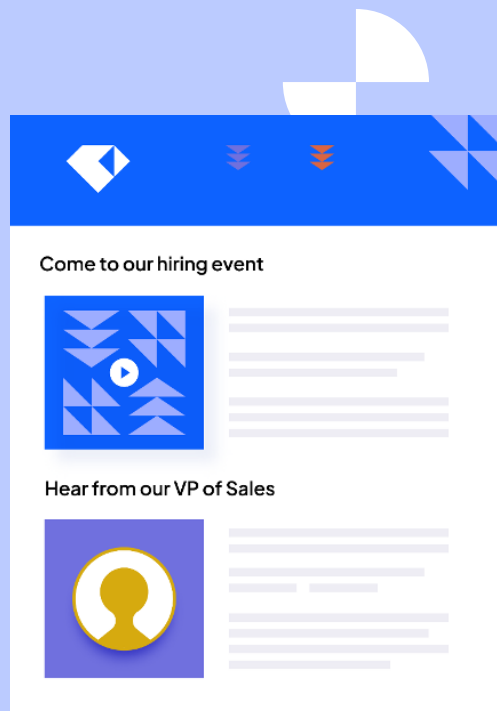
- Including a call to action in every post published on your career blog
- Collecting information at recruitment events (recruiter Q&As, panel discussions with biotech professionals, open houses, job fairs, etc.)
- Capturing data when prospective candidates download career guides you create for that purpose
- Linking to talent network sign-up forms from your social media posts
- Adding silver medalists who’ve already gone through process with you
- ... and so on

As talent comes into this community, it’s important to actively manage it. This begins with segmentation, and extends into nurture campaigns.

With Gem, you can easily create a form to collect information—email, LinkedIn URL, department or location of interest, etc.—from prospects visiting your careers page. This form is fully customizable to collect the data that’s important to your talent team—and, from an aesthetic perspective, to stay true to your company’s brand. Prospective talent can be moved into projects based on their information and answers. From there, they’ll be sent automated campaigns to keep them in-the-know about what your organization is up to.

The screenshot shows a web form titled "Join our Talent Community" for Corbuchon. The form is set against a background image of a city skyline. At the top right of the page, there are navigation links: "Find Jobs", "Why Corbuchon", and "Talent Community". The main heading is "Join our Talent Community" with a sub-heading: "Want to stay in-the-know about our careers? Join our talent community to hear about future opportunities." Below this is a purple button labeled "Join Talent Community". The form itself is titled "Corbuchon Talent Community" and contains the following fields: "First name", "Last name", "Email", and "LinkedIn URL". At the bottom of the form, there is a section titled "How did you hear about us?" with three radio button options: "LinkedIn", "Glassdoor", and "Webinar".

Capturing new leads and creating great content is all good and well, but it means nothing if you can't keep talent warm and engaged. With Gem, keep your brand top-of-mind by sending visually-appealing and targeted nurture campaigns in which you showcase your employer brand and share updates on your company and your industry. You can customize the look and feel so your communication delivers a consistent brand identity.



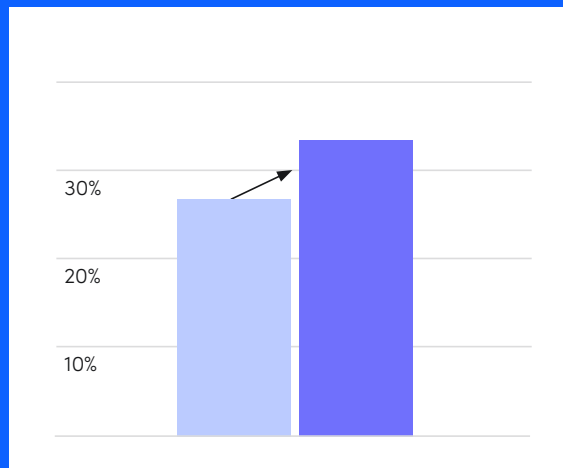
The point of nurture is to build relationships with your talent community by offering consistent, authentic glimpses of your organization through customized email campaigns. Talent may want to hear about job openings, sure. But they're also interested in company updates, details about the projects a certain team is working on, getting to know your employees as individuals, and how your organization is navigating culture. Maybe they'd love interview tips. Maybe they'd enjoy quizzes, ebooks, or videos. You know your personas better than we do—and with automated outreach solutions that track open rates, click-through rates, and response rates, you can consistently iterate on your engagement strategies—and get hyper-personalized—based on talent's behavior.

Eventually, talent will have the “full view” of your company, its mission, its culture, and its values. Thanks to the content they've regularly consumed, you'll be top-of-mind when they're ready to make a career move. And you'll have a warm pipeline to search and source from when a position opens—which means minimizing the time spent searching through multiple databases, reviewing unqualified applicants, and moving candidates through the pipeline who may not have the same excitement about, and trust in, your company as your talent community does.

Is an open role coming down the pipe within the next 6 or 9 months? Your ATS is a treasure trove of highly-qualified talent that—for whatever reason—didn't make it through the hiring process with you last time. With Gem's Candidate Rediscovery, talent teams can search across *all* candidates in their ATS, uncovering previously-engaged talent and kicking off a long-term nurture sequence to warm them up to your organization again.

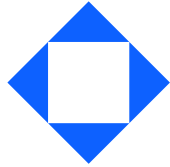
The image displays three sequential screenshots of an ATS search filter interface. Each panel has a 'Closed applications' dropdown at the top. The first panel shows 'Job' set to 'Is' and 'Software Engineer' selected in a dropdown. The second panel shows 'Rejection reason' set to 'Was' and 'Any Reason' selected. The third panel shows 'Last interview stage reached' set to 'Onsite'.

Our data shows that rediscovered candidates are 1.6x more likely to reply to sequences. So when you're thinking about your nurture strategy, don't forget the talent who've already stepped foot into your organization in some way.



Source: August 2022 study of 5 Gem customers using candidate rediscovery to sequence 1,070 ATS candidates and 21,744 Non-ATS candidates.

Rediscovered candidates are **1.6x** more likely to reply to sequences



When mapping out your social strategy, don't exhaust your time on every channel. Connect with your prospective candidates where they're at. While a robust LinkedIn presence might be great for biomedical engineers, Facebook posts and YouTube videos might draw production workers for your pharmaceutical plant.

Get your social media game on

In a recruiting context, “social media game” means quite a few things. From a sourcing perspective, it means utilizing social as a channel (or an *assortment* of channels) in which to unearth top talent—whether through search features, filters, hashtags, or other research strategies. From a *branding* perspective, social is a great way to convey your employer brand and tell your organization's story.

You've already created your personas, so you know which social channels your target talent hangs out on—whether that's LinkedIn, Facebook, YouTube, Instagram, Twitter, Snapchat, TikTok, and so on. With [4.76 billion active social media users](#) worldwide, there's a good chance that close to 100% of your target talent is on social—but don't exhaust your time on every channel. Connect with *your* prospective candidates where they're at. For example, while a strong LinkedIn presence might be great for biomedical engineers, Facebook posts and YouTube videos might draw production workers for your pharmaceutical plant.

Once you've nailed down your platforms of choice, focus on posting regularly (we highly recommend a social calendar) and engaging daily. Remember all that great content you created and/or collected? A solid social strategy for recruitment marketing is about much more than sharing jobs; it offers an honest series of glimpses into your company, its culture, its values, and its people. Post photos and videos; celebrate milestones; share employee stories; offer industry updates; shout out your internship programs or your employee resource groups. Livestream Q&A sessions; ask thought-provoking questions for your followers to answer; and engage and connect when followers leave comments. Ultimately, you're aiming to have an authentic public conversation that builds connection and trust with a broader audience of talent. Thank people when they post and share your content.

It's worth noting that [57% of job-seekers use social media](#) in their searches, and 73% of millennials found their last position through a social media site. Those numbers explain why 84% of organizations currently use social for recruiting purposes. (This includes social media advertising, which we'll talk about shortly.)

A solid social strategy is about much more than sharing open roles; it offers an honest series of glimpses into your company, its culture, its values, and its people:

- Post photos and videos
- Celebrate milestones
- Share employee stories
- Promote company initiatives
- Showcase training opportunities
- Offer industry updates
- Shout out your intern program or your employee resource groups
- Livestream Q&A sessions
- Ask thought-provoking questions for your followers to answer

Want to take your social recruiting strategy even further? Follow and interact with industry influencers—and *their* followers—to boost your profile. Is talent asking questions on these platforms about career advancement in life sciences? Reply with a thoughtful response or with content you’ve already created on the topic. Use hashtags in your tweets and posts to maximize exposure, and/or create an organizational culture hashtag and ask employees to use it when they post about working at your organization. Host employee takeovers in which individual employees “own” social for a week. Remember: employees are your best advocates; amplify their voices and showcase your culture.

Above all, track social media analytics. How many click-throughs are you getting to your careers site from each of your social platforms in a given month? How much engagement is happening on your feeds? How many qualified applicants is each channel producing? And so on. As with all things recruiting, analytics will allow you to both determine ROI and iterate on your strategy, ultimately connecting with and engaging more talent that fits your target profile.

Pipeline Analytics													Look up candidate	Reports	Share
Source	Review	↕	Screen	↕	Hiring Manager Screen	↕	Assessment	↕	Interview	↕	Offer	↕	Hired	Hire Rate	
51 total	13,165	—30%→	3,930	—66%→	2,613	—71%→	1,857	—99%→	1,843	—48%→	885	—75%→	666	1 / 20	
Facebook	369	—32%→	119	—48%→	57	—58%→	33	—97%→	32	—56%→	18	—72%→	13	1 / 28	
LinkedIn	3,985	—14%→	567	—72%→	409	—59%→	240	—98%→	234	—9%→	20	—50%→	10	1 / 398	
Instagram	28	—39%→	11	—18%→	2	—50%→	1	—100%→	1	—100%→	1	—100%→	1	1 / 28	
YouTube	10	—50%→	5	—20%→	1	—100%→	1	—100%→	1	—0%→	0		0	-	

Host (or attend) great recruitment events

Open houses, info sessions, professional development events, AMA (“ask me anything”) sessions... there are a wealth of event types out there to choose from. Events recruiting is a dedicated role in and of itself, and for good reason: while they take a great deal of time and energy, events increase awareness and improve the perception of the life sciences industry on the whole—as well as of the viable careers it offers. When candidates can talk to current employees and have a “lived” experience of what it would be like to work for you, that event pays dividends.

These events are great opportunities for prospective candidates to meet potential colleagues, and for you to network with people who might ultimately offer you valuable referrals (not to mention apply themselves). Familiarity with your persona will help you determine which kind of recruitment event will be most compelling for them. Create attention-grabbing event pages, list your event on key directories, and promote your events widely on social. After all, you now have the lively channels to promote them on.

Of course, career fairs are another option if you’re not hosting something yourself. Maintain a presence at these events, make connections, and build your talent pools from there. With Gem, you can capitalize on recruiting events by digitally capturing and organizing leads, then automatically initiating messages to keep talent warm and engaged.

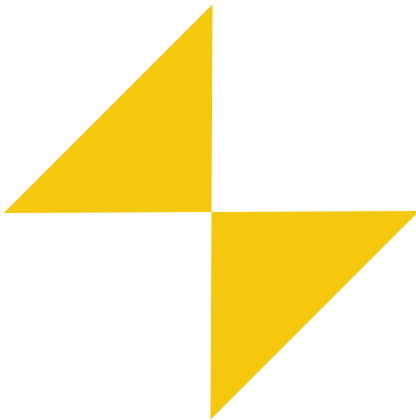
The image shows a digital registration form for an Alcorn University Career Fair. The form includes fields for First Name, Last Name, Major, Grad Year, and Email Address. Below these fields is a question: "Which program are you most interested in?" with radio button options for Biomedical Engineering, Data Science, Clinical research, Manufacturing & Production, and Pharmaceutical Sales. A QR code is located at the bottom of the form. To the right, a "Route to projects" panel is visible, showing a dropdown menu for "Which program are you most interested in?" and a "Routing" section with the instruction "Select one project as the destination, or leave as blank to skip". The "If response is" section is set to "Clinical Research", and a "Select a project" dropdown shows a "Talent Pool: Alcorn University Clinical Research" with several project options listed below.

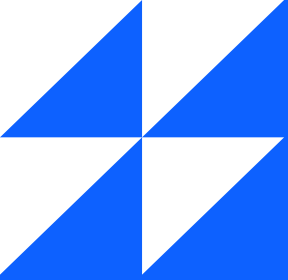
Create partnerships with trade schools, local colleges & universities, military organizations, etc.

Creating partnerships with trade schools, high schools, technical schools, colleges and universities, and so on is another way of getting in front of prospective candidates and committing to educational outreach. This not only educates students (and in some cases, their parents) about life sciences career paths; it also builds a future workforce by making younger generations more aware of opportunities in the industry. These “community partnerships” can take many forms:

- Partnering with fast-track training programs at local technical schools to eventually hire their graduates
- Partnering with colleges and universities that offer degrees in the life sciences space (remember, a [record number of people](#) are currently graduating with biological and biomedical sciences degrees)
- Sponsoring student leadership programs in local school systems
- Funding student projects at a nearby college, or sponsoring school teams for academic competition
- Funding upskilling programs at a local high school
- Participating in state-run apprenticeship programs that rotate early-career talent through departments and expose them to jobs they may not have known existed
- Partnering with a non-profit group to create an in-house paid apprenticeship program
- Working with the local Chamber of Commerce to establish an apprenticeship or a certification program
- Networking with local military organizations or correctional facilities
- Organizing a company-wide program in which employees invest time into local non-profit organizations, creating touchpoints between your company and potential future employees

... and more. Consider this process as less like *candidate* relationship management, and more like *organization* or *university* relationship management. What’s going on in your company? What are some key opportunities right now? And how can you share talent updates to key representatives at some of those organizations so they can share them with their student populations?





“Ultimately you’ll want a range of partnerships as broad as the range of talent your organization needs to connect with. On the R&D side, hiring for MDs, a great time to find this talent is just before they’re done with residency. That’s a point in many people’s educational journey in which they’re thinking: *I’ve invested all this time in med school but I’m not sure I want to practice medicine.* Partnerships with those schools help you get the word out as residents are making that big decision.

Early career is a different animal; internship programs typically happen during the summer. I ran a leadership development program for MBAs in which we’d really sit down in advance and understand what the business needed, then go to campuses and market those needs to students. Companies like J&J, for example, have had big leadership development programs for things like finance, where they’d go out and target those groups.

Partnerships for roles like manufacturing operations tend to be more location-based because you’re looking for people to be on site, to work shift. So we tended to recruit through universities in those areas. Occasionally you’d get somebody who was willing to relocate to upstate New York, but that’s a pretty hard sell. So technical colleges would be big feeder pools for those roles.”

Chief Talent Officer

@ a leading biotechnology company

Run paid ads campaigns

A website and a social media presence are only as strong as the number of people who see them. If your organization doesn't have many followers on social yet, that beautiful piece of thought leadership you post *won't* have an ROI. Enter paid ads to increase your visibility. "Paid ads" encompasses:

- PPC (search advertising)
- display advertising (those classical banner ads you see when browsing the internet)
- social advertising, and
- retargeting (showing ads to people who've already visited your site)

They're a great way to hyper-target talent and put relevant content right in front of them—whether they're actively searching for jobs on Google or passively browsing the internet or social media. (Of course, we know some life sciences organizations who still find some of the "old-school" routes—radio ads, billboards—just as valuable. So don't discount these either.)

PPC (pay-per-click) is a great supplement to your SEO strategy, and it's exactly what it sounds like: you bid to place ads in search engine results for specific keywords ("biomedical engineering jobs in Boston," "clinical research associates in New York," "remote pharmaceutical sales representative jobs"), and your ad gets displayed on the first page of the search results when users search for those keywords. You pay your bid amount *only* if users click your ad and visit your careers page. PPC gives you control over whom you target—which means you're seen by more qualified talent than the random assortment of job-seekers that job boards can sometimes bring in. It's also particularly great for hard-to-fill or time-sensitive roles. With Google AdWords, you set your own budget so you don't overspend; and you have access to analytics so you can measure your results, and optimize from there.

To target more passive audiences, look into social advertising. Facebook and Instagram have enormous reach, and they allow you to target your ads by location, education, job title, and specific areas of expertise. What's more, they show up unobtrusively as users interact with the interface of both feeds—so your target audience is more likely to engage because they don't feel spammed. Facebook and Instagram offer a PPC model, which is useful for starting small and experimenting as you grow—though there's also a cost-per-thousand-impressions model if your goal is to build brand awareness quickly.



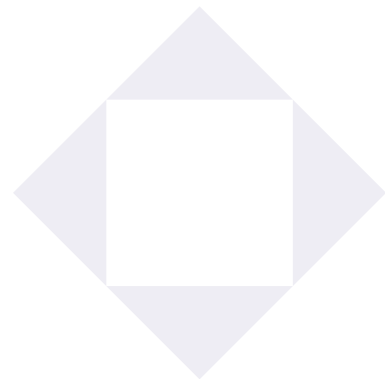
[LinkedIn offers a number of solutions](#) for attracting and engaging both active and passive talent. Choose your objectives (awareness, consideration, or conversion), select your targeting criteria, choose your format type (sponsored content, dynamic ads, message ads, and more), set your budget, and you're on your way. As with Facebook and Instagram, use analytics to optimize—and watch your community of followers grow. Remember, which social platforms you run ads on will depend on the roles you're trying to fill. Data scientists, chemical engineers, and sales reps might be easier to reach on LinkedIn; while talent for production plants might be easier to reach on Facebook, for example.

Finally, experiment with retargeting. Have visitors bounced from your career site, or started filling out job applications but left without submitting them? There's a good chance that these folks are still interested—they just got distracted and/or ran out of time. Reignite their interest and keep your organization top-of-mind by virtually “following people around” with gentle reminders about your organization.

Get on review sites, and actively manage your reputation there

Of course, the *first* step here is to offer a candidate experience (CX) that you'd actually *want* candidates to share. CX is the collective result of all the interactions talent has with your brand during the hiring process; and employee review sites like Glassdoor, Comparably, and Indeed provide platforms for candidates and employees to share out their experiences with your organization. This form of social proof—“word of mouth” marketing—is an important element of your employer brand; it provides prospective candidates with the data they need to decide whether to make the next move with your company.

So get active on those sites. Claim your company profile; add photos that demonstrate your culture and outline your benefits. Then regularly ask current employees for reviews and actively monitor your profiles on those sites. Show job-seekers that employee feedback matters to you by responding to each review thoughtfully. How you show up, participate, and respond here—perhaps *especially* when it comes to negative reviews—helps solidify your employer brand. (Even better, collaborate with HR to seek out, and act on, employee feedback *long before* employees post their reviews. This way job-seekers will see that you've created an entire feedback culture, in which executives and managers prioritize employee happiness, well-being, and belonging.)



COVID-19 caused [pandemic-related burnout](#) and resignations in healthcare, and in the life sciences industry as a whole. Corporate alumni networks give organizations the opportunity to communicate with former employees who left under favorable—if exhausting—circumstances.

Create networking groups on Facebook or LinkedIn, or create a separate project in your CRM to send routine branded campaigns to former employees who might ultimately be boomerang hires.

Consider non-traditional labor sources

We touched on this briefly above; but with the labor shortage in the life sciences industry it's worth emphasizing. One of the best ways to expand your candidate pool is by looking beyond your company's traditional talent profile: veterans, formerly-incarcerated persons ("second-chance hires"), the long-term unemployed, folks coming out of retirement, workers with disabilities, and so on. Consider how you might partner with organizations that serve these demographics—but also consider what you might do in-house to let those groups know there are opportunities for them in your company.

Life sciences companies in particular would also do well to consider alumni networks. COVID-19 was accompanied by [pandemic-related burnout](#) and [resignations in healthcare](#), and in the life sciences industry as a whole. Corporate alumni networks give organizations the opportunity to communicate with former employees who left under favorable—if exhausting—circumstances. You can create networking groups on Facebook or LinkedIn, or create a separate project in your CRM to send routine branded campaigns to former employees who might ultimately be boomerang hires. Which brings us to...

Use a candidate relationship management (CRM) platform to house all your talent data in one place

A CRM is the pillar of a sophisticated talent strategy. It allows talent acquisition teams to build relationships with prospective candidates and nurture them over time, creating pools of warm leads that accelerate time-to-hire when roles open up in the future. With a good CRM, talent teams can automate outreach campaigns to prospective candidates using a multi-channel approach (email, InMail, text message, etc). They can build "talent communities" that receive regular engagement from your brand. They can engage in "silver medalist campaigns." (Your CRM should easily serve up talent who've applied in the past and got to a certain stage in the interview process or declined an offer. That talent has already been vetted and has previously shown interest in your organization. Re-engage them through a campaign and bring them back into the pipeline.)

Ultimately, a CRM should be your recruiting team's source of truth, containing every touchpoint you've ever had with an individual. It allows you to feed information about your organization to talent in a way that's thoughtfully-curated, maintain and deepen relationships with them, and allows *them* to self-qualify and self-select as they advance through your automated outreach sequences.

“How do you capture prospective candidates who show interest in your organization? They’ve come to your website; they’ve asked for information. Maybe they’ve applied to certain roles; maybe they weren’t the right fit for one role, but you want to keep them engaged. A CRM allows you to build a talent community to continually engage talent so that you have a warm and ready pipeline. When opportunities emerge, the recruiting team doesn’t have to go back out and do another big lift. You’ve already got candidates warm and in the hopper.

I think the more progressive companies are using talent CRMs. They’re valuable for all roles, but obviously for your higher-priority roles: MDs, therapeutic areas you need commercial leadership in, marketing, data science. Roles that are strategically important to your business or roles that tend to be higher turnover, where you’re constantly seeing churn. Those are the areas for which you absolutely want to have a good CRM platform.”

Chief Talent Officer

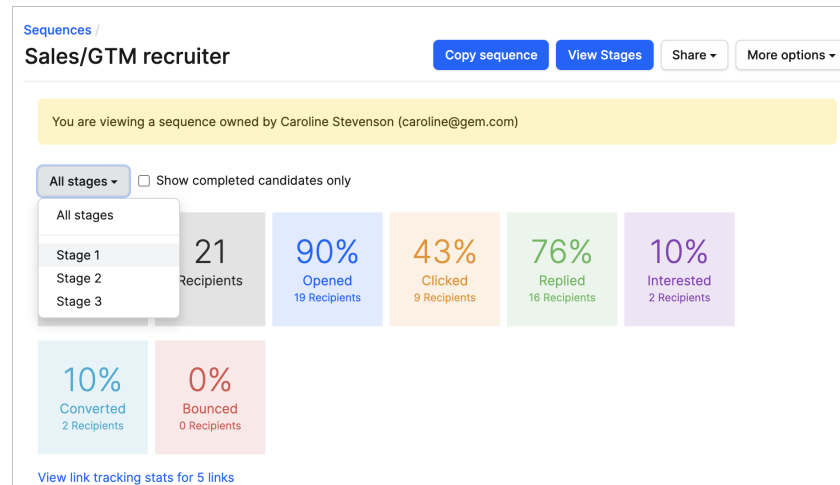
@ a leading biotechnology company

Analyze, evaluate, and optimize

There's little point in implementing a recruitment marketing program if you can't ultimately determine if it's doing what you want it to. Collectively, analytics tells the story of how—and where—your efforts are paying off. The more you optimize based on those insights (this often means experimentation), the better your conversion rates will be. Of course, you'll want to know your numbers before you implement your strategy so you have a baseline from which to improve. *Then* track the data regularly to increase your ROI.

Everything we've discussed above can be measured—and luckily, the vast majority of it can be automated:

- Google Analytics will show you how site traffic interacts with your careers page and where that traffic comes from (this is called “referral traffic”)
- Sourcing solutions like Gem can help you assess how compelling your outbound messaging is by tracking email metrics like open, reply, and interested rates
- Gem also allows you to A/B test your email campaigns, giving you visibility into the email content that's performing best
- CRMs like Gem offer tailored reports with data such as passthrough rates (so you can see where your hiring process needs some love), and let you measure the ROI on things like events, campus recruiting, and source channel
- Your ATS will also give you valuable information about time-to-fill and candidate source
- Every social platform has its own analytics to help you track engagement
- ... and so on



Gem can help you assess how compelling your outbound messaging is by tracking email metrics like open, reply, and interested rates.

Here are some questions you'll need to be able to answer for yourself:

- What's happened to your application rate (and to your employee retention rate, for that matter) as you've begun clarifying and disseminating your employer brand?
- How has your pipeline grown in that time?
- What are the conversion rates for each channel you're using for your recruitment marketing efforts?
- What are the rates-of-hire per source?
- How is your employee referral program performing?
- What does social engagement look like *this* month compared to *last* month?

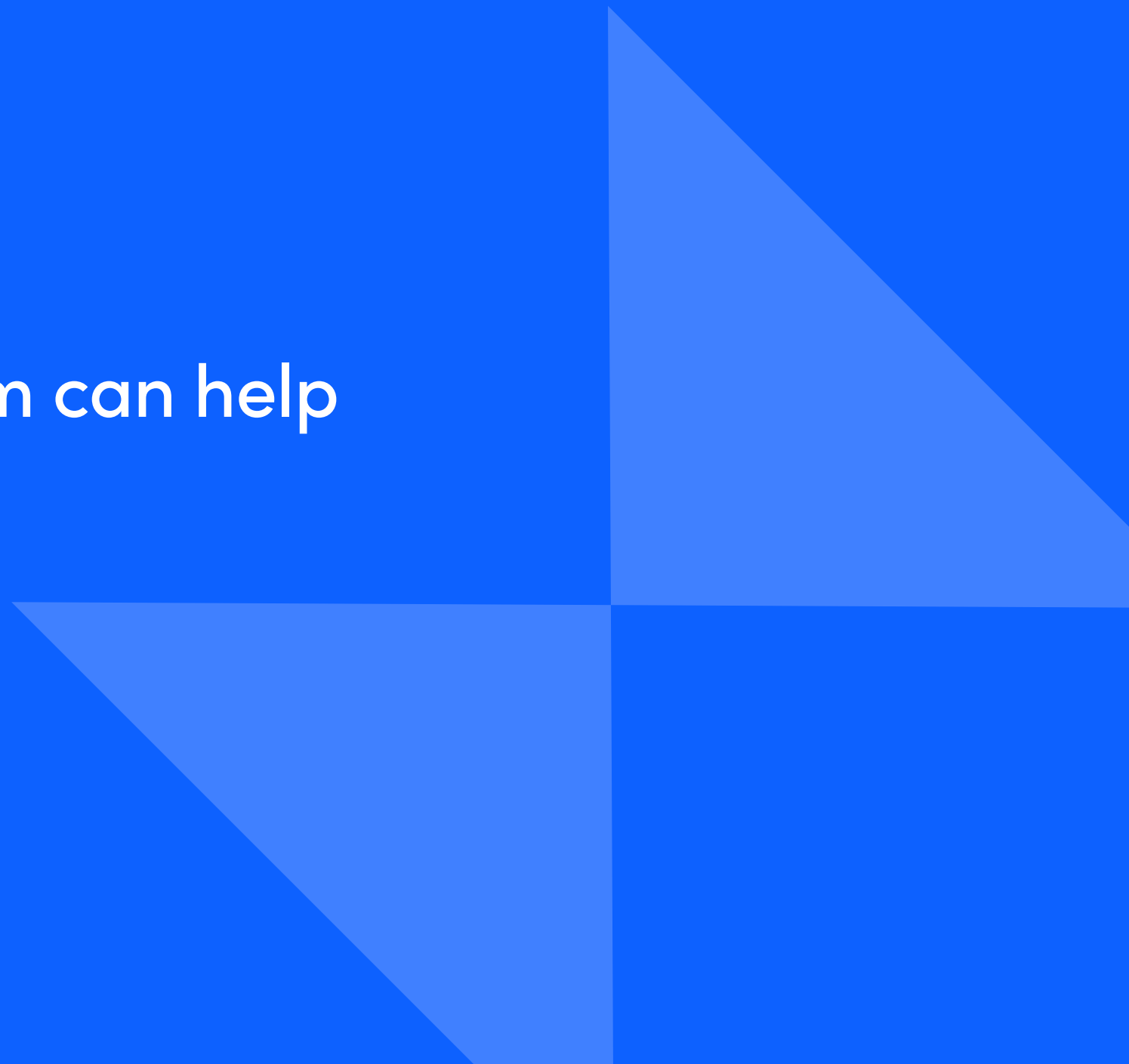
Benchmark yourself internally on these numbers, or use external benchmarks to measure yourself against. Track candidate experience through surveys, which will help you uncover what your employer brand looks like from *their* perspective. Of course, find out what talent's experience was of going through the hiring process with you. But also dig a bit deeper from a branding perspective: How much—and *what*—did they know about your org *before* they entered process with you?

If you're just getting started with recruitment marketing, begin with something manageable and focus on what you can do to make *that* element of your strategy better. There is no "final best practice" for your website, or your outreach, or your approach to social, or your events; you'll be evolving for as long as you're selling your organization, and data and metrics will help you do that. So get curious, experiment, and find some joy in the recruitment marketing ride.





How Gem can help



Scale your clinical and commercial operations with the talent you need

Pharmaceutical and biotech companies use Gem to strategically recruit the R&D, digital, and manufacturing talent they need to build next-generation medicine and technology.

Proactively pursue high priority talent with best-in-class sourcing. The talent you need is probably working at another company. Capture their attention with tailored messaging that stands out from the competition.

Prospect search

Filters: Work, Education, Skills, Location, Contact history, **Workday applications 3**, Diversity, Profile

Rejection reason is Declined | Scorecards are over 50% positive | Add Sequence

Name	Job applications	Rejection reason	Skills
Noah Lao	Regulatory Affairs	Location	Biochemical assays
Aspen Donin	Data Scientist	Took another offer	Western blot
Will Oliver	Associate Scientist	Went dark	Spectroscopy

Noah Lao
Clinical Development at Acme, Co.
500+ connections

Highlights

Clinical Director Sequence

from: [Redacted]

Hello there!

Dear{{first_name}}, happy{{day_of_week}}! I saw you just wrapped up three years at Acme, Co. Congratulations! Is this a good time to talk?

Email sends immediately

Email sends after 4 weekdays at 1:30 pm

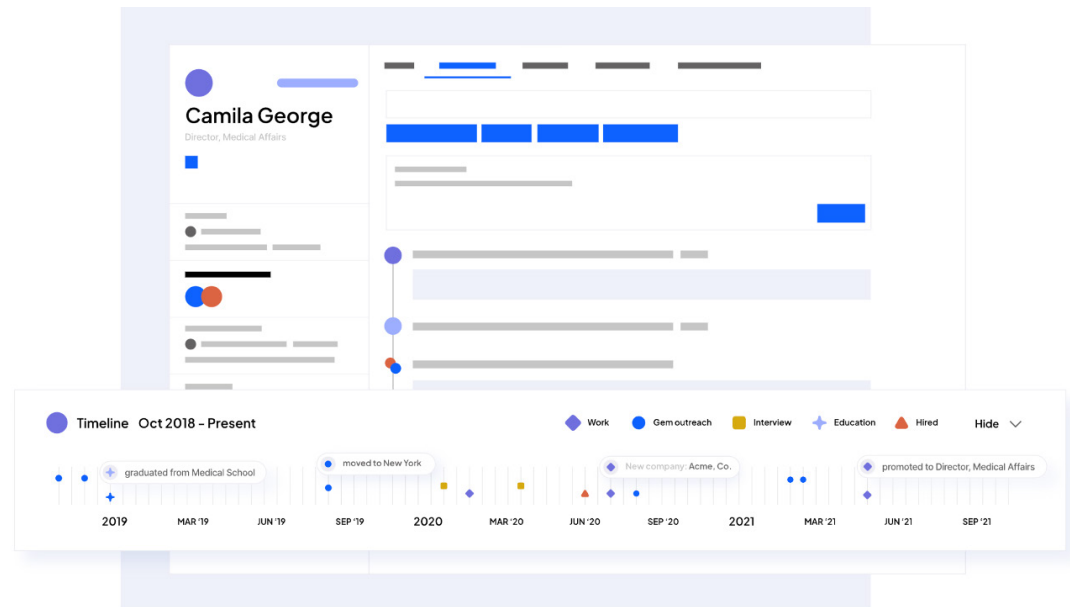
Email sends after 4 weekdays at 3:20 pm

Message | Log Activity | More

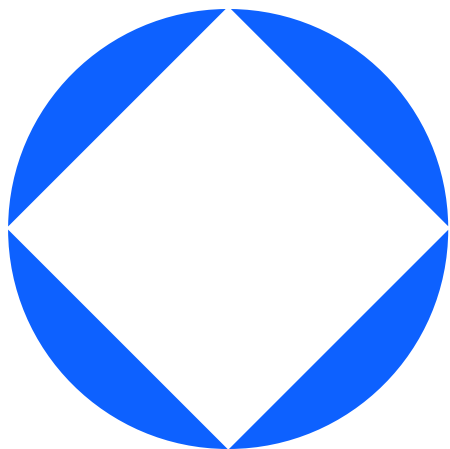
Build pipelines for specialized roles, and be ready to engage at a moment's notice. Organize, search, and nurture your CRM & ATS database based on clinical experience, past companies, therapeutic expertise, and more.

“Any passive candidate I talk to I can move into a project in Gem and stay in touch with them. Maybe they’re not a good fit now or maybe they’re not interested yet; but 12, 18 months later we have the same opening. Now I’m not sourcing from scratch for this new role.”

Blake Thiess, formerly Director of Talent Acquisition
@ Prestige Care

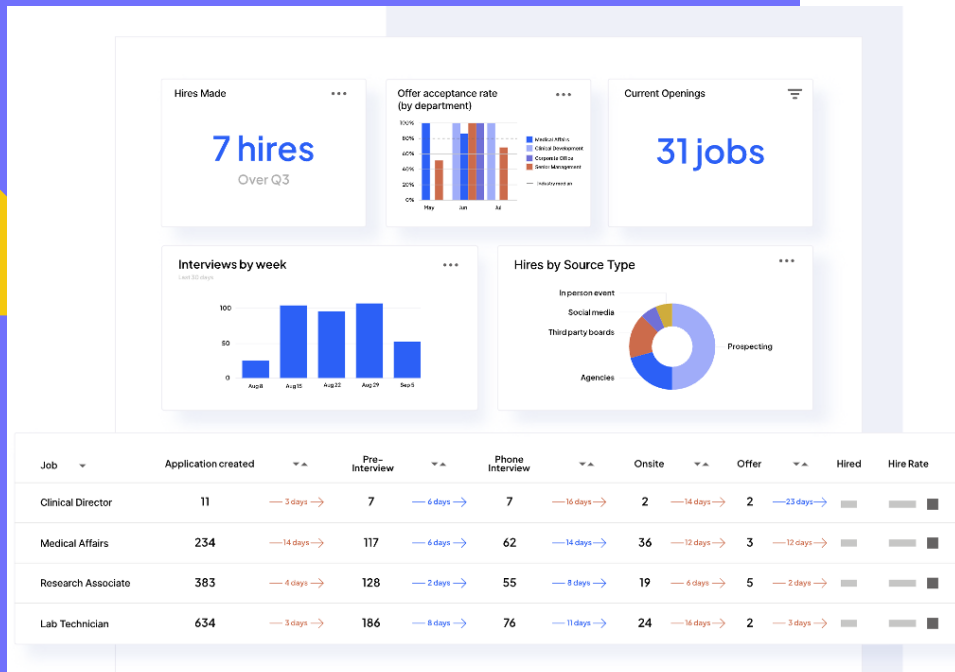


Re-engage relationships at pivotal milestones, without lifting a finger. From interns to senior leaders, Gem regularly refreshes candidate profiles and automates re-engagement so you can capitalize on key career developments.

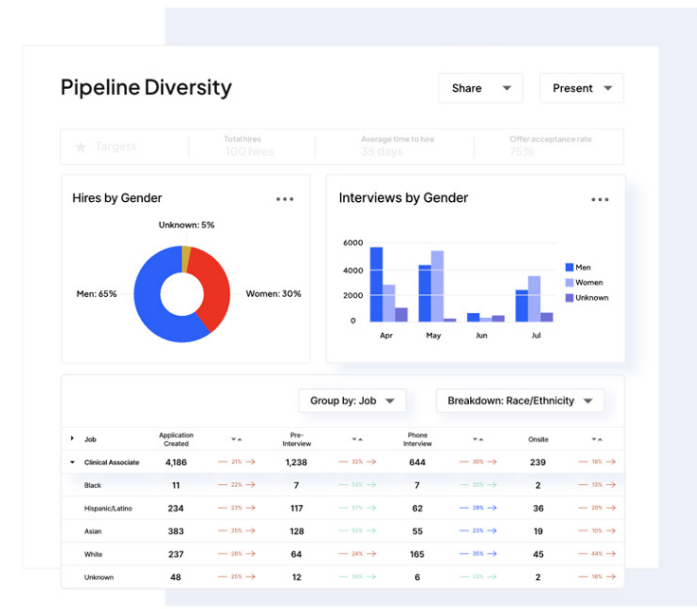


“To go from zero to 29% female representation, zero to 64% underrepresented representation in eight months, that tells me results with Gem have been about as instantaneous as you can get when your goal is organization-wide diversity.”

Greg Troxell
Sr. Manager, Recruiting @ Wheel



Elevate your DEI recruiting strategy. Track the diversity of your candidate pipeline from top to bottom and uncover opportunities to improve equity across the funnel.



Unlock the full-funnel recruiting data you need to optimize results. Gem delivers powerful, customizable analytics across your CRM and ATS to help you make strategic recruiting decisions.

Gem's end-to-end modern recruiting solution empowers talent acquisition teams to engage their entire talent network, optimize sourcing efforts, and uncover actionable insights that guide smarter, forward-looking decisions. Gem works alongside LinkedIn and other places that you source, while integrating with Gmail, Outlook, and your ATS. Find the talent you need to meet hiring targets and scale your teams with Gem.

To learn more and see a demo, visit gem.com



Lauren Shufan, Author

Lauren is a content strategist with a penchant for 16th-century literature. When they're not trying to solve talent teams' pain points, they're on their yoga mat or hiking Mount Tam. Come at them with your favorite Shakespeare quote.