



**UNLEASH**  
INSIGHTS REPORT

# The Head of Talent's Guide to Modern Talent Sourcing



In partnership with



# About us

**UNLEASH** is the new customer-first digital media platform, built to inspire, connect, and enable business leaders, HR leaders, and organizations worldwide to navigate the changing world of work.

We give leaders a platform to share ideas, network, and do business. Leading the debate on the work revolution, **UNLEASH** brings together leaders who are passionate about people, technology, innovators and advocates, and world-leading influencers who help connect the dots and offer that big picture perspective.

Our mission is to provide our community with a sense of PURPOSE and belonging. **UNLEASH** will be that FORCE FOR GOOD for the HR industry.

[www.unleash.ai](http://www.unleash.ai)





## ABOUT THE AUTHOR

**George LaRocque**  
Founder, WorkTech

George LaRocque, Principal Analyst and Founder of WorkTech has more than 25 years in the HR and work technology industry. He's an HR leader, and tech executive turned market analyst and advisor focused on users and developers of HR technology. He leads the WorkTech (formerly HRWins) research and reports on workforce trends and HR tech VC investment.

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## ABOUT PANDOLOGIC

PandoLogic is the leading programmatic job advertising and vendor management platform in North America. Referred to as the 'best-kept secret in HR' its programmatic job advertising platform, pandolQ, automates and optimizes job ad placements to help companies meet hiring needs while maximizing recruitment ad spend. Evaluating 100T job data points and making 7,000 micro-decisions per minute, pandolQ eliminates inefficiencies and waste by reaching the right candidates on the right sites at the right time for the right price via a single performance-based platform.

One vendor, one source of truth, better results.

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# Introduction

Sourcing talent has always been a challenge. But the difficulty once associated with ‘hard to find’ specific skills or roles is now spread equally across nearly every organization - and at all levels. In positions typically hired in high volumes, there is a shortage of candidates currently baffling both recruiters and economists.



The growing economy has increased the need for highly skilled talent for highly paid knowledge worker roles, but this comes on top of an already well-reported long-term skills shortage. Whether on the

front lines or in the back office, the difficulty of hiring has leveled up.

It's not just the shortage of talent or skills that is causing difficulty for talent acquisition leaders. There is an increased focus on the impact recruiting has on strategic corporate initiatives. For example, companies everywhere have heightened their commitment to diversity, equity and inclusion in hiring brought on by societal pressures, new government compliance mandates for human capital reporting, or investor interest in sustainability in social initiatives and governance, which materialize in Environmental, Social and Governance (ESG) metrics. These strategic workforce goals have now been reinforced at all phases of the recruitment process. So a diverse and inclusive slate of candidates is required at all stages of hiring.

Sourcing talent - commonly referred to as ‘top of the funnel recruiting’ - was long measured by providing the required volume of candidates at the lowest possible cost; classic supply chain management. However, these newly reinforced strategic workforce goals pressure the talent acquisition team not just to source efficiently, but effectively too; needing to consistently find qualified and diverse candidates to include in the process.

This pressure has talent acquisition leaders on a rapid quest for new approaches and supporting technologies to improve their access to quality talent. Automation is the path most talent acquisition teams are currently on to accomplish this goal. WorkTech research in 2020 found that more than 64% of talent acquisition leaders intended to implement automation throughout the recruitment process<sup>1</sup>. Aptitude Research cited that more than 44% of companies had implemented new talent acquisition solutions during the global COVID-19 pandemic<sup>2</sup>.

For ‘top of the funnel’ talent sourcing, automation can be found in programmatic job platforms. Part of the power of programmatic technology is that many solutions can leverage Artificial Intelligence (AI) and machine learning to automatically buy and optimize job advertising campaigns. Rather than buying advertising directly from publishers.

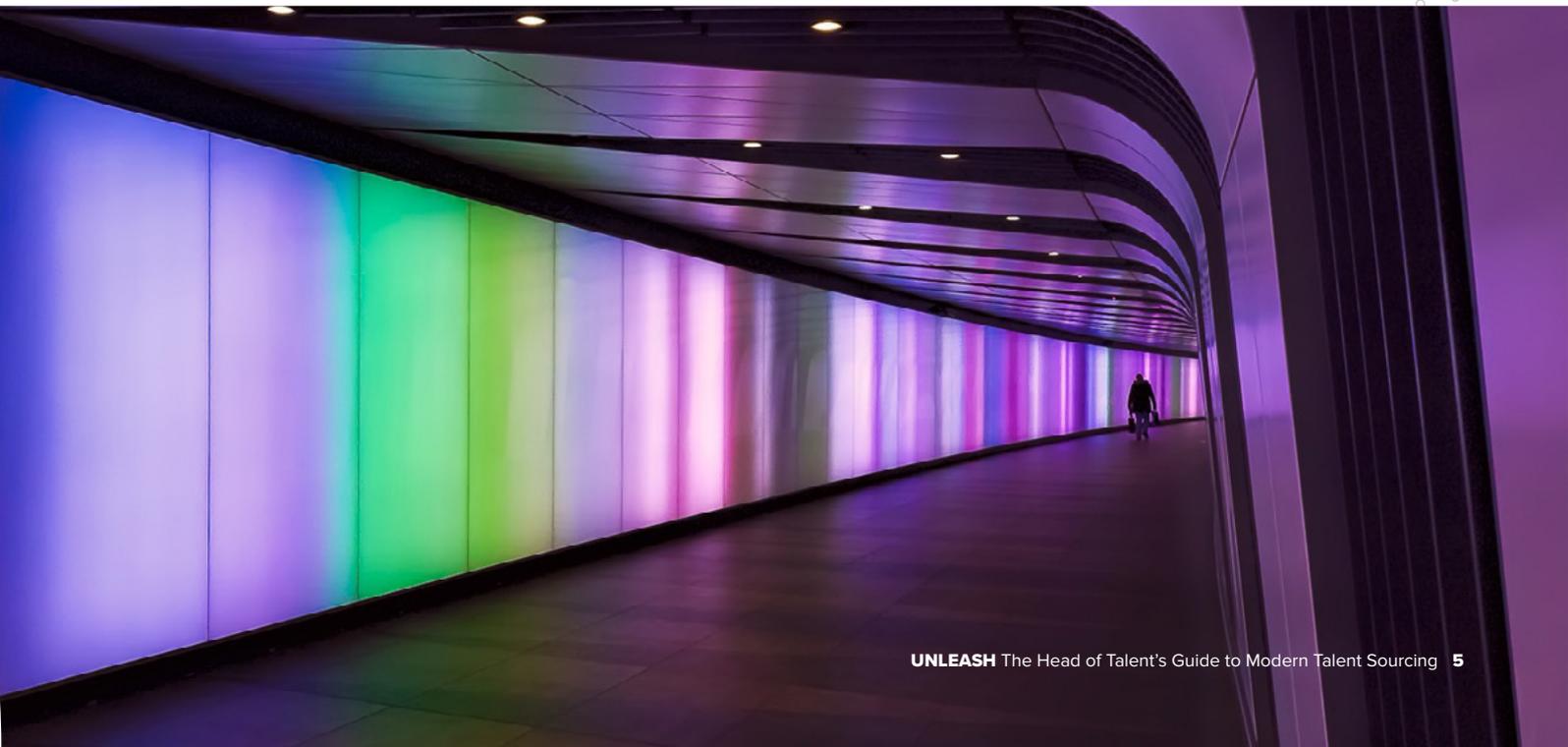
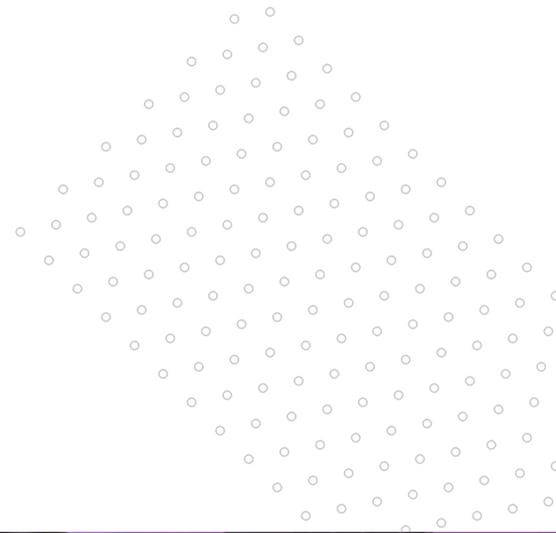
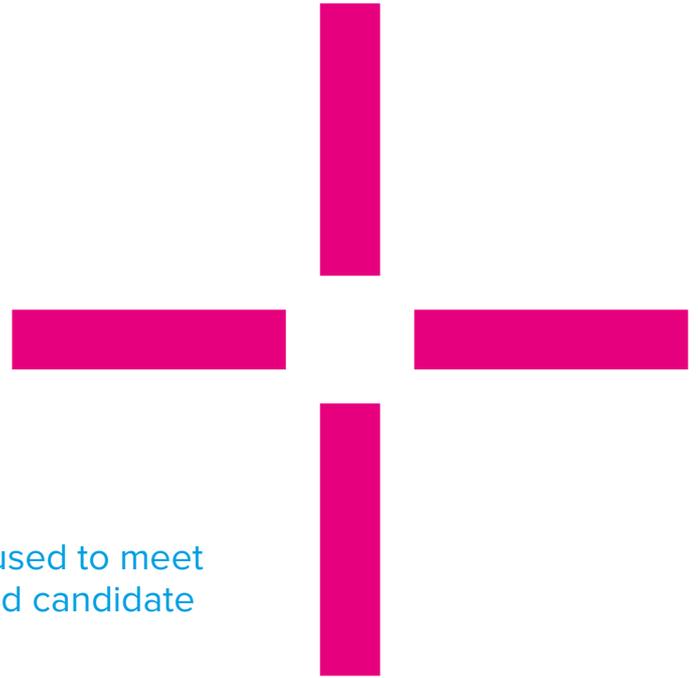
Chief Marketing Officers (CMOs) have been leveraging programmatic advertising for more than twenty-five years, after the emergence of the first ad networks in the 1990s. So by now they are well traveled on the maturity curve when it comes to understanding the application and benefits of a programmatic approach. This report leverages a series of interviews and available market research, cited within, to compare and contrast the use and value of programmatic advertising in marketing with its current use in talent acquisition.

<sup>1</sup> <https://larocqueinc.com/mp-files/recruiting-automation-conference-presentation-and-survey.pdf>

<sup>2</sup> [https://www.apptituderesearch.com/research\\_report/the-foundation-of-talent-acquisition-back-to-the-basics-with-integration-data-management-and-automation/](https://www.apptituderesearch.com/research_report/the-foundation-of-talent-acquisition-back-to-the-basics-with-integration-data-management-and-automation/)

## This report will help to address the following five questions:

1. How can programmatic advertising be used to meet the goals of both employer branding and candidate sourcing volumes?
2. How can programmatic extend beyond ad buying and cost control to help meet strategic workforce goals like diversity, equity and inclusion, remote and distributed workforce recruiting, college recruiting, contingent workforce recruiting, and more?
3. How does programmatic, combined with Artificial Intelligence and machine learning, deliver predictive analytics for budget planning?
4. How have marketing teams restructured to support modern branding and demand marketing, and what can recruitment leaders learn from it?
5. Where does programmatic fit in the modern recruitment marketing tech stack?



# Key observations

## First mover advantage is available: implementing programmatic job advertising now delivers competitive leverage in recruiting

According to eMarketer, in B2B and B2C marketing, programmatic advertising represents more than 86% of all display advertising<sup>3</sup>. According to Aptitude Research, only 10% of companies have adopted programmatic advertising in talent acquisition<sup>4</sup>.

While programmatic capabilities may be relatively new for their direct use by employers in recruiting, the technology and concepts have matured in marketing and by recruitment ad agencies and job board marketplaces. Programmatic is not nascent technology entering the work technology sphere.

## Programmatic has moved beyond simple supply chain concepts and can now impact the quality of hire

Early implementations of programmatic technology delivered incremental efficiency and cost reduction gains by throttling candidate volumes against the lowest available source of talent. Furthermore, this was delivered via algorithms hidden from customers in an approach commonly referred to as 'in the black box'.

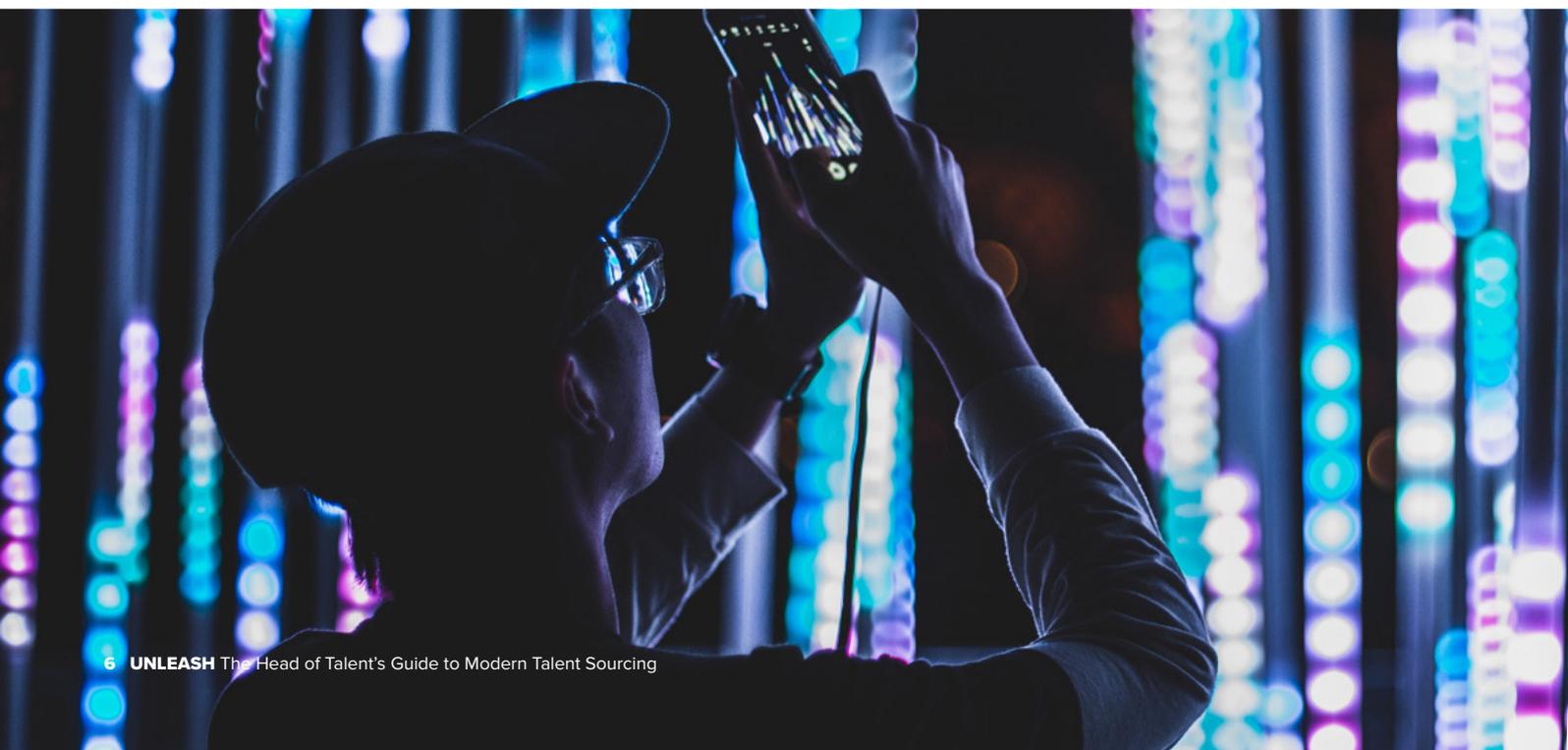
Modern programmatic job platforms provide near real-time perspective on the candidate pipeline across countless data sources. And they do so transparently, empowering the talent acquisition leader to view not just cost metrics, but qualitative data related to self-reported diversity and inclusion data, skill match, and historical performance data.

## Having an impact on diversity

In current recruiting environments, the diversity of candidates presented for consideration isn't evaluated until AFTER the job application, and during the initial candidate screening and assessment. This process is open to inherent bias. By leveraging programmatic technology to distribute job ads to a more extensive list of sources that deliver diverse candidates, leveraging modern self-identification in the process, establishing campaign diversity goals and controls, and skills requirements BEFORE the job application, employers have an opportunity to impact the diversity and quality of the candidate pipeline simultaneously.

<sup>3</sup> <https://www.emarketer.com/content/us-programmatic-ad-spending-forecast-2018>

<sup>4</sup> [https://www.apituderesearch.com/research\\_report/2021-programmatic-job-advertising/](https://www.apituderesearch.com/research_report/2021-programmatic-job-advertising/)



## Predictive recruiting budgets and pipelines are within reach

Employers working with programmatic job platforms that deliver visibility not just on an employer's historical performance, but can also leverage data across a large number of customers, sources, and channels in the aggregate, delivers predictability that has previously not been possible.

This empowers the talent acquisition leader to develop recruiting strategies and budgets with a high degree of predictability for hiring success. The ability to model projected recruiting results based on required skills, locations, advertised salary ranges, diversity of candidates, and costs is a potent tool for employers in today's increasingly difficult hiring market.

## ROI analysis is baked into programmatic job advertising

Aptitude Research reports that 40% of recruitment advertising dollars are wasted. The ability to deliver insights to the return on investment for every dollar spent in a recruiting campaign is a core capability for programmatic technology. The right platform will not only provide this view in hindsight, but as a campaign is actually unfolding. Allowing talent acquisition leaders to save money and reallocate spend to more difficult to fill positions as campaign goals are met.

## Strong programmatic technology will expose inefficiencies in the later hiring process

By establishing visibility of candidate quality in the 'top of the funnel', talent acquisition leaders are given a more powerful view of what impacts conversion rates leading to hires. For example, as qualified candidates enter the process, are they dropping off before finalizing an application or somewhere during the candidate journey?

These insights allow the talent acquisition team to manage their 'mid funnel' recruiting efforts in the same way the CMO manages customer acquisition; by building the right journey and experience based on the profile of those traveling through it.

## Intelligent and predictive job advertising can fuel intelligent hybrid and distributed workforce plans

Recruiting is no longer local. Pre-pandemic, when job advertising took place, recruiters could (mostly) anticipate where the candidates were going to live based on where the jobs were. As employers contemplate continuing the return to the office for knowledge and highly skilled workers, hybrid and distributed workforces and teams now have to be factored into recruitment plans.

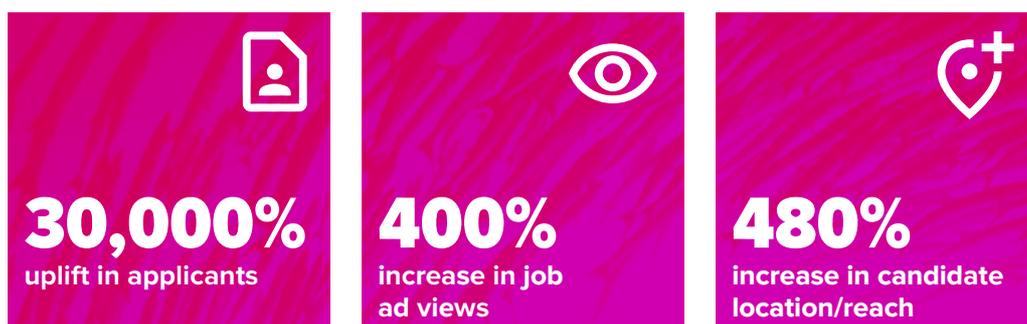
The game has changed. And now the jobs are going where the talent is. With predictive data from campaign history, whether per employer or in the aggregate, employers can identify the geography of pools of talent, their cost to reach, convert, and ultimately hire. This is a powerful tool as businesses contemplate the location of their teams in the post-pandemic world of work.



# Programmatic job technology delivers results across industries and job types

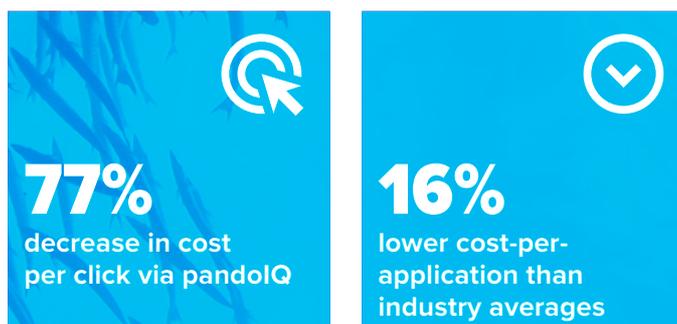
## Essential Employer Sees Boost in Hiring During Pandemic

During the height of the COVID-19 pandemic lockdowns, a global warehouse and logistics company leveraged pandolQ by PandoLogic to drive impressive hiring results, helping keep essential packages flowing to consumers.



## Trusted Healthcare Employer Drives Down Job Ad Costs

A trusted staffing company in Healthcare saw a spike in demand for nurse and respiratory therapists throughout the COVID-19 crisis and leveraged programmatic tech to fill positions whilst keeping costs under control.



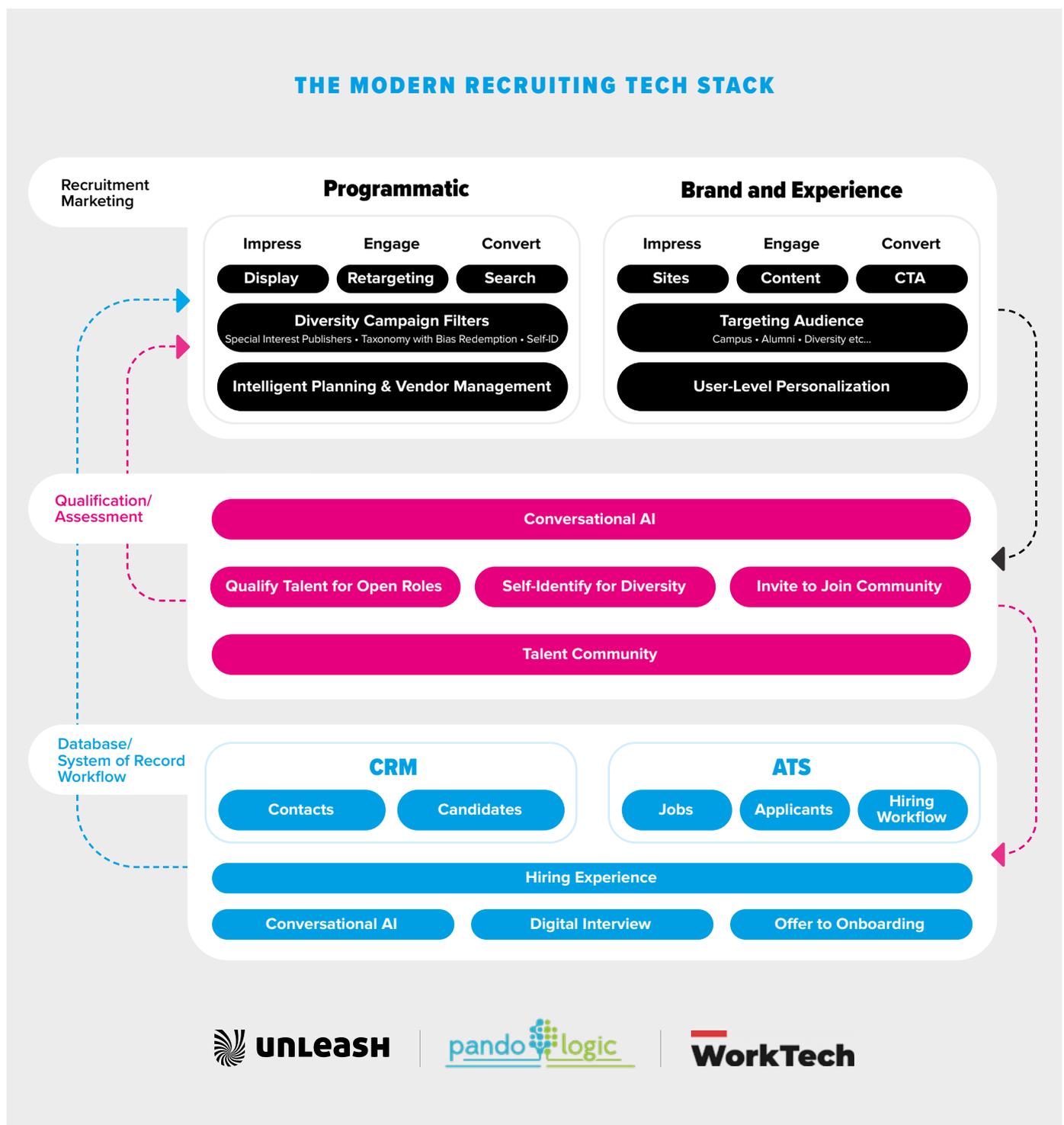
## Fast Food Restaurant Decreases Costs Whilst Increasing Applicants

A global leader in pizza delivery, with stores in 90 countries faces a challenging and competitive talent recruiting and retention market. One franchise has driven impressive results via PandoLogic's pandolQ programmatic job platform.



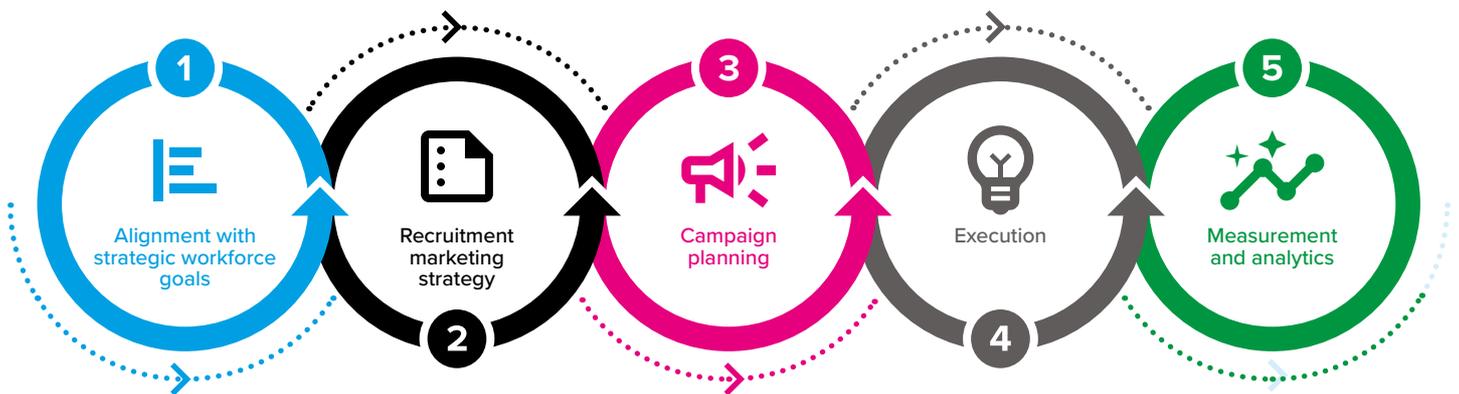
# Where does programmatic fit in the modern recruiting tech stack?

While programmatic job platforms are clearly part of the recruitment marketing process, its integration into the ‘mid funnel’ candidate screening and assessment process, will enrich the system’s ability to evaluate sources of talent based on hiring outcomes.



# Programmatic drives agile recruitment marketing teams and process

As programmatic technology rises in adoption, the recruitment marketing teams will ultimately shift into a more agile mindset. Driven by data, specialists in recruitment marketing will align with an agile recruiting workflow.



**“The stakes and difficulty in recruiting have never been higher.”**

**George Laroque**

# Conclusion



## Implement programmatic for first-mover advantage

The stakes and difficulty in recruiting have never been higher. But programmatic job platforms offer advantages that will continue to provide value, especially as adoption increases and reaches parity with similar tools used in marketing. Ultimately, the benefits of being in the market with this unprecedented level of data and insight are too numerous to ignore.

When evaluating programmatic solutions, we implore employers to demand 'no black box' - rather, we need transparency to the factors that impact spend, quality, and results on a near real-time basis.



## Integrate programmatic closely with conversational AI and other candidate assessment tools

Programmatic alone offers valuable insights into the recruiting pipeline and its value. However, informing the programmatic algorithms with real-time dispositions by source, skill, etc., will empower the tool to deliver better quality candidates aligned with your strategic workforce goals.



## Expand recruiting ROI to business impact via programmatic insights

Your programmatic technology and data integrated with it should inform the ROI of your advertising spend and be instrumental in achieving goals for diversity, inclusion, hybrid and distributed workforce planning, freelancer talent pool development, and more.



