

Market analysis on job recruiting tools



Practical Project with Dow Chemical Company

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HHL - Leipzig Graduate School of Management

Agenda

- 1** *The Team*
- 2** *Project scope and structure*
- 3** *Competitors' benchmarking analysis*
- 4** *Competitors' career websites benchmarking*
- 5** *Cost analysis*
- 6** *Dow Interns and Students Questionnaires*
- 7** *Budget allocation recommendations*
- 8** *New Marketing Tools and Marketing Plan*



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1. The Team

HHL - Leipzig Graduate School of Management has, according to Handelsblatt, "probably the best MBA Program in Germany"

Anna Postol
Poland
HR Management



Jeong-Hwan Choi
South Korea
Engineering



Joanna Izdebski
USA
CS Management



Philipp Frickhinger
Germany
Hotel Management



Andrea Ferrari
Italy
Sales&Marketing



Dr Rustam Vagabov
Russia
Chemistry



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2. Project scope and structure

Project objective

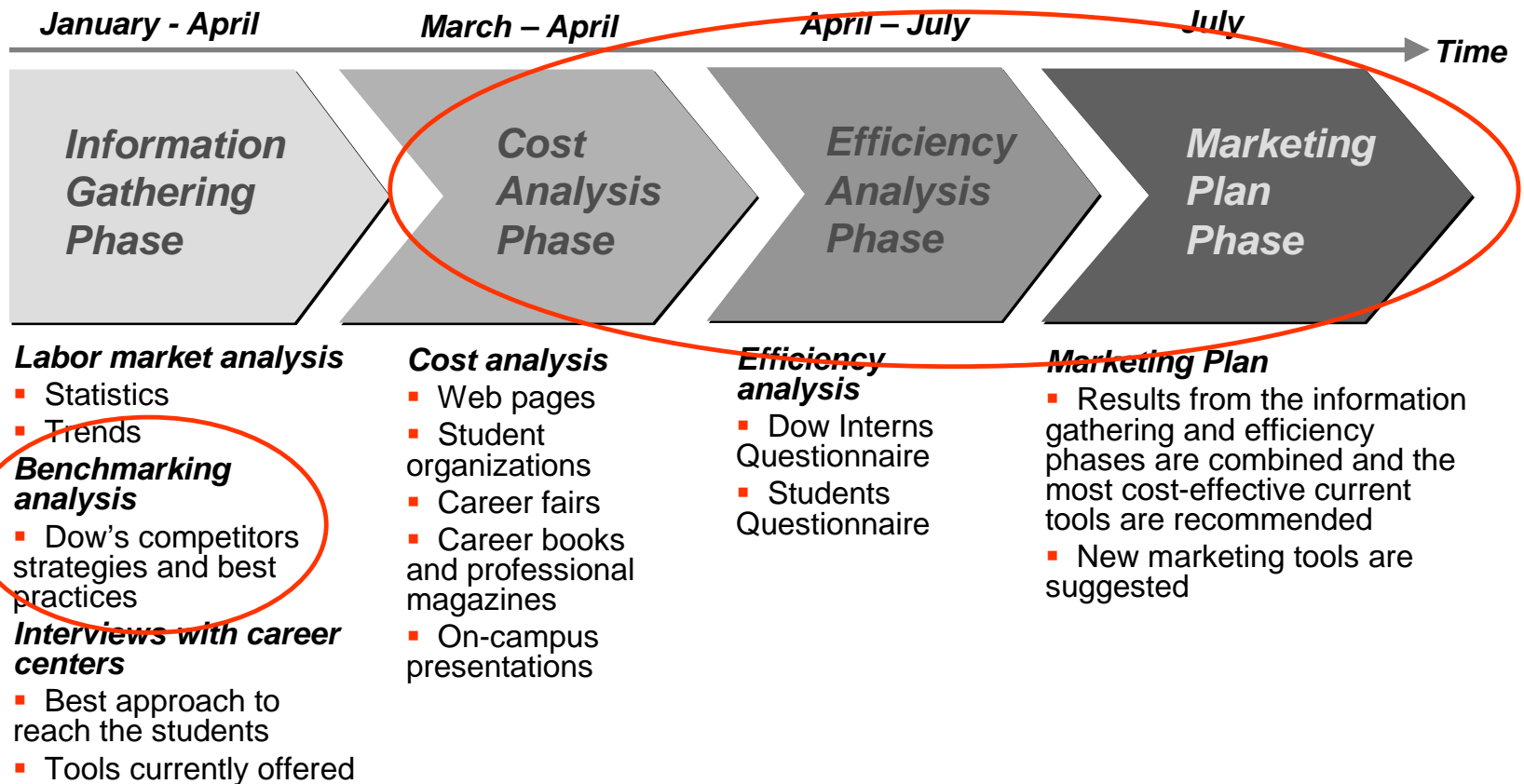
„Develop a portfolio of tools, resources and vehicles for communicating the brand to the target audience and recruit the best talents from Dow key universities”

Dow’s project description



2. Project scope and structure

The project was extensive in terms of scope and complexity



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3. Competitors' benchmarking analysis

Goal and methodology of benchmarking analysis

GOAL: assess the position of Dow HR activities in comparison with the following competitors: **BASF, Bayer, BP, Colgate, Degussa, Dupont, Exxon, L'Oreal, Shell, Total, Unilever**

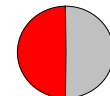
21 benchmarking criteria covering 5 main activity areas:

- **Internet recruiting**
- **Cooperation with students organizations**
- **Career books & professional magazines**
- **Career fairs**
- **Cooperation with universities**

SCALE:
high intensity



medium intensity



low intensity



3. Competitors' benchmarking analysis

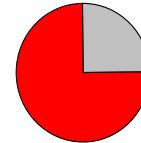
*Internet recruiting websites and print publications are used extensively**

Internet recruiting websites:

- *Every company is posting jobs on their home page with several search criteria; majority use online application*
- *Most widely used on-line recruiters: Monster, Jobpilot, StepStone*
- *Limited use of special recruiting sites for graduates and chemists (ex. [www.eurograduate](http://www.eurograduate.com), www.newscientist.com)*

Examples:

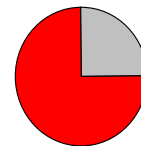
- *Chemie.de: BASF, Bayer*
- *The Graduate: BP*



Career books and professional magazines:

Examples:

- *BASF: Hobson, Beruf&Karriere Planner Technik*
- *Unilever and L'Oreal: Karriereführer Chemie, Junge Karriere, Inside Careers, Hobson, Berufs&Karriere Planer Technik*
- *Bayer: Karriereführer Chemie, Junge Karriere, Hobson*
- *Shell: Junge Karriere, Hobson*
- *Degussa and Dupont: EUROGRADUATE*
- *BP: Inside Careers, EUROGRADUATE*



*** Details in attached Excel file**



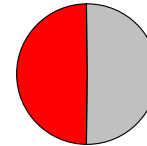
3. Competitors' benchmarking analysis

Cooperation with students organization is the least used recruiting tool*

Career Fairs:

Examples:

- *BME career fair (Hungary): Exxonmobil, P&G*
- *Forum Horizon Chimie (France): BP, Esso-Exxonmobil, L'Oréal, P&G, Shell, Total*

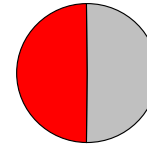


Cooperation with universities:

On campus presentations, scholarships, research programs

Examples:

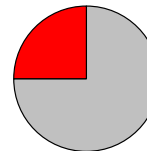
- *BP: Cambridge University*
- *Exxon: TU Hamburg, TU Delft*
- *Shell: TU Delft, Leads University, Manchester University*
- *Unilever: TU Delft, RTWH Aachen*
- *BASF: RTWH Aachen*



Cooperation with students organizations:

Examples:

- *BEST: Shell, P&G*
- *Bonding: BASF, Bayer, P&G, Degussa*
- *Campus Chancen: Bayer, Unilever*
- *UNITECH: Degussa, Shell*



*** Details in attached Excel file**



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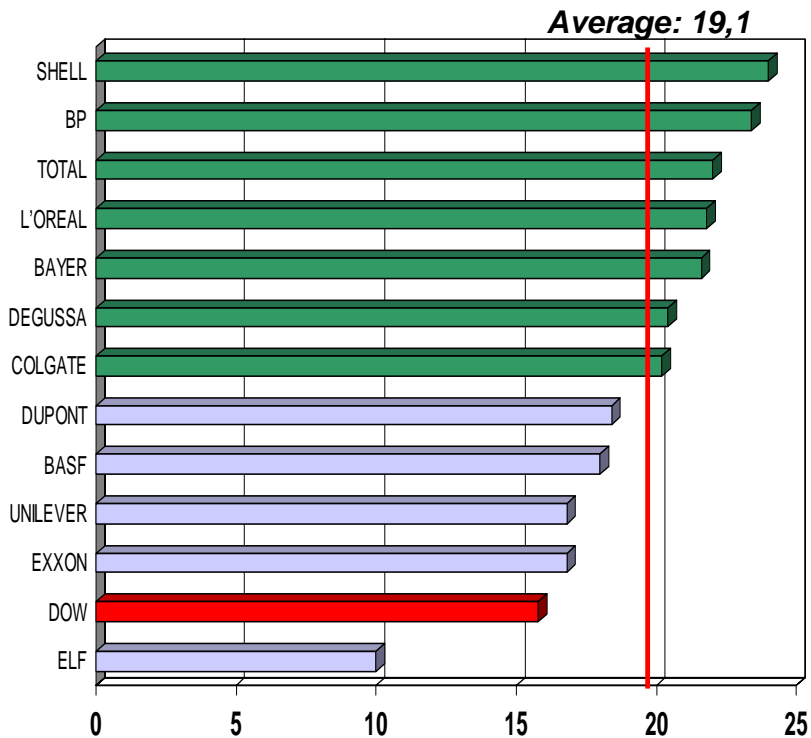
New Marketing Tools and Marketing Plan



4. Competitors' career websites benchmarking

Internal analysis revealed potential improvement of Dow Company website

- **Internal benchmark analysis**
- **RATING based on sum of points for each of 5 criteria*:**
From 1 to 5: 1=very poor, 5=excellent



- **Add Dow job fairs and on campus company presentations calendar (Ref. www.shell.com)**
- **Put quotations/short interviews/pictures of current interns or young employees (Ref. www.loreal.com)**
- **Make software and technical improvements (Ref. <http://corporate.basf.com/en/karriere> online application)**
- **Add press releases links (Ref. www.bp.com)**
- **Launch chat line with HR staff or interns (Ref. www.loreal.com)**
- **Create a Newsletter (Ref. www.shell.com)**
- **Create a communication platform for chemists**
- **Create interactive web site in local languages (Ref. www.shell.com, www.unilever.com)**

* Details in attached Excel file



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5. Cost analysis

Costs analysis without efficiency analysis does not provide a clear recommendations for an optimal portfolio composition

METODOLOGY:

Gathering of complete price quotations and service description for all major:

- **recruiting web pages**
- **student organizations' cooperation**
- **career fairs participation**
- **career books and professional magazines advertisement**
- **on-campus presentations at key universities**

Calculating of the average cost for each activity

Activity	Cost
Recruiting web pages advertisement: <ul style="list-style-type: none">▪ 100 job postings/year▪ Banner & newsletter/year	€ 12282 € 1335
Career fairs (1 day, 10 sqm furnished booth)	€ 2347
Professional magazines advert (full-page)	€ 3294
Career books advert (full-page)	€ 3026
On campus presentation (2 hrs)	€ 899

* Details in attached Excel file



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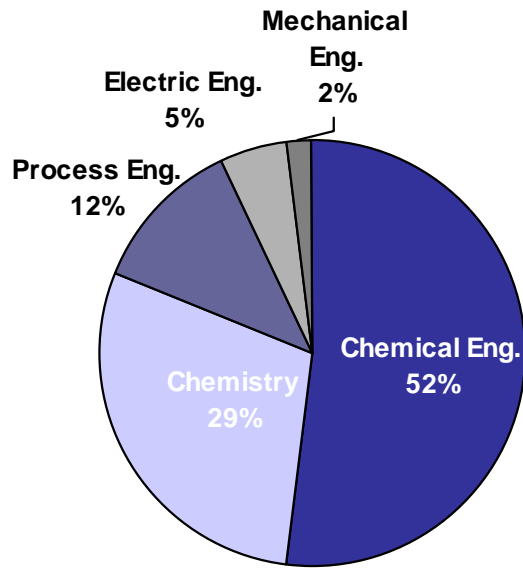
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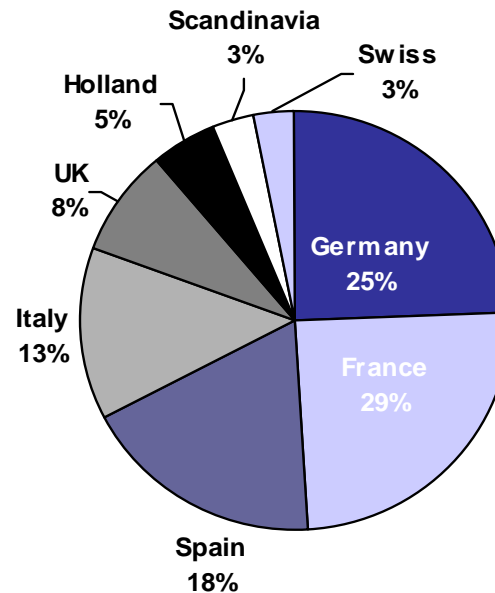
6. Dow Interns and Students Questionnaires

40 Dow Interns from 8 different countries participated in the survey

Academic background of interns



Country of origin

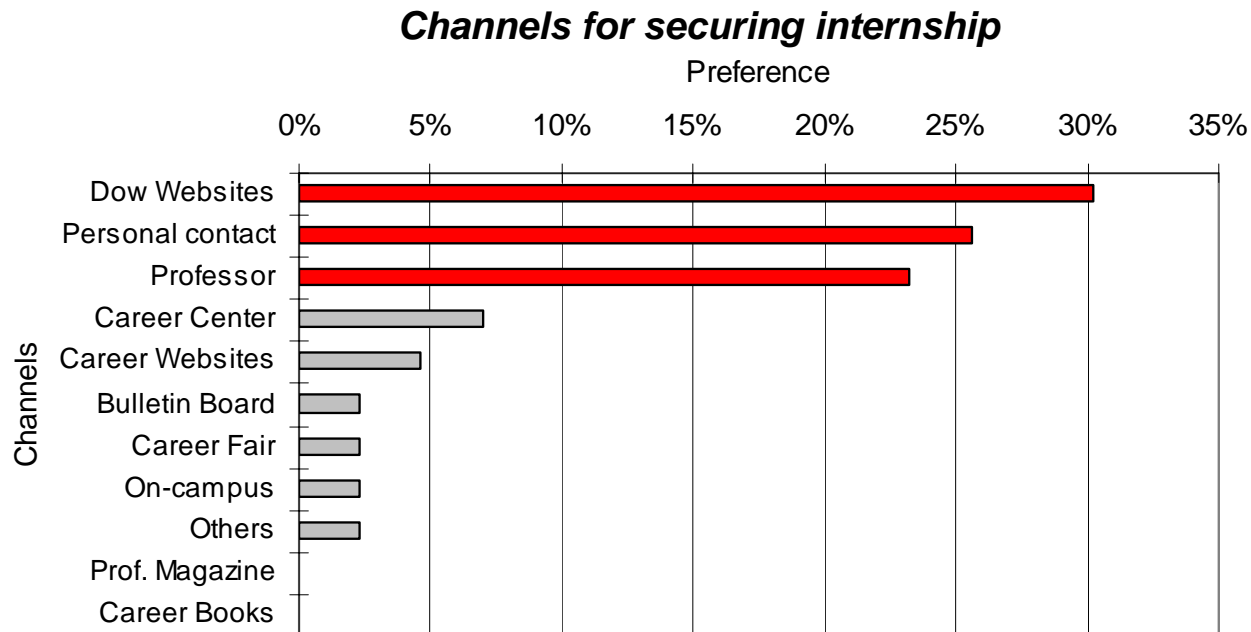


- **50% Male - 50% Female**
- **Average age: 24.1 years**
- **73% of Interns majoring chemical related subjects**
- **20% of Interns have second major – business related**



6. Dow Interns and Students Questionnaires

More than 80% of Dow interns use Company website, Personal contacts, Professors as their main internship recruiting channel

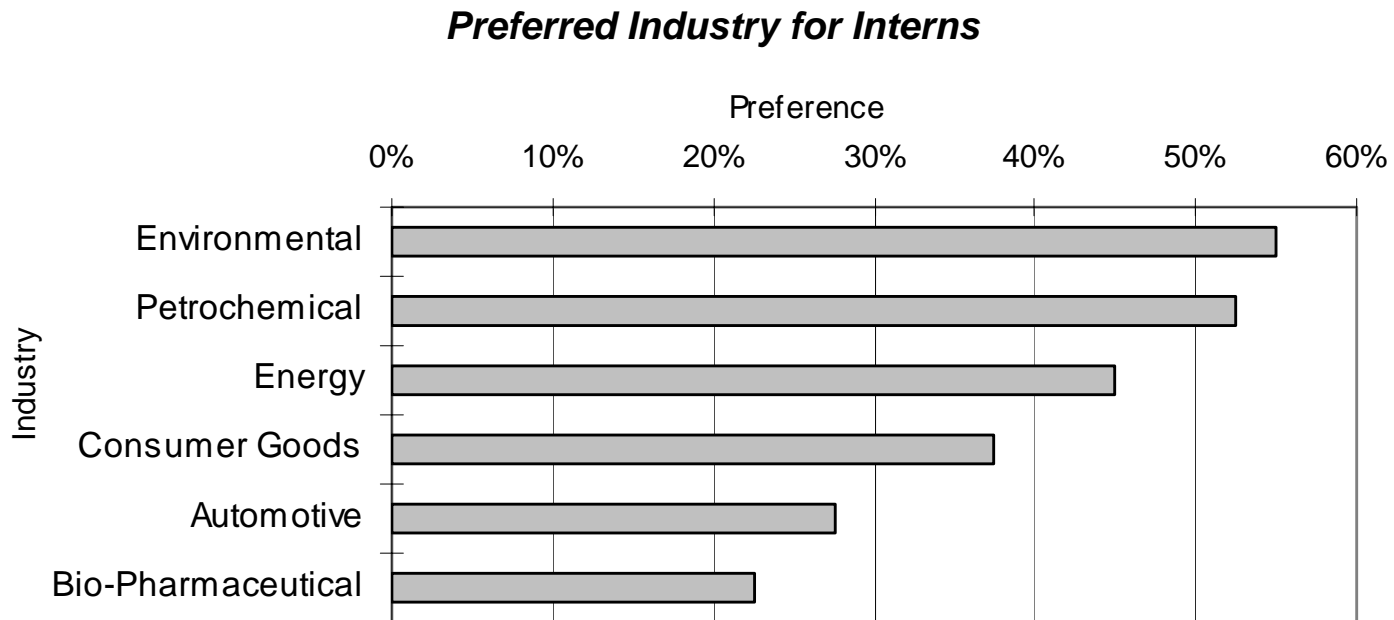


- **80% of Interns voiced a need for more visible university presence**
- **Low rating of on-campus presentation results from lack of company on-campus participation**



6. Dow Interns and Students Questionnaires

Environmental industry is preferred by most Dow interns



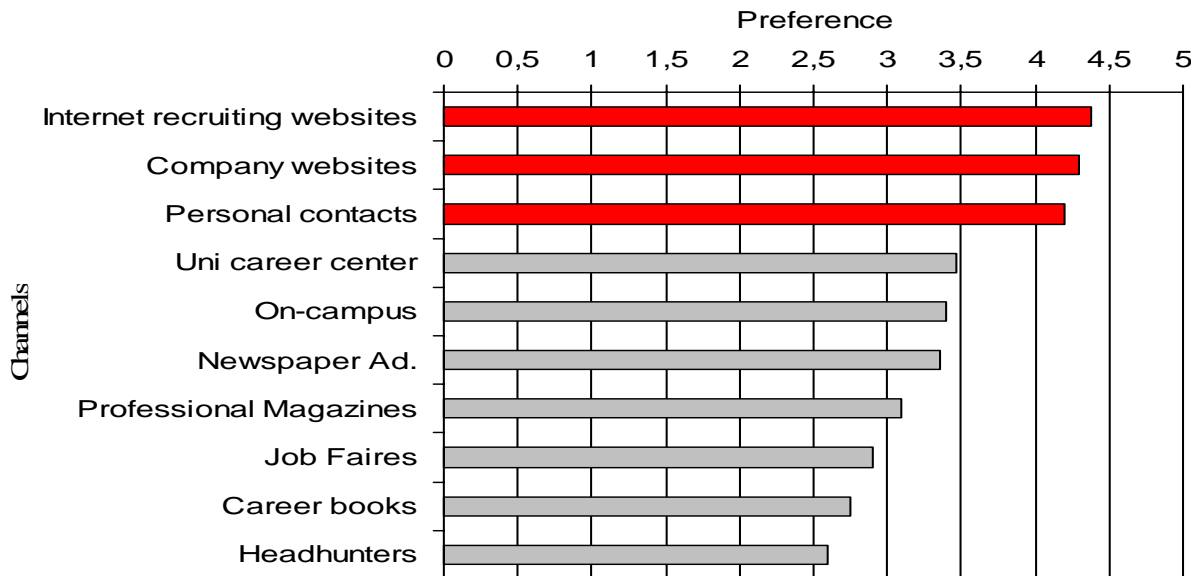
Although the environmental industry seems to be a current trend, it has limited capacity of jobs available



6. Dow Interns and Students Questionnaires

Dow interns use Company website, Internet recruiting websites, and Personal contacts as their preferred channels for job search

Recruiting channels preference



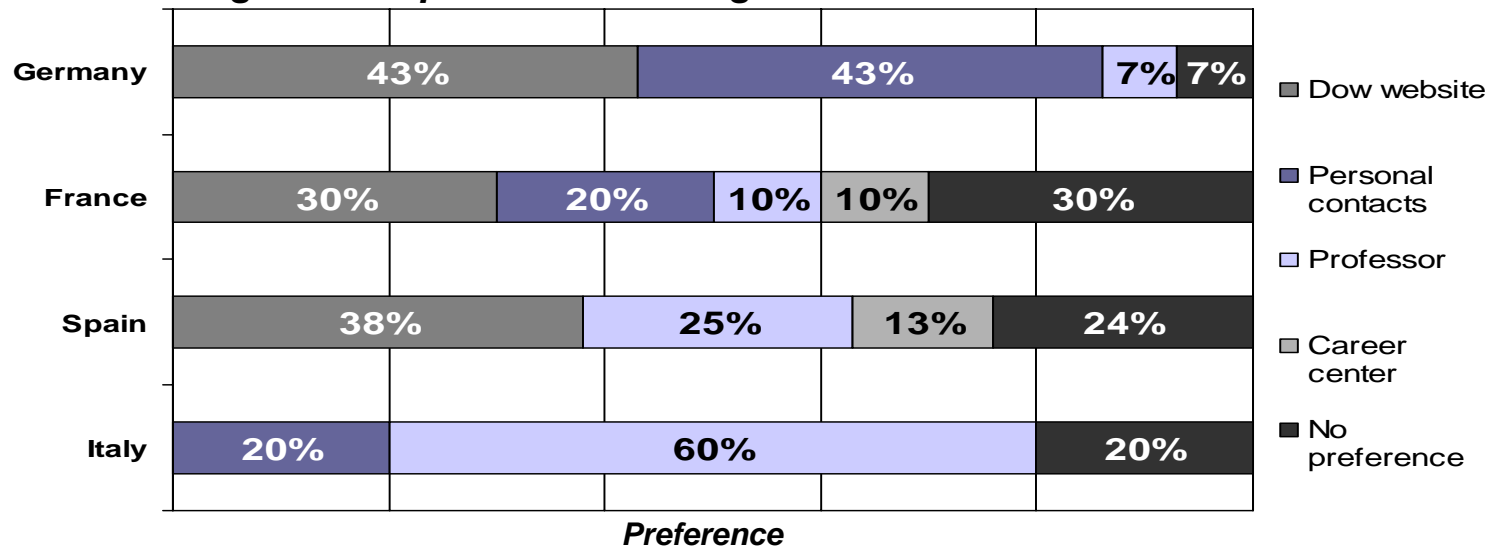
- **Lower ranking of career centers / on campus presentations attributed to low levels of company involvement**
- **Most universities lack professional career centers**
- **UK rated its career center as the top recruiting channel choice**



6. Dow Interns and Students Questionnaires

Major differences in recruiting channel preferences exhibited among various countries

Recruiting channel preference among Dow Interns in different countries



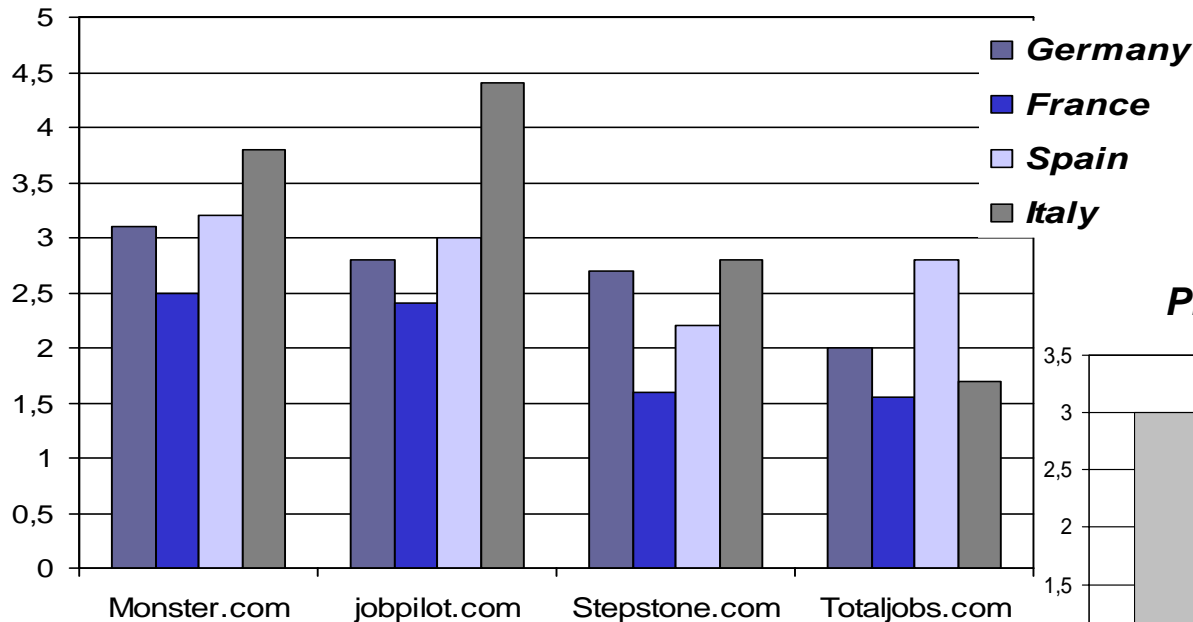
- ***In Germany, personal contacts and Dow company website are the most preferred channel***
- ***Students in France and Spain use career centers***
- ***Italy relies mostly on professor recommendation and personal contacts***
- ***Spain does not rely on personal contact***



6. Dow Interns and Students Questionnaires

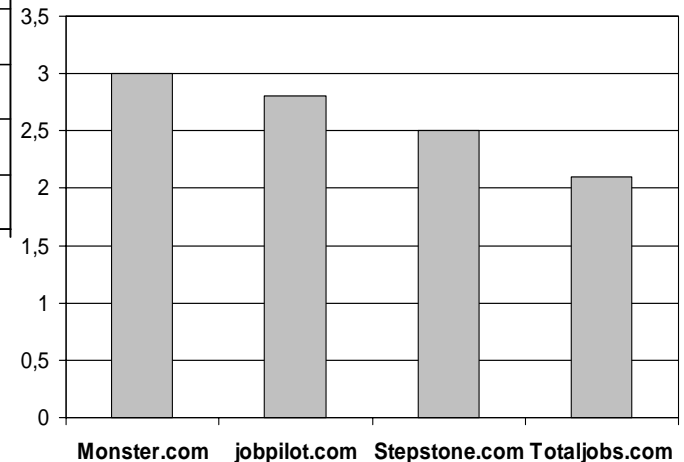
Different countries exhibit different preferences among major recruiting websites

Intern preference of major recruiting websites by countries



- **Other country specific internet websites play a key role in job searching**
- **jobpilot and Monster are used heavily in Italy**

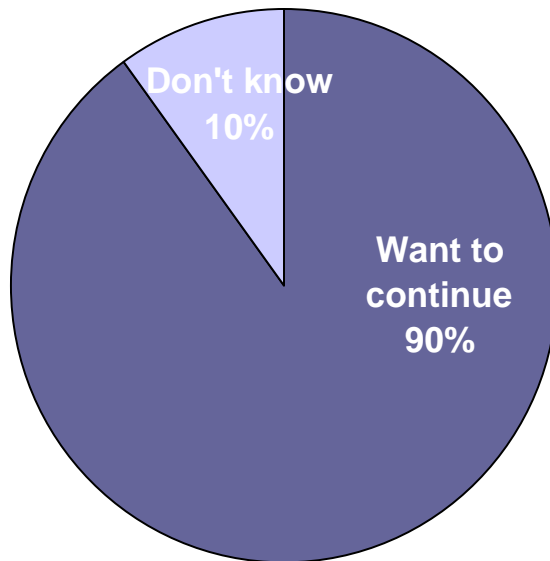
Preference of Dow Interns



6. Dow Interns and Students Questionnaires

Most interns expressed a desire to continue working at Dow Chemical Company after their internship

Intention of Continuing Job at Dow Chemical Company



Interns comments:

90% of Dow interns satisfied with working for Dow Chemical Company

Key reasons:

- ***Size***
- ***Global presence***
- ***Nice working atmosphere***

Other reasons:

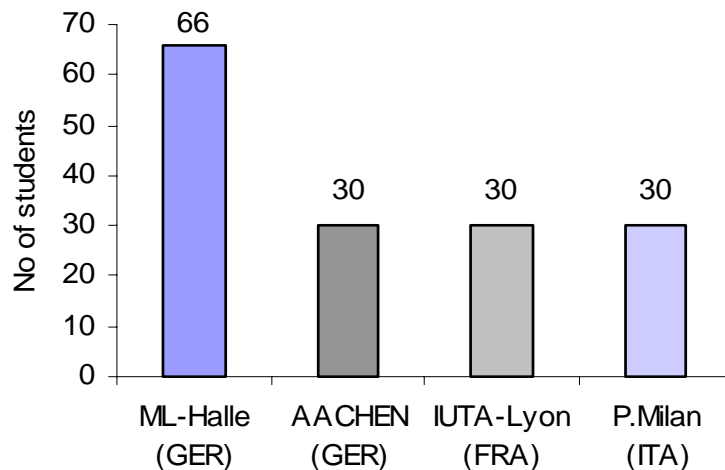
- ***International work opportunity***
- ***Practical experiences***
- ***Environmental friendly view***



6. Dow Interns and Students Questionnaires

156 students from 4 different key universities participated in the survey

Surveyed students composition

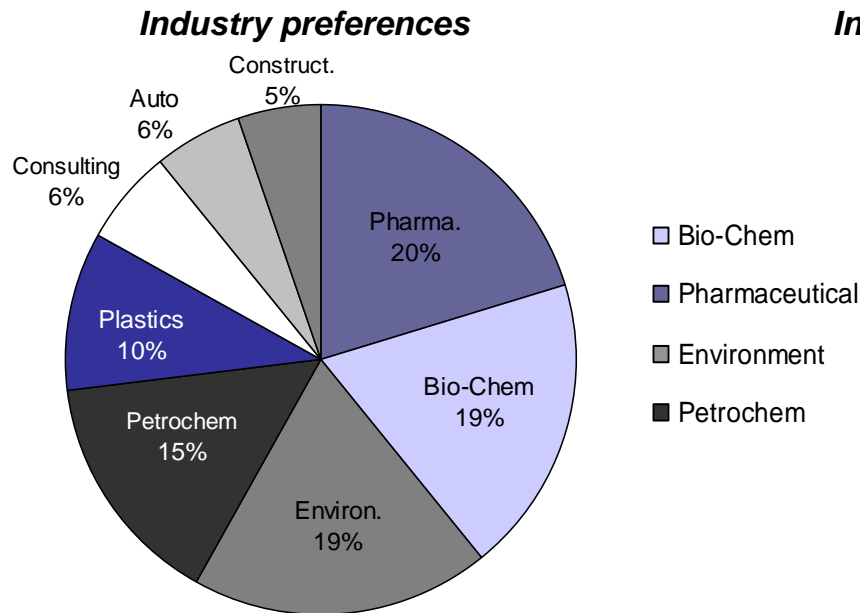


- **Average age is 21.4 years old**
- **RTWH Aachen (24.4 years old), Politecnico di Milano (22.2 years old) in general have senior and more experienced students**
- **43% Male, 57% Female**
- **RTWH Aachen, Politecnico di Milano have 63% male students (Chemical Engineering)**
- **Differences of types and length of internship experience among students**
- **33% of students is currently looking for a job or internship**

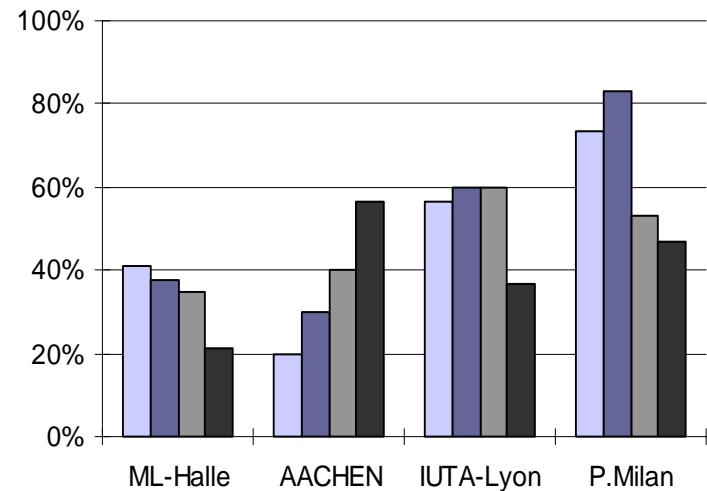


6. Dow Interns and Students Questionnaires

Pharma, Bio-Chemical and Environmental industries are most interesting to students



Industry preferences for each university



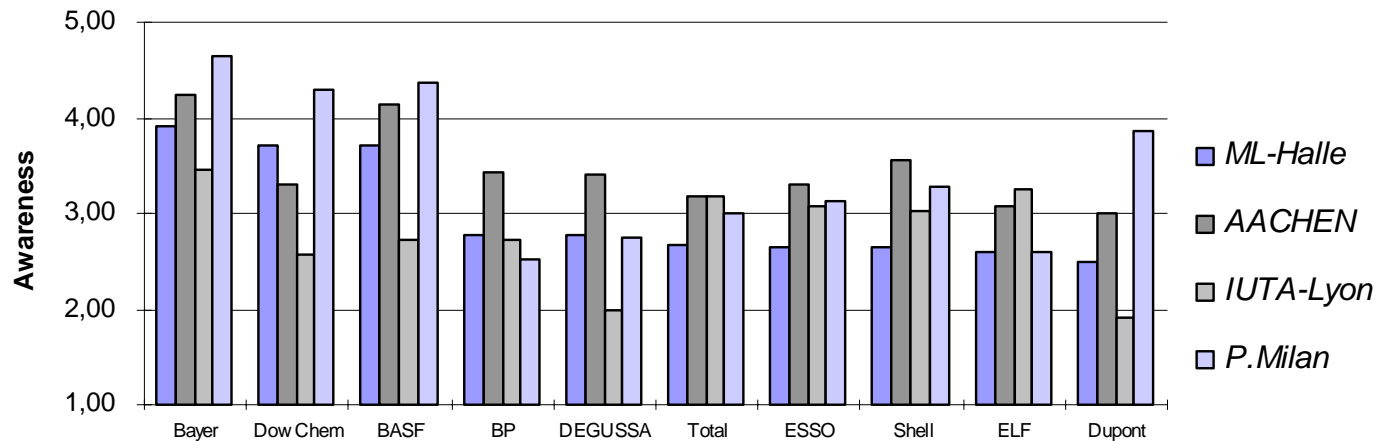
- **30% of RTWH Aachen, 27% of Politecnico di Milano university students interested in Consulting**
- **24% of ML Halle students are interested in Food industry**
- **16% of IUTA Lyon students are interested in Cosmetic industry**
- **Environmental industry remains to be of top interest to students**



6. Dow Interns and Students Questionnaires

Dow's awareness varies greatly among universities

Company attractiveness among university students

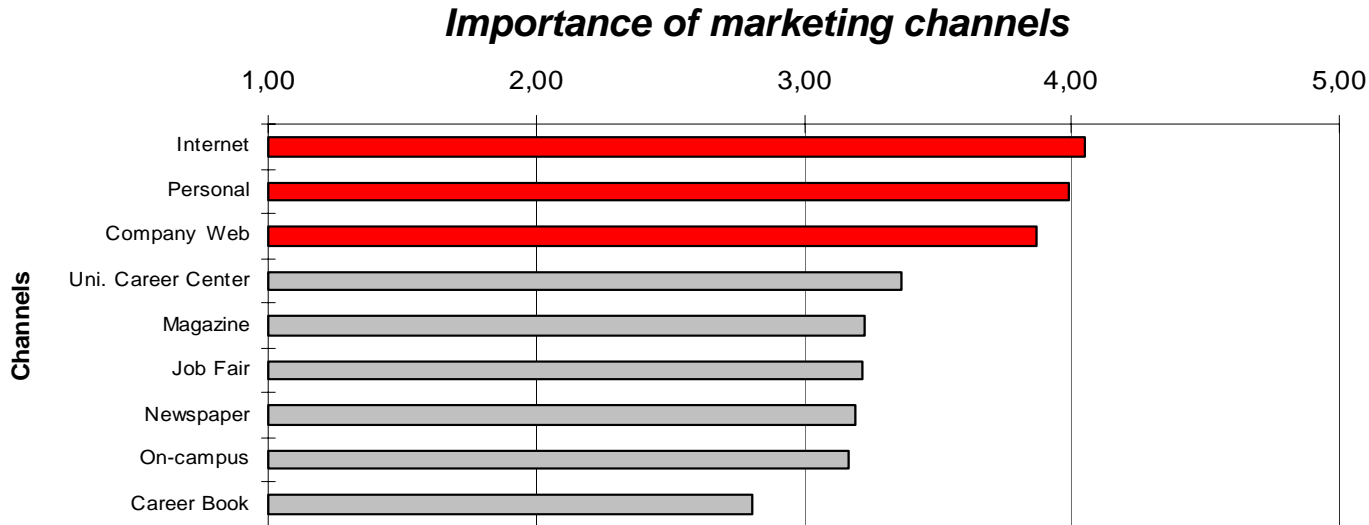


- **47% of all students are familiar with Dow Chemical Company (87% at Politecnico di Milano, 7% IUTA Lyon, 27% RTWH Aachen, 62% ML Halle)**
- **88% students are familiar with Bayer**
- **68% students intend to apply Bayer, 57% students intend to apply BASF, 43% students intend to apply Dow Chemical Company**
- **Bayer, ELF, Esso are most attractive company for IUTA Lyon students**



6. Dow Interns and Students Questionnaires

Internet recruiting websites, Personal contacts, and Company website are the most important channels in students job search

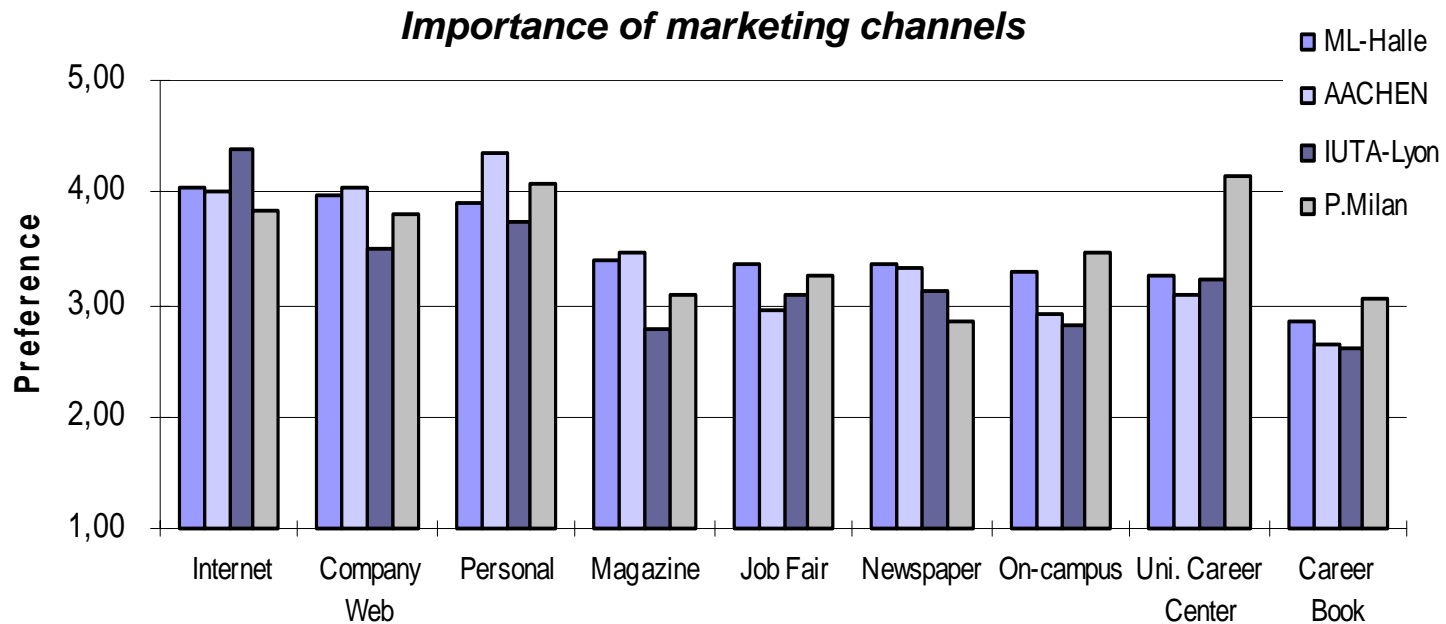


- **Focus should be placed on recruiting channels which rank at least 3**
- **Low rating of on campus presentation results from lack of company on campus participation**
- **Professional magazines, career books are considered of minimal importance as recruiting channels among students**
- **Internet is an important tool in job searching but discrepancy is seen when analyzing the five major recruiting websites**



6. Dow Interns and Students Questionnaires

Different recruiting channel preferences are seen among universities in different countries



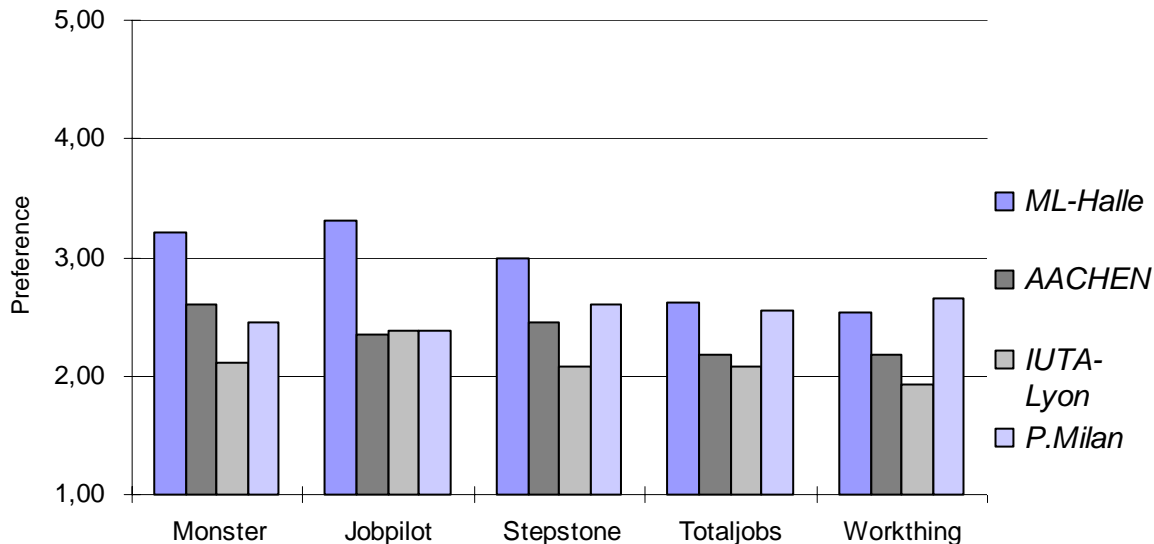
- **German universities in general do not have centralized career centers**
- **Universities with established career centers, rank this channel as their main recruiting method (ex. Politecnico di Milano)**
- **Internet recruiting websites are an important recruiting channel**



6. Dow Interns and Students Questionnaires

Five recruiting websites are not considered to be a major recruiting channel

Preference of major recruiting websites among universities

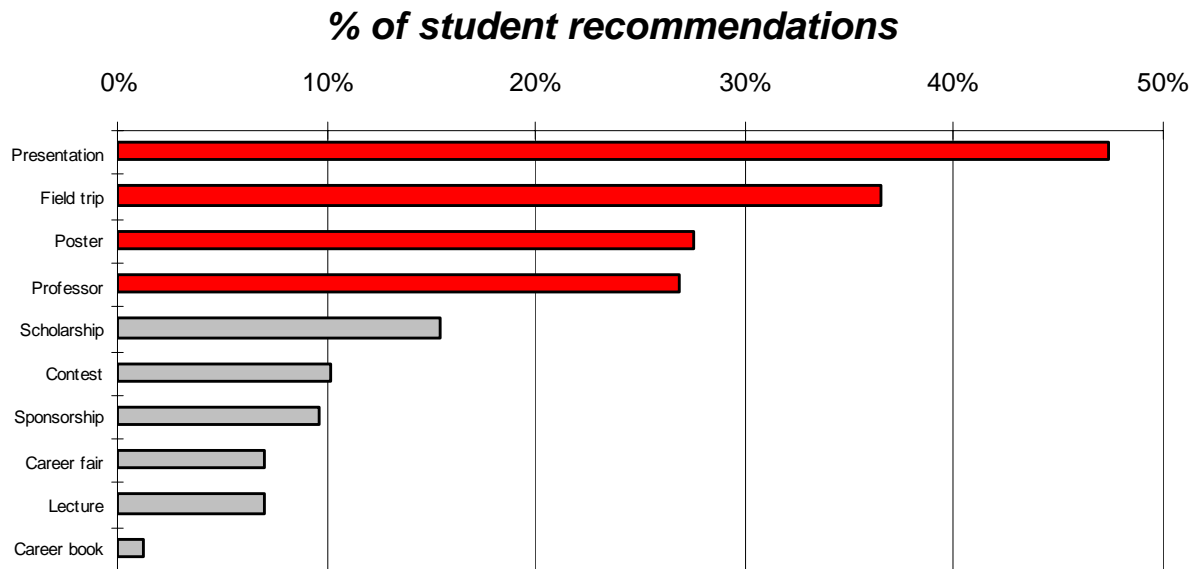


- ***Different countries exhibit different preferences among major recruiting websites***
- ***Again the importance of these recruiting channels is very limited***



6. Dow Interns and Students Questionnaires

Students desire a higher company presence at their Universities



- ***Company presentations are the best methods to reach students***
- ***To learn the company better, students want to visit company sites***
- ***Posters are an effective and inexpensive method of gaining company awareness***
- ***Good relationship with professors is important***
- ***Importance of career books is minimal***



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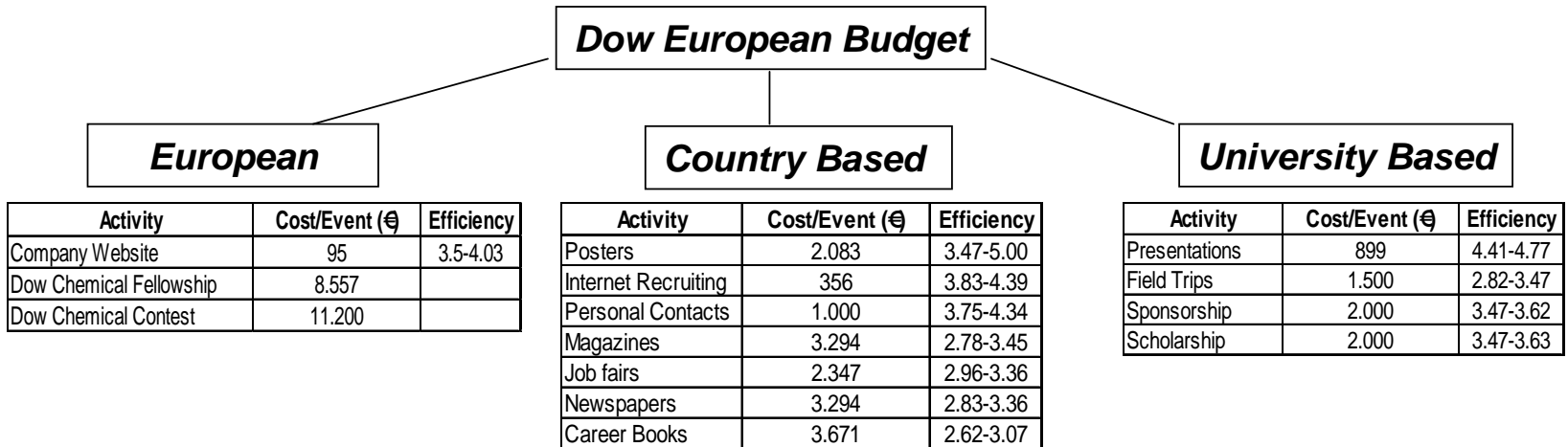
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New Marketing Tools and Marketing Plan



7. Budget allocation recommendations

Segmentation of costs leads to an efficient budget allocation*



Assumptions and Conditions of the Efficiency Analysis:

- Dow requires 100 new Engineering graduates from 14 key universities in 2005
- Marketing is allocated on 3 levels: Europe HQ, Country and University
- Universities are split in Tier 1 (€ 40,000 each) and Tier 2 (€ 20,000 each)
- Total budget for the 4 key German universities is € 120,000

* Details in attached Excel file



7. Budget allocation recommendations

*Marketing Effectiveness can be increased by the budget optimization process through linear programming**

Result of Country budgeting (Germany)

Recruiting channels	Unit cost	Events	Cost
Internet recruiting channel	438	12	5 256
Job fair	2 816	4	11 266
Poster	2 500	6	14 998
Magazine Ad.	3 953	2	7 906
Newspaper Ad.	3 953	2	7 906
Career books	4 405	0	0
Personal contact	1 200	20	24 000
Total			71 330

The combination of the results of the cost analysis and the student survey, leads to a maximization of the marketing effectiveness and an optimization of marketing tools

The results are the basis for the Marketing Plan schedule

Recruiting budget includes also a 20% overhead cost

Result of University level budgeting (German, Tier 1)

Recruiting channels	Unit cost	Events	Cost
Company presentation	1 079	6	6 473
Field trip to Dow Chemical Co.	1 800	12	21 600
Sponsorship	2 400	2	4 800
Scholarship	2 400	2	4 800
Total			37 673

Result of University level budgeting (German, Tier 2)

Recruiting channels	Unit cost	Events	Cost
Company presentation	1 079	6	6 473
Field trip to Dow Chemical Co.	1 800	7	12 600
Sponsorship	2 400	0	0
Scholarship	2 400	0	0
Total			19 073

**** Details in attached Excel file***



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8. New Marketing Tools and Marketing Plan

Based on results of efficiency analysis new marketing tools are proposed

GOALS:

- *Present Dow as a more friendly, modern and attractive company*
- *Strengthen the Dow presence at key universities*
- *Increase the awareness of Dow and its career opportunities*
- *Create a database of talented students for possible recruitment*
- *Give the best students the feeling and the pride of exclusive membership*

SOURCES FOR IDEAS:

- *Competitors benchmarking analysis*
- *Interviews with career centers*
- *Interns and students questionnaire*
- *Group brainstorming*

PROPOSITONS:

- *European contest (combination between research paper and case study)*
- *Dow Fellowship*



8. New Marketing Tools and Marketing Plan

European Contest

OBJECTIVE:

Establish a prestigious European wide chemistry competition, among teams of university students (preferably from key universities)

FORMULA:

- ***Open to all engineering and chemistry faculties in Europe***
- ***3 months to prepare a paper on a topic in the field of chemistry or engineering - 6 best teams invited to Dow***
- ***Contest day: additional short case***
- ***Winner chosen based on presentations of both the summary of the research paper and the solution for the case study***



8. New Marketing Tools and Marketing Plan

Budget for European Contest*

Activity	Cost
Advertising and PR activities	€ 4650
Traveling and accommodation arrangements (30 x €100)	€ 4050
Catering services (40 people x €15 + Snacks/Coffee: €150)	€ 750
Prize	€ 1650
Post contest activities	€ 100
Total Costs	€ 11.200

* Details in attached Excel file



8. New Marketing Tools and Marketing Plan

Dow Fellowship

OBJECTIVE:

Establish European-wide chemistry and engineering on-line platform for students with annual membership conference

FORMULA:

- ***On-line community that gives the students the possibility to exchange opinions and meet annually at the conference***
- ***All European top chemistry and engineering students can apply***
- ***Dow selects the best candidates***
- ***Advertising/PR create a feeling of privilege among members***



8. New Marketing Tools and Marketing Plan

Benefits to the Dow Fellowship members

- ***Privileged access to the Dow Scholarship Program***
- ***Access to updated research findings***
- ***Possibility of taking part in Dow research projects***
- ***Research mentoring***
- ***Easier access to Dow internship and job pool***
- ***Information exchange with other students***
- ***Fast professional career tracking for potential applicants***
- ***Opportunity to meet once per year the best students in the country (conference)***



8. New Marketing Tools and Marketing Plan

Budget for Dow Fellowship*

Activity	Cost
Creating internet platform	€ 1000
Posters: 1500 (design + printing of 650 posters) and € 150 (postage)	€ 1650
Dow web site	€ 0
Specialized web sites	€ 500
Specialized Magazines	€ 2000
Administrative expenses (telephone, letters)	€ 500
Total costs for launch	€ 5650

Activity	Cost
Maintaining and updating internet platform	€ 1500
Administrative expenses (pre- and post-conference)	€ 1000
Travel expenses	€ 4500
Accommodation expenses: (15 rooms x € 70 per room)**	€ 1050
Conference lunch: (30 people x € 15)	€ 450
Total annual costs	€ 8500
TOTAL COSTS	€ 14150

* Details in attached Excel file

** One night accommodation



8. New Marketing Tools and Marketing Plan

Proposed Marketing Plan schedule

Level	Activities	October	November	Dezember	Januar	Februar	March	April	Mai	Juni	Juli	
European												
	Company Website	[Grey bar across all months]										
	Fellowship							[Blue bar from April to June]				
	Contest	[Dark blue bar from October to March]										
Country												
	Internet recruiting	[Light blue bar from October to November]					[Light blue bar from March to July]					
	Magazines			[Light blue bar from December to February]				[Light blue bar from April to June]				
	Newspapers								[Grey bar from May to July]			
	Career Books											
	Posters	[Purple bar from October to November]		[Purple bar from December to January]			[Purple bar from March to April]			[Purple bar from June to July]		
	Job Fair	[Dark blue bar from October to December]						[Dark blue bar from April to June]				
	Personal Contact			[Light grey bar from December to January]			[Light grey bar from March to April]					
University												
Tier 1												
	Presentations	[Red bar from October to November]						[Red bar from April to May]				
	Field Trips		[Grey bar from November to December]						[Grey bar from May to June]			
	Professors	[Grey bar across all months]										
	Sponsorship									[Light blue bar from June to July]		
	Scholarship	[Blue bar from October to December]										
Tier 2												
	Presentations		[Red bar from November to December]						[Red bar from May to June]			
	Field Trips			[Grey bar from December to January]								
	Professors	[Grey bar across all months]										
	Sponsorship											
	Scholarship											





Thank you for your attention!

Any Questions?



HHL - Leipzig Graduate School of Management