

**HAYS** Recruiting experts  
worldwide

# RECRUITMENT A NEW PERSPECTIVE

The art of successful recruitment

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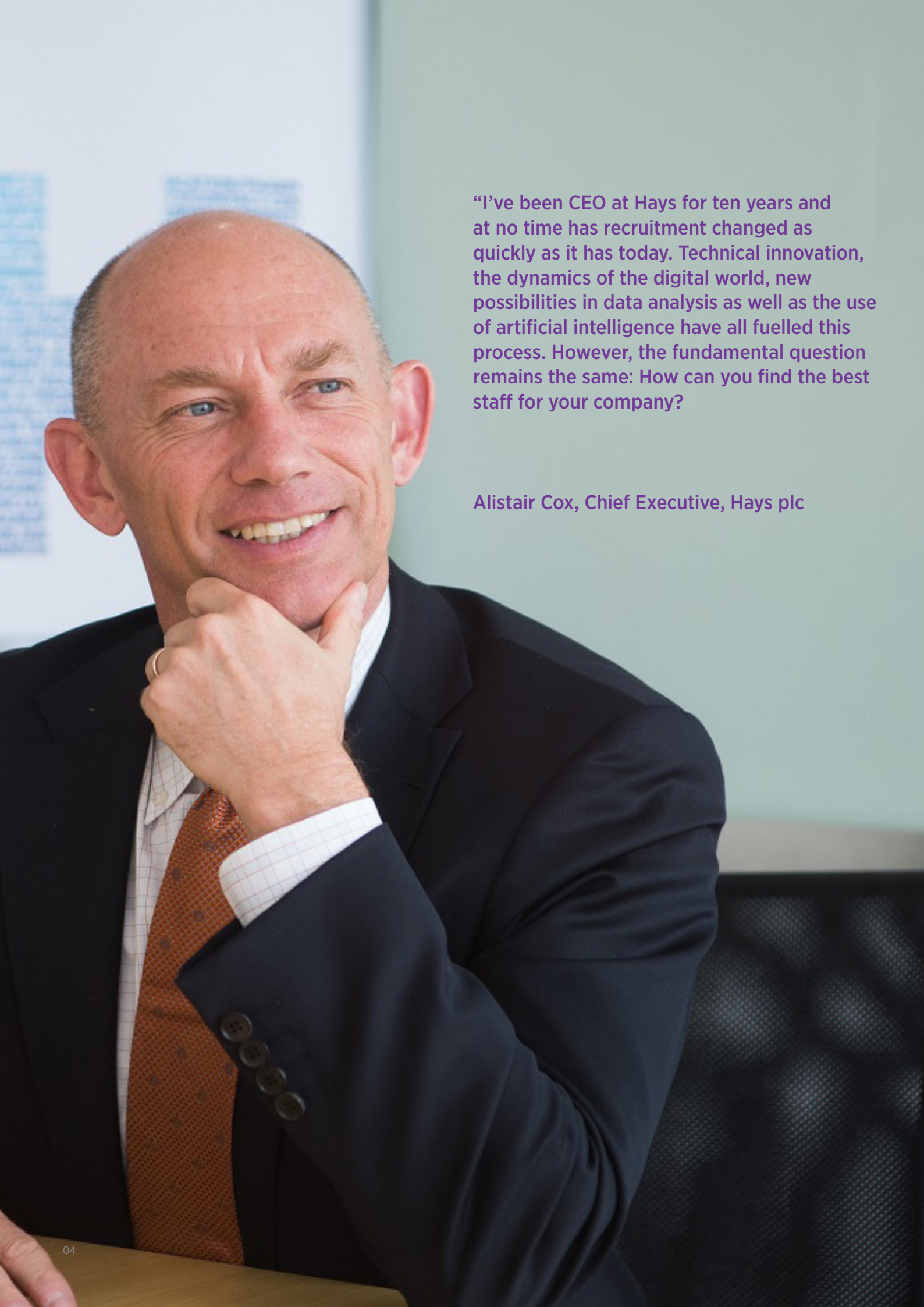
# MODERN RECRUITING IS COMPLEX

Building close relationships with applicant communities requires innovative approaches and in-depth knowledge. Digital technologies, new methods of data analysis and, above all, an individual approach are important factors for ensuring success.

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“I’ve been CEO at Hays for ten years and at no time has recruitment changed as quickly as it has today. Technical innovation, the dynamics of the digital world, new possibilities in data analysis as well as the use of artificial intelligence have all fuelled this process. However, the fundamental question remains the same: How can you find the best staff for your company?”

Alistair Cox, Chief Executive, Hays plc

# RECRUITMENT IN TRANSITION

## FIND AND ENGAGE

- ✓ **Attractive positions** remain unfilled for a long time due to a lack of applications
- ✓ The 'find and engage' concept offers a **professional alternative to in-house solutions**

Recruitment has always been an art. If you want to build trusting relationships and find common ground between different parties, you need a great deal of tact and sensitivity. But these days, that's no longer enough. Data analysis, artificial intelligence and digital technologies have opened up completely new recruitment possibilities.

### The digital application process

Until a few decades ago, the printed job advertisement was the method of choice for recruitment. This was then replaced by online job boards, which offer job seekers a variety of suitable vacancies at the click of a mouse. Today you can apply for a job with just the push of a button.

### Quantity isn't quality

Because things go so much faster and easier these days, many employers are flooded with applications. And that's great. But unfortunately quantity doesn't equal quality: not every application that appears in the recruiter's inbox is a match for the advertised job profile. It is both laborious and time-consuming to separate the wheat from the chaff.

### A lack of skilled workers makes recruitment more difficult

In addition, in some sectors and niche markets an increasing shortage of skilled workers is making recruitment more difficult. In many places companies are desperately looking for qualified employees – but unfortunately often in vain. Even attractive positions sometimes remain unfilled for a long time due to a lack of applicants.

### The jobs find the applicants

So on the whole, digital recruitment is by no means easier. In fact, it's actually more complicated. In addition, potential candidates now expect to be actively approached by HR managers and so increasingly avoid answering job advertisements themselves. In other words 'It's not the applicants that find the jobs, it's the jobs that find the applicants'.

### Maintaining continuous contact with interesting specialists

Skilled recruiters compensate for this by expanding their search radius and thus the circle of potential applicants they can reach, e.g., by also targeting inactive or passive job seekers.

This increases the chances of finding suitable candidates, inspiring them to change jobs and then successfully placing them. This process is enormously time- and labour-intensive, but it's worth it. Because only those recruiters who continuously keep in contact with interesting specialists will be able to approach them when it really counts.

### Internal recruitment has a multitude of hidden costs

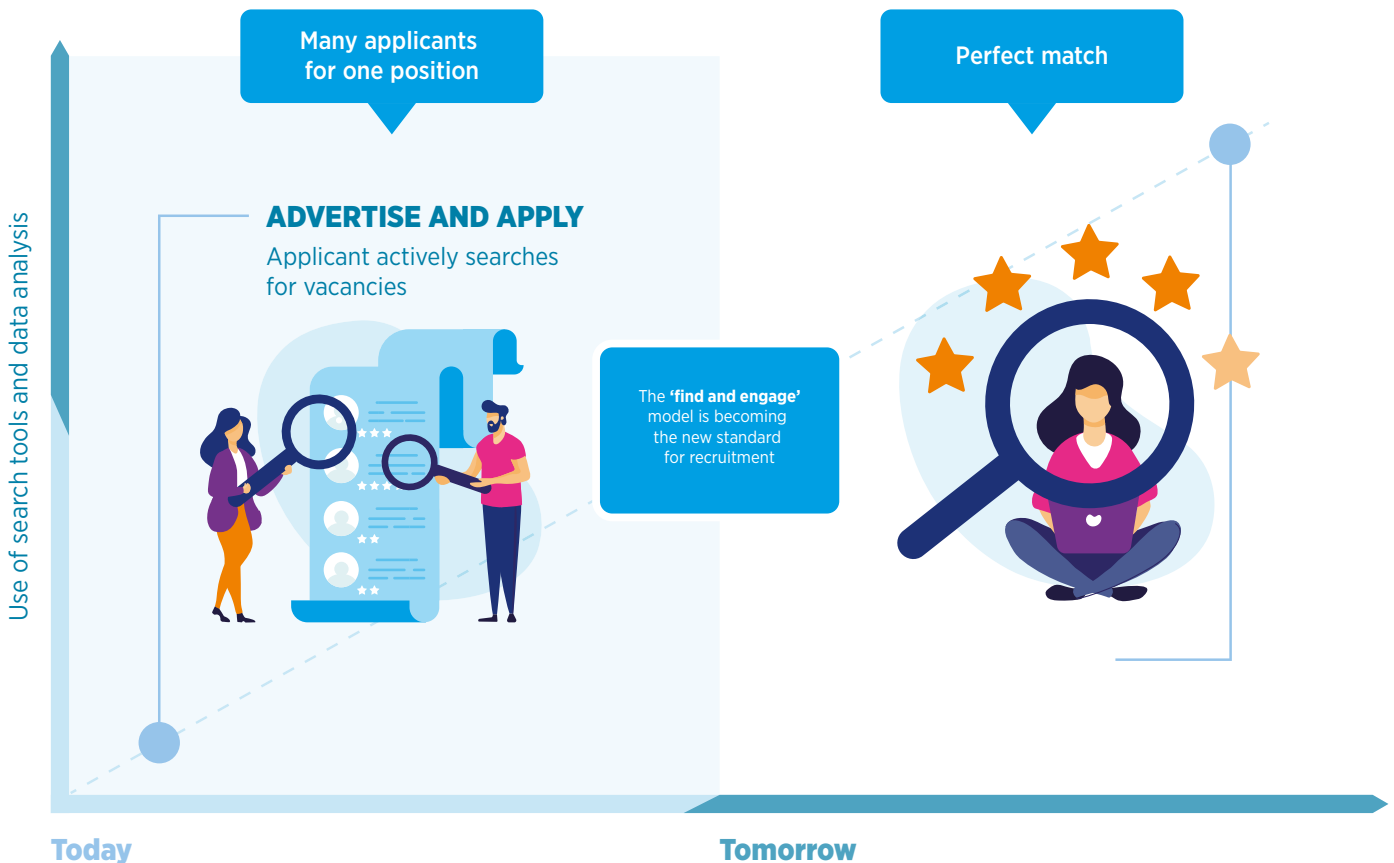
The HR departments of larger companies sometimes deploy specialised recruitment teams exclusively concerned with building and maintaining such candidate pools. However, for the majority of employers this is not an option as despite all the newly available technical possibilities, the internal recruitment of personnel generates a great deal of hidden costs. To enable large-scale, targeted, individual communication, innovative software solutions and high-quality content are also needed. Small- and medium-sized enterprises (SMEs) in particular have neither the financial nor personnel resources for this.

### The 'Find and Engage' concept

The 'Find and Engage' concept offers companies a professional alternative to in-house solutions. Companies increasingly rely on a good working relationship with recruitment services providers like Hays. This is because we are in contact with several hundred thousand applicants every day. Our consultants know the career goals and interests of the individual candidates and are therefore able to provide them with bespoke job offers.

# RECRUITMENT IN TRANSITION

Recruitment has always been an art. This is because it is about building trusting relationships and the ability to assess whether two parties are a good match for one another. Advances in data analysis, artificial intelligence and digital technology are transforming recruiting processes. And thus art is complemented by science.



## Finding jobs:

Applicants search for vacancies and apply for those positions they find attractive. This assumes that they are open to new job opportunities. Recruiters depend on the quantity and quality of the applications they receive. Applicant databases are used for positions that are more difficult to fill.

## Finding applicants:

Using specialist search tools and data analysis, recruiters create extensive lists of possible candidates. These lists also contain candidates who are not currently actively looking for a new job. A recruiter's competitive advantage depends on the quality and quantity of the available data. And, of course, the nature of their relationship with individual applicants.

# THE OLD MODEL: ADVERTISE AND APPLY

In the past, job advertisements primarily appeared in national or regional daily newspapers, trade journals and magazines – and thus ensured the coffers of media and publishing houses were well filled. However, job seekers are today more likely to find relevant offers on the Internet. But on the whole, little has changed with the traditional ‘advertise and apply’ recruitment model.

**Up until 30 years ago, new workers were brought on board using a very clear method. Companies would place job advertisements or engage an employment agency to do so on the company’s behalf, applicants would send in their documents by post and, in the best case scenario, they would then be invited to interview. If the applicant’s qualifications and chemistry were right, the contract was signed and the person was hired.**

## **The first online job boards**

Then along came the Internet, and with it the first online job boards. Shortly afterwards, daily newspapers also began publishing job advertisements on their websites. This was followed in the mid-2000s by numerous online formats that explicitly specialised in placing candidates.

## **Vertical search engines**

Another change was the advent of so-called Internet aggregators. These vertical search engines bundled job offers from different sources on a uniform, standardised platform. The advantage: anyone looking for a new job could at a glance see the exciting offers that were available. It was also possible to filter down to individual specialist areas, qualifications or regions at the click of a mouse.

## **Google for Jobs**

Now, established job boards (e.g. StepStone, Monster or Jobware) in conjunction with vertical search engines (e.g. Indeed or Kimeta) offer applicants simple solutions for finding and applying for new jobs. A major new player in this field is Google, with its “Google for Jobs” search function, which was first launched in the USA and later extended to other countries.

## **The limits of the ‘advertise and apply’ model**

Due to the rapid development and growth of social networks and online communities, particularly LinkedIn, the ‘advertise and promote’ model is increasingly reaching its limits. This is because job seekers can specify in their profiles, that they want to be informed about new jobs. As a result, they can now expend even less energy looking for new employment. Instead, they rely on recruiters to find their profiles and then directly approach them with interesting offers.



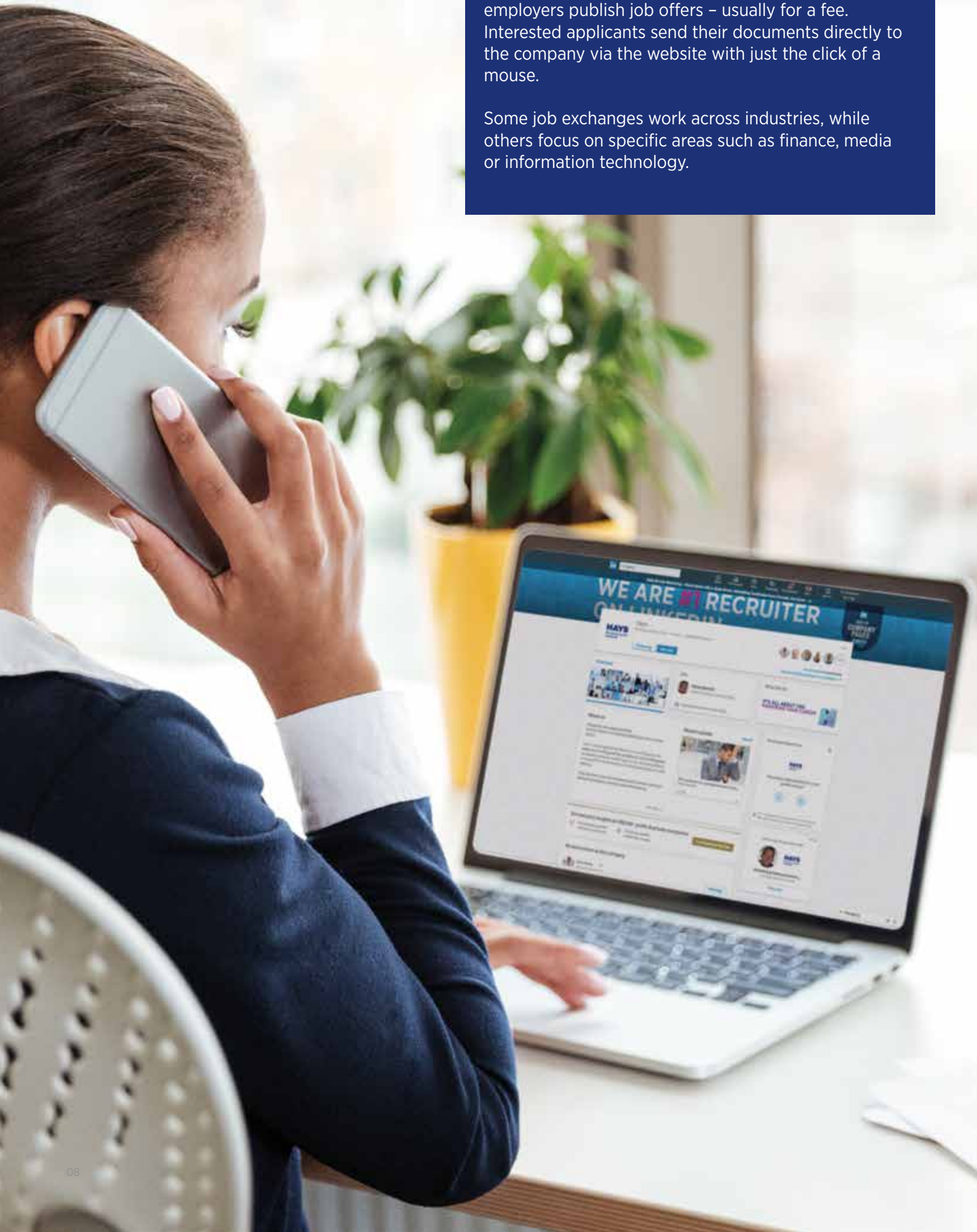
**Want to learn more?**

**You will find further information on the ‘Find and Engage’ concept here:  
> [hays.de/finden-und-binden](https://hays.de/finden-und-binden)**

## JOB BOARD DEFINITION

A job board or exchange is a website on which employers publish job offers – usually for a fee. Interested applicants send their documents directly to the company via the website with just the click of a mouse.

Some job exchanges work across industries, while others focus on specific areas such as finance, media or information technology.





# THE DEVELOPMENT OF RECRUITMENT



## BEFORE THE INTERNET AGE

19TH CENTURY – 1990s

Job advertisements are mainly published in print media.



## 1. LEAP FORWARD: JOB BOARDS

1990s

Job advertisements and the first round of applications are increasingly shifting to the Internet. The print model is largely losing importance.

## 2. LEAP FORWARD: NETWORKS

2000s

Numerous social platforms and networks are emerging – with them come new channels for reaching applicants and arousing their interests.



## 3. LEAP FORWARD: VERTICAL SEARCH ENGINES

2010s

New search engines bundle job ads from job boards and recruitment sites. This makes job searching easier for applicants.



## 4. LEAP FORWARD: 'FIND AND ENGAGE'

TODAY

The traditional 'Advertise and Apply' model is replaced by the new 'find and engage' approach. Innovative methods of analysis are used to reach the largest possible number of potential applicants and people willing to change jobs.



Some of the larger job boards are now also positioning themselves as recruitment agencies and offer to actively seek out applicants for companies. However, this service is essentially only a variant of the 'advertise and apply' concept. This is because it relies solely on a mixture of email marketing and online banner ads – any personal contact with potential candidates is non-existent.

### The shortcomings of the 'advertise and apply' model

The fundamental shortcoming of the 'advertise and apply' model is that it is primarily based on applicants looking for job opportunities and actively responding to job advertisements. Also, the pool of potential applicants is limited to active job seekers – i.e. exactly those people who are also submitting applications

through other channels. In short, this traditional model helps fill vacancies with available candidates. Nothing more, nothing less.

### A new level of recruitment

However, innovative tools now enable recruiters to go one step further: these tools not only ensure that vacancies are somehow filled, they also find the best candidates for these open positions. This, however, requires knowledge of how to use digital platforms and tools efficiently, how to continuously expand applicant pools and how to evaluate the corresponding data in a targeted manner. If a recruiter masters this, they not only reach job seekers, but also candidates who are willing to change jobs, thus taking recruitment to a new level.

# THE NEW MODEL: FIND AND ENGAGE

‘Find and Engage’ is a new concept in recruitment. It combines proven processes and competencies used in traditional recruitment, such as drawing on the wealth of experience and personal commitment of a good recruitment services provider, with new technologies and techniques for evaluating data. Using this model and a range of machine learning programs, we can determine how open an applicant is to a specific job offer.

## Digital platforms and tools for data analysis

Through the use of social networks and online communities, employers and recruiters can connect with millions of potential applicants. Digital platforms and tools for data analysis help find suitable candidates, arouse their interest and bring them on board.

## Identifying suitable candidates is and will remain a mammoth task

The greater the choice, the bigger the headache. And this particularly applies to recruitment. Finding the right talent from among a huge mass of potential candidates is anything but easy. Even the powerful search functions and automation tools used by some job portals hardly make a dent. Identifying suitable candidates is and will remain a mammoth task – all the more so because applications received through traditional channels also need to be taken into consideration.

And there is yet another stumbling block: those who do not have access to state-of-the-art data analysis programs and customer loyalty systems may end up presenting potential applicants with offers that do not match their profiles and interests. And this doesn't go down very well with applicants, because they feel misunderstood and become sceptical of the company that is seeking to hire new staff, or even the recruitment services provider itself. In the worst-case scenario, the applicant will just completely ignore any future offers from these two sources.

## The power of data

Hays is convinced that the ‘find and engage’ model will prevail in recruitment in the medium term. However, this requires that potential candidates and their career aspirations are known. This also includes all those who may not be actively looking for a new job. Only in this way can recruiters present relevant and attractive job offers to these individuals.

## Enriching applicant data

Having the corresponding contact data for potential applicants simply isn't enough. If you want to get a clear picture of applicants, their skills and relevant experience, you need to enrich these contact details with additional information, such as interests and career goals. The next step is to evaluate the available data, draw up a shortlist of suitable candidates and then present them with the vacancy.

## Expanding competencies in finding candidates

In recent years, Hays has specifically concentrated on further expanding its competencies in finding candidates. To achieve this, we use an intelligent combination of the following elements: strategic partnerships with various career networks, the provision of high-quality content for career planning and the implementation of powerful software solutions and market analysis methods. We have also invested in artificial intelligence tools and programs for machine learning, which has also enabled us to be technically well equipped for meeting the requirements of digital personnel procurement.

## Recruiters must maintain a dialogue with candidates

After all, the new ‘find and engage’ model is not only aimed at finding the right staff. It is much more about staying in contact with interesting applicants over a longer period of time. This means that recruiters must maintain a dialogue – both via the Internet and in person. Finding the best talent for available positions at the decisive moment thus not only requires having powerful technology and automation tools, but also the experience and expertise of a professional recruitment consultant.

✓ According to LinkedIn, the probability that a person will apply for a job offer **is significantly higher if a recruitment services provider such as Hays has previously contacted that person.**

### The importance of content

High-quality content is required for every contact: information, recommendations, articles and blog posts on relevant topics offer a sense of direction to active and passive candidates at every stage of their job search. Expert insights into the individual's area of employment deepen the relationship between consultant and candidate and pave the way for a continuous dialogue.

### Building a relationship with the applicant

For a lively exchange to exist between recruitment services providers and applicants, two basic questions must be answered: who is the candidate and what are his interests? Only once this has been ascertained can the right jobs be offered at the right time. In addition, a recruiter who knows the employment profile and interests of a potential candidate can use this knowledge to build a meaningful relationship with the individual.

### Personal contact is crucial

The effort is well worth it, because it makes it much easier to have an informal conversation about a job opportunity, even if the candidate is not actively looking for a new job. And according to the global job network LinkedIn, the probability that a person will apply for a job offer is significantly higher if a recruitment services provider such as Hays previously contacted that person. This shows that although technical advances simplify recruitment, there is still nothing like personal contact.

### Strategic partnership with LinkedIn and XING

Hays concluded a strategic partnership with LinkedIn in 2012 and regularly publishes articles on the platform. Since then, almost two million people now follow our content. We regularly evaluate how many LinkedIn members read our articles and which topics are of particular interest.

Hays has also entered into a comprehensive partnership with XING, Germany's leading career network. Hays employees have comprehensive access to all aspects of this online network and automatically publish jobs directly in the XING community.

### Content development strategy

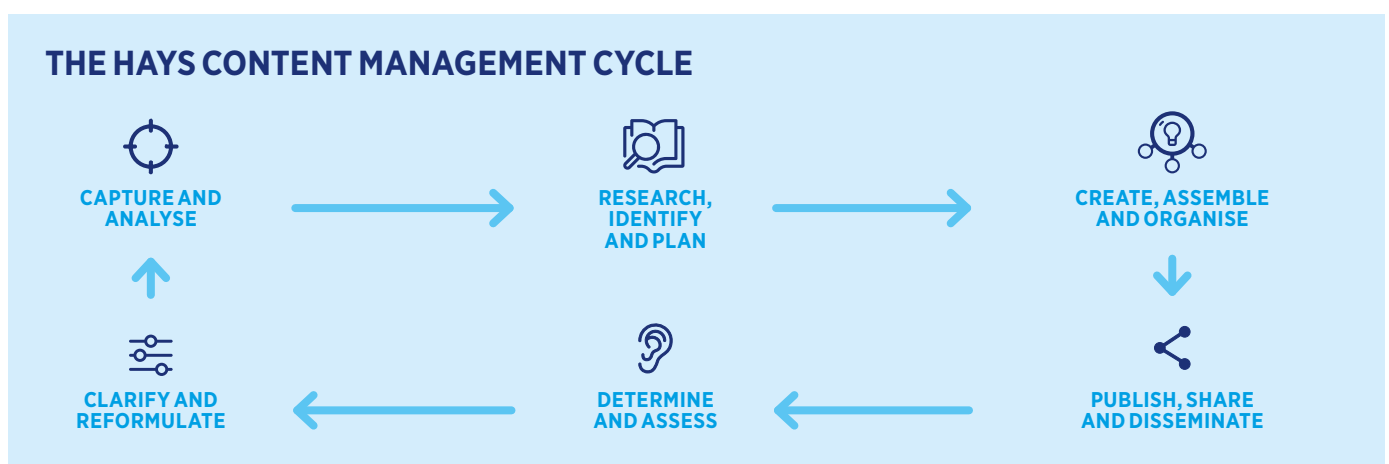
Thanks to our collaboration with strategic partners, we have developed a general strategy for content development. This includes our consultants' own knowledge as well as findings and materials from other relevant sources. We also monitor and evaluate contacts that are exchanged with Hays across all channels and platforms.

### The Hays content management cycle

Using the above, we can determine the pattern in which content is clicked and what areas are of the greatest interest to both companies and candidates. The following diagram illustrates this process. The content management cycle at Hays is a living entity that ensures content is created, bundled and continuously optimised to suit the given target group.

### Continuous optimisation of content

Innovative software solutions and IT systems provide the basis for this. This enables us to determine how the various target groups use the provided information. In this way, our content teams can continually adapt the published content to suit the needs of users. Detailed data analyses also help to determine the optimum time to publish articles.



# CASE STUDY: PLACEMENT OF A DATA ANALYST

A customer recently commissioned Hays to place a data analyst and, in the process, also learned what a difference innovative methods of personnel placement make when filling vacancies.

## Quantity isn't quality

Seventy-seven applications were received in response to job advertisements placed on the Hays website and other job portals. At first glance, a pretty respectable result. Upon reflection, however, it appeared that almost half (38) of the applicants did not pass the basic suitability tests. For example, some candidates had no experience in data analysis while others did not have a work permit for the employer's country.

## Applications were intensively examined

The remaining 39 applications were examined in more detail. Applicants who had applied via Hays for the first time were personally contacted by our consultants and the profiles of known candidates from previous recruitment activities were once again intensively reviewed. The results were telling: In the end, only two of the original 77 applications received met the customer's requirements, with only one candidate being invited for an interview.

## Internal Hays applicant database

However, the Hays consultant had a few other irons in the fire. In conducting his search, he not only considered the applications received, but also searched the internal Hays applicant database for suitable candidates. This was not without success: more than 100 people had the skills and experience that met the customer's requirements.

## Personal contact with candidates

After screening the data, seven candidates remained. These individuals were, in turn, contacted by the Hays consultant to find out whether the client's job offer was of interest to them. And that was it: two of the originally passive candidates were selected and invited for interview. Shortly thereafter, one of these two candidates took up a new position with our customer.

## ADVANTAGES OF THE 'FIND AND ENGAGE' MODEL BASED ON OUR CASE STUDY

- ✓ **Quality:** Only one suitable candidate was found using traditional job advertising. Using our internal applicant database in coordination with personal contacts with candidates, we were able to identify two further candidates, one of whom received the position.
- ✓ **Effort:** With the assistance of our applicant management software, applications can be checked against certain selection criteria.
- ✓ **Efficiency:** Our consultants get to know candidates during their initial interviews and then stay in touch with them, so that they can quickly bring them back into the pool of candidates being considered for future job postings.
- ✓ **Speed:** We have a pool of highly qualified candidates. From this, our personnel consultants can quickly display a list of suitable candidates and present them with the position. This means we have the option to act proactively and do not have to wait for applications to come to us.

# INTERNAL OR EXTERNAL? A COMPLEX DECISION

Companies seeking new employees have a choice: search for staff themselves or hire a recruitment services provider to do it for them. The right option depends on various factors.

## Advantages of internal recruitment

Internal personnel managers know the specifics of the industry and the corporate culture – and thus are capable of marketing their own company very well. They know best what the company's values are and what qualifications an applicant for a particular job should have. Communication with internal participants from management and the company's various departments is easier because no external third party is involved.

## Advantages of using a personnel services provider

In contrast, there are also many advantages when recruitment is not organised exclusively within the company: for instance, a highly qualified external recruitment services provider has in-depth knowledge of the applicant markets and the associated competencies. This facilitates the preparation of the job description and getting in touch with the best candidates. In addition, unsuitable applicants are filtered out and an appropriate salary offer is determined. The industry or market segment knowledge of a recruitment services provider also helps when selecting and assessing applicants.

## Anonymity is guaranteed

Potential candidates are often reluctant to respond to direct job advertisements. And it's no wonder: after all, they don't want their current employer to know that they are flirting with the competition.

By contrast, anyone who submits an application with a recruitment services provider remains anonymous until the job interview. They are also made aware of similar vacancies that they might otherwise not have heard about.

## The recruitment services provider is also a consultant

Moreover, external recruitment services providers can flexibly expand their resources, such as when a company needs a large number of new employees all at once. To remain competitive, recruiters are also continuously developing their range of services. They are familiar with new laws and changes in regulations, as well as with the use of digital technologies or any compliance requirements.

## The 'find and engage' model as an indispensable standard

Since the 'find and engage' model will establish itself as an indispensable standard in recruitment in the future, the routines for outsourcing the procurement of personnel will also fundamentally change. This is because recruitment services providers use sophisticated recruitment technologies and innovative analysis tools to open up completely new pools of specialists and groups of applicants to employers.



Need additional staff and want to get to know some of our experts? Tell us about your vacancy and we'll be happy to get in touch with you.  
> [hays.de/vakanz](https://hays.de/vakanz)

### **ADVANTAGES FOR SMES**

The 'find and engage' concept offers clear advantages, especially for small- and medium-sized companies. These companies often lack the resources for machine learning programs and their own data analysts. This being the case, they also find it difficult to seek out the right candidates. They either fail to reach passive job seekers (or insufficiently do so) and thus do not find the right kinds of candidates. As a result, they may incur considerable costs – some of which are not obvious at first glance. These can include such things as the time required to manage applications or the opportunity costs that arise when no acceptable candidate is found

### **European General Data Protection Regulations**

These risks will further increase in the future because of increased data protection controls – above all the General Data Protection Regulations required by the European Union. These legal provisions are designed to give individuals greater control over their personal data and usage preferences and to ensure transparent and sound management of an applicant's data. This significantly increases the pressure on employers and personnel managers.

### **Sustainable recruitment**

SMEs face an enormous challenge when trying to implement sustainable recruitment on their own: they not only have to build up special networks of potential candidates, but also have to maintain contacts with individual applicants on an ongoing basis – an effort that is hardly worthwhile.

### **Increasing publicity**

On the other hand, if SMEs commission a specialised recruitment services provider such as Hays to handle this, they save a lot of time and effort while also benefiting from the 'find and engage' concept. Hays also knows how best to promote a company's employer branding. This is an important advantage, as job seekers may not even know of many SMEs. However, if a well-known recruiter lends its support it can, in most cases, generate a higher application response than the employer itself.



### ADVANTAGES FOR LARGE COMPANIES

Even if large companies can dedicate their own internal resources to recruitment, hiring a specialised recruitment services provider offers advantages – particularly if the recruiter uses the ‘find and engage’ concept. In addition, larger recruitment services providers benefit from economies of scale due to their extensive geographical reach. This gives them access to more comprehensive pools of specialists that in many cases they can then use to quickly draw up shortlists of high-quality candidates.

### Increasing attractiveness

Specialised recruitment services providers like Hays also help to increase a company’s attractiveness, because we show applicants what distinguishes a particular company and how they as individuals can personally benefit from making a change. Hays also ensures that every candidate goes through an application procedure that is as professional as possible.

# THE HIDDEN COSTS OF RECRUITMENT

What are the benefits? How long does it take? What does it cost? These three criteria usually determine whether a company commissions a recruitment services provider to handle their recruitment or whether they prefer to handle things themselves. It is difficult, however, to measure the real costs of recruitment.

**It stands to reason that when tightly defined budgets are involved, employers pay close attention to all recruitment-related costs. These are often referred to as the 'real costs of recruitment'. This metric includes both direct and hidden costs, with the latter often being difficult to measure. When it comes to comparing the costs of an internal solution with that of a recruitment services provider, they cannot be ignored.**

## **Opportunity costs**

In addition to the direct costs of hiring staff, some less obvious cost factors should also be taken into account. These include, for example, the duration of the recruitment process and the qualifications of the person being hired. These hidden costs, or opportunity costs, are often difficult to quantify because they manifest themselves in the form of lost revenues rather than expenses, but have a similar impact on company results.

## **Financial consequences of an extended recruitment process**

If a post remains vacant for too long, the financial consequences of a lengthy recruitment process can sometimes take the form of direct expenditure. This can include, for example, when an individual is hired on a temporary basis or overtime for other workers has to be paid. But that's not all: in the worst case, the resulting increased workload may reduce the motivation and satisfaction of other employees. This can not only lead to higher staff turnover, but also to a loss of revenue – not to mention considerable opportunity costs due to missed business opportunities or poorer customer loyalty.

## **Qualifications are crucial**

In addition, the qualifications of the person being hired play an important role in estimating costs, especially in a service environment.

This is because the difference in performance between someone with a high level of qualifications and someone with only average qualifications can be considerable.

## **The '10x programmer'**

In IT, for example, the term '10x programmer' has become popular – that is, a programmer who generates ten times the added value of an average programmer.

## **Getting a wider choice of suitable candidates via recruitment agencies**

Hiring a less efficient worker also entails opportunity costs. When internal personnel managers only have access to a narrow group of applicants, they will likely only find a good rather than an outstanding employee and will pay dearly for this in the long run, because a less than ideal candidate will deliver a lower level of performance and return.

## **Use recruitment services providers for even simple staffing needs**

Some employers may still choose to use internal resources when staffing easier-to-fill positions and will only turn to a recruitment agency for the more difficult-to-fill positions. This, however, is not always the right way forward. An external recruiter often works much faster and delivers a higher value shortlist of candidates – even for jobs where numerous applicants are available on the market.



## FIND AND ENGAGE

- ✓ The **actual costs** of recruitment are **difficult to measure**
- ✓ They are divided into direct and hidden costs (i.e. opportunity costs)

### Recruitment services providers help resolve fluctuating recruitment needs

This is an important advantage, even though many companies try to counteract this problem by reducing the size of their internal recruitment teams. However, there are hidden risks involved: if a lot of new personnel are required, this will prolong the entire recruitment process. In order to cope with the existing workload, candidates may have to be recruited on a temporary basis and the associated high opportunity costs simply accepted. If this is unacceptable, the recruitment process can, of course, be sped up. But this usually then results in a lower quality shortlist of candidates, because hiring less efficient workers increases long-term costs.

### DIRECT RECRUITMENT COSTS

Salaries of internal staff, advertising expenses and, if required, commissioning of the recruitment services provider.

### TIME LOST

Costs for temporarily filling the position, Potential loss of employee motivation, Opportunity costs due to missed business opportunities or poor customer service.

### QUALITATIVE EFFORT

Opportunity costs, if the less-than-best candidate is hired, lost productivity, business lost to competitors.



A medium-sized company that hires 10 to 20 employees per year can, of course, handle their recruitment through an internal HR manager. Their task would be to publish job offers on job boards or search Internet databases for suitable applicants. By not collaborating with a recruitment services provider, the employer believes it is reducing its direct costs. The catch here is that this does not take into account a large part of the hidden costs involved.

# RECRUITMENT – A NEW PERSPECTIVE: THE FUSION OF ART AND SCIENCE

## **Recruitment transformed**

This brochure deals with the transformation of recruitment as driven by platforms and new technologies, and employers and recruitment agencies must deal with this in equal measure. Innovative solutions complement the traditional competencies offered by recruitment services providers and herald a paradigm shift in the field of recruitment.

## **People are always the focus**

One thing is certain: people will always be at the centre of the recruitment process. Progressive digitalisation will not change this. Automated processes cannot replace but can complement the core competencies and experience of a good recruitment services provider. By using new technologies, Hays is able to individualise its strategy of first-class candidate placement to an unprecedented degree.

## **‘Find and engage’ is becoming the standard method of recruitment**

We are convinced that the ‘find and engage’ concept will become the standard recruitment method in the medium term, especially in market segments where there is a shortage of skilled workers or it is difficult to find new employees for some other reason.

## **Creating cross-sectoral pools of specialists**

The new model essentially aims to form comprehensive, cross-sectoral pools of skilled specialists. Various channels and methods are used to build relationships with potential applicants, to get to know their interests and priorities and then to inform them about interesting job offers.

## **Powerful digital tools and data analysis programs**

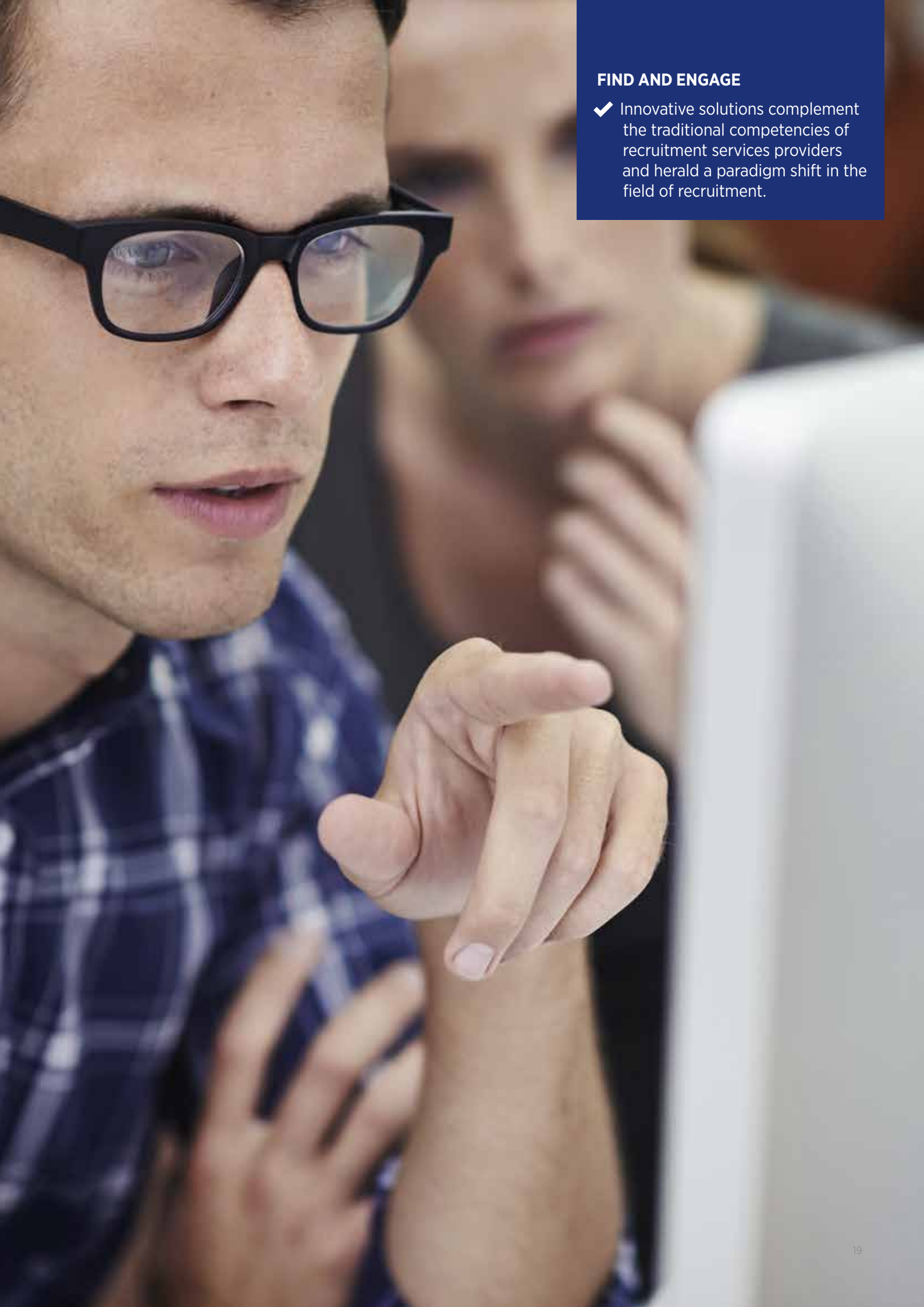
To make this possible, powerful data analysis programs and digital tools are required. Instead of investing in such solutions themselves, companies should fall back on specialised recruitment services providers like Hays, and thus secure a leading position in the battle for the best talent. We have the necessary tools and skills to promptly find and place potential candidates.

## **Innovative form of recruitment**

We firmly believe that companies will increasingly come to rely on the support of experienced recruitment services providers such as Hays to find and retain new employees. After all, this innovative way of recruiting staff is not easy to implement internally: enormous amounts of data and complex recruiting programs have to be managed, qualified content has to be developed and published and communication with potential applicants must be reliable and continuous.

## **The perfect combination of art and science**

A wide range of technical elements used in digital dynamics and data analysis must also be incorporated. This is the only way for an experienced recruiter to utilise their skills, knowledge and relationships to determine whether is a good time to approach a suitable, but apparently inactive, candidate. Thus, innovative personnel recruitment is based on the perfect combination of art and science.



## FIND AND ENGAGE

- ✓ Innovative solutions complement the traditional competencies of recruitment services providers and herald a paradigm shift in the field of recruitment.

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