

Media Diversification

Challenge

Emeritus Senior Living is the largest provider of assisted-living communities in North America. The company includes over 300 communities and 18,000 employees. Emeritus is currently on track to acquire roughly 140 additional communities and add close to 90 positions in their corporate office. Since 1999, TMP has collaborated with Emeritus to help establish the Seattle-based company as the leader in assisted-living recruitment and employment.

During our partnership, we have seen the recruitment industry evolve. Together we determined that the interactive space was a better fit for Emeritus than traditional marketing. In fact, 2005 marked the beginning of a new era for Emeritus: a complete switch from in-column print ads to online job postings. In 2009 we diversified even more by utilizing TMP's campaign management to increase their Search Visibility and reduce their job board spend by 30%.

Today's competitive marketplace requires us to do even more to harness online tools and tactics while maintaining Emeritus as a trend-setter in the senior living space.

In 2009, Emeritus received 126,078 applications. Our challenge going into 2010 was to reduce the number of applicants without impacting quality candidate flow. In addition, Emeritus had chosen a new HRIS system (Kronos) and TMP was tasked with managing the posting process for both Kronos and ICIMs as the new system rolls out.

Solution

Job Board Evaluation

Using the campaign management data from 2009, we determined which job board was driving the most traffic. Because Emeritus currently does not have track-to-hire, we used the self-reported data in their ATS to determine how many applications were converted to hires. One particular job board drove over 50% of the applications and a low number of hires.

Based on the low efficiency of this job board, we cut it from the 2010 strategy. Emeritus still utilizes two job boards, both of which are being tracked for efficiency and potential removal in the 2011 strategy. Cutting the non-performing site resulted in a 31% reduction in job board spend.

Search Visibility

Based on the campaign management data, Emeritus increased their search engine marketing (SEM) budget by 35% year-over-year (\$150,000 in 2009 to \$230,000 in 2010). The buy includes Google, Yahoo, Bing, Indeed, Simply Hired, JuJu, and Facebook. It also includes TalentBrew banners on the Google Content Network as well as a test on Google Mobile.

The Emeritus TalentBrew (emerituscareers.com) was renewed in March, 2010. A TalentBrew is a simple, branded and unique web site wherein all of Emeritus' open positions are compiled and listed in a search-engine friendly format that directs candidates back to their ATS to apply.

In Q1, 2010, visitation to the TalentBrew dropped slightly to 2,399, but we learned visitors were spending more time on the site, and that the bounce rate dropped to 49%. In addition, the average page views were up 20%, showing greater interaction with the site. The TalentBrew continues to be a successful piece of the sourcing strategy.

Mobile

Google Mobile is being used to target regional and corporate positions – those users who travel and live on their phones. The mobile keyword campaign drives traffic to the Emeritus mobile site (URL: emeritus.pki.mobi).

Mobile is measured differently than standard digital campaigns. As of June, 2010, the Emeritus mobile site has received 1,102 clicks driven by Google mobile search. Next steps are to test other mobile search engines.

Results

Between December of 2009 and March of 2010, Emeritus has received 9,003 completed applications. In comparison, they received 25,642 applications during the same timeframe last year – a 65% reduction in applications. And, Emeritus has not experienced a drop in quality. This tells us the recommendation to reduce the job board spend even further and increase search visibility has improved quality over quantity.

The detailed data and analysis provided have equipped Emeritus with metrics and recommendations to support their recruitment advertising investments and make adjustments in real time. In addition, TMP provides this return-on-investment data in a monthly, consolidated Campaign Management report reflecting both Job Posting and Search media results. This includes SEO rankings and recommendations.

Next Steps

Our next endeavor with Emeritus is to do a complete website redesign, creative videos and incorporate track-to-hire technology.

Creative Samples

Mobile Site



Mobile Site Email

