

Creating powerful opportunity marketing pieces to draw best hires

A well-done Opportunity Marketing Piece (OMP) can generate a lot of power to help you get the top talent you need. Some time ago, Ropella Group was contracted to staff a new company called Specialty Chemical Products (SCP).

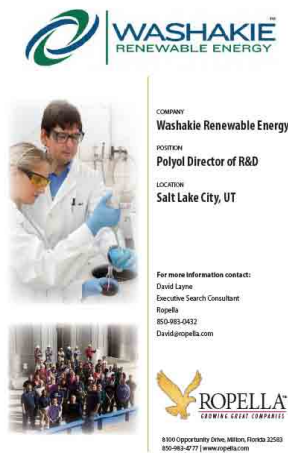
Making things more difficult than usual, we learned early on that they were a brand new startup with a highly proprietary state-of-the-art process to produce precipitated silica from recycled glass. There were also only five companies in the world, all Fortune 500 companies, who were their direct competitors. Since it was a very small company, they required that all candidates have this specific experience – but the candidate pool was incredibly small, because there were only five other companies in the whole world that produced this product! We also quickly discovered that only three of these companies had people with experience who were based in the US. This meant that there were probably only between 20 to 30 people in the entire world who were qualified – but only 10 to 15 of them actually lived in the US.

There was also going to be one other major hurdle in the process – the company



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Case Study Opportunity Marketing Piece Skills Survey Scorecard

was starting the new facility in the town of Moses Lake in the state of Washington, which was right in the middle of nowhere.

Problem being – all the existing US companies were located in the Eastern US – near big cities. Ropella dove in and a beautiful OMP was prepared that included the details needed to sell the opportunity, the technology, the company, the leaders and the community. Using the OMP, email marketing, and extensive recruiting efforts, it was not long before all of their new positions were filled.

THE USES OF A HIGH QUALITY OPPORTUNITY MARKETING PIECE

once your advertisement for your new position has been refined so that it has the snap and pop it needs to grab the attention of the right people, you need to create a quality Opportunity Marketing Piece (OMP). This beautifully designed promotional piece will be given to qualified candidates who need more information about the job opportunity you are offering.

Like any piece designed for marketing purposes, it should not lack in any way – it needs to be the best that you can produce. It will be given to anyone who is interested in the opportunity – whether internal or external. It will also need to be given to those referral sources that may be in any way helpful in sourcing you with prospects. With this in mind, you can see that the goal of this first-class informational piece is to create excitement in the reader – whether they are an actual candidate or a referral source.

Once you and your hiring team have completed the SMART Search Prep Questionnaire, then brainstormed about the opportunity for the best ways to present it, and upgraded the position description, then you are ready to prepare your Opportunity Marketing Piece. This will be a compilation of all of the information you have gathered. The size of this document will vary, depending on the position and the importance of the role. The difficulty that you anticipate finding candidates for the position may also influence the length of the OMP. Typically, they can be as few as three to five pages long, but they could also be as long as ten pages or more.

The goal of this document is to further-entice highly qualified candidates to become very interested in your position – rather than your competitors. It provides the details that are needed to help convince candidates, as well as those that influence them, such as family members, friends, relatives, and others who may provide some input in the final decision-making process.

THE CONTENTS OF A PROFESSIONAL OPPORTUNITY MARKETING PIECE

your OMP should contain at least four different sections in order to accomplish the desired task of providing quality information to your potential candidates

and their influencers. Here are the four different sections you need to include and a brief overview of what goes in each one.

Section One Should Have:

- Description of the organization, its mission and vision statements.
- Detail on sales revenues, profits, goals,
- and the organization's past and current performance track record.
- Description of the services and/or products specific to the position.
- Recent positive news, awards and public relations for the organization.
- Attractive pictures that best represent the image of the organization.

Section Two Needs to Include:

- Description of the corporate culture.
- Description of the micro-culture of the organization and culture of the area, floor, or
- department where the new employee will be working.
- Biographies on any relevant managers and/or senior leaders involved in the interview process.
- The hiring manager's bio, management style and personal interests.

Section Three Should Contain:

- The position description.
- Clearly defined outcomes for all candidate must-haves.

The Fourth (and Final) Section Should Include:

- A wrap up your of a few pages about the community where the position is based.
- A compelling front cover and last page with point of contact details.
- A quality control check to be sure the entire OMP is professionally formatted.

Besides recognizing that this contains a lot of details, you are probably also realizing that it looks like a whole lot of work. The truth is that you are right, but what you also need to realize is that this will lay the groundwork for all other quality OMP's for all of your other job descriptions, as well. Much of the material in this one OMP will be repeated in other OMP's when you are ready to create them. Look at it as a template from

which you will be able to create other great OMP's.

Here is a checklist you can follow as you create your Opportunity Marketing Piece:

The Front Cover Page

- Parent or main organization logo placed at the very top of the page;
- Parent or main organization Web address right underneath company logo;
- Representative picture of the organization's HQ's or divisional building and/or main product/service;
- Title of position.

Pages 1-2

- Information on the client/parent company;
- Review of main welcome page from Website and/or the investor relation's page and/or the careers/jobs welcome page;
- The organization's mission and/or vision statement;
- Pertinent financial information, number of employees, number of locations, relevant
- services/products, markets served, etc.

Pages 2-4

- Specific division or department logo at the top of the page;
- Specific division or department Web address and information;
- Additional interesting or relevant information on company, division, and/or services/products, and markets (optional);
- Position description – fully upgraded as necessary.

Pages 3-5

- The key leadership team and hiring manager's bio, description of his or her management style, and any corporate/micro-culture information collected.

Pages 6-8

- Information on the community where the position will be based (Don't forget surrounding towns/cities!);
- General community info;
- Local shopping;
- Entertainment;

- Sight-seeing;
- Parks and recreation;
- Historical sites;
- Elementary schools, high schools, colleges, and universities;
- Sports teams;
- Etc...
- Human resources manager and/or the hiring manager's point of contact info placed separately at the very bottom of the last page, to include: Photo of person, name, title, mailing address, email address, work, cell, and home numbers.

THE OMP ALSO INFLUENCES THE CANDIDATE'S INFLUENCERS

it was mentioned earlier that one thing that is potentially always a problem with any candidate is that of influencers. People that supply some input into the candidate often need to be convinced of the decision to go with your company just as the candidate needs to come to that conclusion. Without that support, any seemingly closed deal can abruptly be broken – from unexpected sources.

The Opportunity Marketing Piece is your answer to meet this need. Without an OMP, all your candidate has to present to the many questions of his or her influencers is a simple description found in a small ad, or on a single sheet of white paper with black ink. Influencers may include a spouse, children and stepchildren, grandparents, friends, bosses and peers, religious leaders, neighbors, and more. Because of its small size, and lack of quality information, the candidate may not even share the typical position description or job advertisement with others. Besides this, in the candidate's mind, there may still remain a lot of questions that cannot yet be answered to the influencers. This gives the influencers more power to turn the candidate away from the job opportunity.

Having an OMP to show to others, however, changes the game in your favor. Not only will it look highly professional, but it can also be used to provide answers to many of the questions that any influencer will ask. It will show that the company is not hiding anything by limiting information, but enables the candidate to "show and tell" the opportunity to anyone who wants to know more.

Websites are also listed in the OMP so that anyone with questions can investigate further – on their own time as needed. The OMP gives to your candidate as much information about the open position as possible. It is all there and it should answer nearly all of the major questions that the candidate will have – and those that influencers may have, too. This should include information about the opportunity, the people, the culture, the benefits, and the community – as well as information about relocation – just to make sure that it is not an issue that influencers can use later. This eliminates the possibility of an influencer coming along and becoming a stumbling block when it's time to make an offer and conclude the acceptance process. Providing this information in an OMP helps keep the process moving forward because the information is there and out in the open and can be referred to at any time.

In the preparation of the OMP, you want to think of all possible objections that either a candidate or an influencer might come up with. Look at each one of these objections like the holes in the side of a ship – letting in water. If left alone, any one of them could sink your ship. By recognizing what each objection is capable of in advance, you can appropriately provide well-thought out answers in your OMP to patch those holes and keep the ship moving forward – and then see the whole process brought to a highly satisfactory conclusion – their eventual start date.