

# Marketing and PR in the Human Resource Marketplace: What You Need to Know



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## Foreword

In the course of our work supporting and servicing HR vendors, we've had the opportunity to speak with many marketing professionals, and quite often during the time period when they are new hires, fresh in their jobs and just coming to work in the human resource marketplace from other industries. These conversations always lead to fun and educational interactions for us both for two main reasons.

First, we love working in the HR space and truly believe the people side of business is only going to grow in importance and will continue to impact all aspects of business globally. Speaking in the most general of terms, we believe the Human Resources profession is tackling some of the most pressing economic and societal challenges, from the health and well-being of everyday workers, the opportunities and pitfalls inherent in talent development, leadership development, and organizational development, to matters of compliance with important rules and regulations, and even current hot-potato topics such as executive compensation. In short, those who work in HR and related fields, both practitioners and vendors, do important work.

We also love marketing and look forward to each opportunity to speak with new entrants in the HR marketplace and to work with seasoned experts. And while good marketing principles are mostly universal to all industries, we enjoy discussing what we've learned about what works and does not work in the human resource marketplace. To be sure, this marketplace has its own unique characteristics and we've made a business of learning them and mastering the art of information management and marketing execution to help our clients and members to be successful.

In that spirit, we offer this report, and while we hope it will be read widely, we wrote this primarily with that "new marketing person" in mind who, fresh into the job, is trying to figure out what's up in this marketplace. In this report, we take a broad view of the market and show why we believe the opportunity is huge. We then turn to ways we've seen that opportunity best capitalized, and offer specific approaches you should consider when doing the work of marketing in your organization.

We hope you find it useful and that it fulfills this promise. Please send your comments to [info@hrmarketer.com](mailto:info@hrmarketer.com).

All the best,

The HRmarketer Team

## Introduction: The Changing Rules of HR Marketing

It used to be that brand advertising, a few direct mail campaigns and trade show appearances, coupled with sales calls and a little PR, was enough to stay competitive as a vendor in the Human Resource marketplace. No longer.

The HR marketplace is growing rapidly as organizations realize the competitive edge gained from high-quality employees. Our calculations suggest it is a marketplace worth more than \$1 trillion per year and still growing. But this lucrative marketplace has attracted swarms of new companies offering products and services for all segments of the HR industry.

Competition forces all suppliers to become more efficient and cost effective. In some ways marketing has never been more difficult. Today, broad-based marketing messages and brand advertising are mostly ignored. However, anyone doing business has never had a greater opportunity to reach out to buyers directly in a more conversational manner, and on a playing field more open or democratized than at this moment in time. We're of course referring to the Internet.

And with all new methods come new rules. Rather than receiving marketing messages and sales calls, HR buyers are hunting for information and resources to help them identify their needs and distinguish the products and services that will help them most. They are looking for people they can trust and people trusted by others. We know HR buyers use the Internet to find what they are looking for; they also depend on word-of-mouth recommendations from peers, which increasingly are also mediated by online communications, social media, and online community forums. Specifically, at the early stages of the buying process, they are using search engine technology and Web 2.0 functions to locate news and information they can trust. Key tools for reaching the new breed of HR buyer include online press releases, other forms of online content, and search engine-optimized websites.

The bottom line, then, is that suppliers of HR-related products and services who will succeed in today's HR marketplace are those who are readily available to help buyers in their quest for information online, develop a standing of good reputation among trusted advisors including industry peers, and have the mechanisms to develop direct relationships with prospects.

Additionally, marketers of HR products and services have one other challenge. That is to demonstrate a high rate of return for each marketing dollar invested. While no one solution offers a panacea in this regard, marketers have more options in their "toolkit" now than ever before that enable them to show the "dot-to-dot" connection between marketing activities and sales results. This eBook addresses only a few, but see the Appendix for a glossary of marketing tools.

This eBook will walk you through today's HR marketplace to help you understand the changes that are taking place and help you see a future for your company in that marketplace. Then we'll show you how to make use of the most effective marketing tools available today and how to measure the success of your marketing campaign to satisfy the new mandate for demonstrable ROI. The eBook concludes by showing you how vendors in the HR marketplace have been employing these tools and how they have put HRmarketer to use to get the best possible return on their marketing investment.

## Section One: The Human Resources Marketplace

### Chapter 1: HR Buyers —Who they are and where they are

#### HR Professionals, Focused on the Bottom Line

Anyone reading recent works from the New York Times Best-seller list such as Tom Friedman's *The World Is Flat* to *The Long Tail* by Chris Anderson gets a sense of how dramatically and how quickly the world of business (and just about every other dimension of human life) is changing.

The nature and use of HR information is also changing rapidly. The terms of employment, commonplace a generation ago, are dissolving in favor of a multiplicity of work arrangements and expectations. In short, on both the employer and employee/worker side of the equation, views on the nature of employment continue to broaden and change.

Add the pressures of keeping pace with Wall Street demands and corporate boards, for those in publicly traded companies, or the growth imperatives for those working in private companies, or the scarcity of resources for non-profits—today's HR professionals often find their work directly impacting the success and survival of their organization. Not satisfied to merely keep pace with changes, many in the profession are active agents of change determined to meet the future head-on. Dan Hilbert, Director of Workforce Planning at Valero Energy, is such a model of the new human capital executive.

#### Influencers of hiring, training and maintaining a workforce other than HR professionals:

- Public sector personnel directors
- Procurement departments
- Owners of small and mid-sized businesses
- Franchise managers
- Benefit Brokers
- PEOs
- Head Hunters
- IT (Information Technology)
- Finance

Charged with doing more using fewer resources, both human and financial, HR professionals are looking for better ways of getting the job done. Dan Hilbert offers an example of innovation, of solving problems and creating value through novel and creative workforce planning. Like Dan at the start of his initiative, many HR leaders look outside the organization, to thought-leaders, analysts, consultants, and the vendor community for sources of innovation that can impact the challenges they face and impact the bottom line at the same time.

Helping to meet these challenges is the opportunity for HR suppliers. Successful HR suppliers go to where these professionals are looking for ideas and information and know how to give them the information they're looking for while developing a relationship of trust with them.

## HR Buyers Also Found Outside HR Departments

The Society for Human Resources Management (SHRM), the leading association of HR professionals, boasts nearly a quarter of a million members around the world. But HR Professionals are not the only buyers of HR products and services. This number increases significantly when combined with people outside the typical HR sector who also hire, train and maintain a workforce. These include public sector personnel directors, procurement departments, small and mid-sized business owners, benefit brokers, PEOs and professionals in other areas, such as IT and finance, who play a key role in influencing purchasing decisions for human resources products and services. And don't forget the business owners and other management personnel who run smaller organizations and don't have HR professionals on staff.

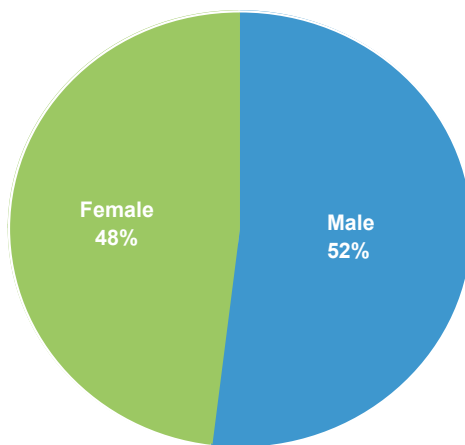
## Snapshot of the HR Market

We analyzed 24 months of data in 2005 and 2006 gathered from leading software and services vendors, including our own, to make the following business-valid observations about HR buyers:

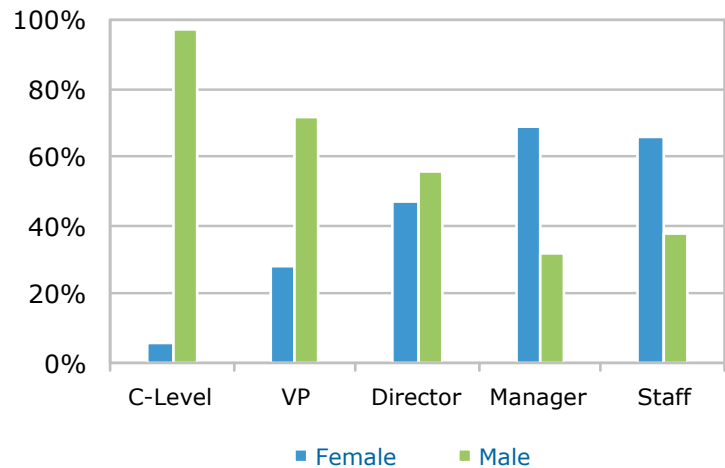
- Large companies have a multitude of potential buyers, while smaller companies have one or just a few.
- High-level executives are as likely to respond to online marketing campaigns as managers or staffers—50% of the respondents in this data sample were director level or higher.
- Geographically, 40% of HR buyers hail from five states: CA, TX, NY, IL and PA.
- HR executives are evenly distributed between genders—top-level positions continue to be occupied by more men than women, but at the manager level and below they are more likely to be female. (See Figures 1 & 2 below)
- The demographic split should be watched, as it will likely evolve over time and may impact the way some vendors market their services. For the marketing professional targeting HR buyers, it is worthwhile to note how these demographics match the make-up of your buyer(s).
- When beginning their search to identify vendors for an HR product/service they are interested in purchasing, 43% of HR professionals said they ask a peer and 39% said they go to the Internet first. For those going to the Internet, 25% started with a search engine. Fewer than 5% relied on a print trade magazine and fewer than 2% called an HR consultant.
- When it comes to webinars, podcasts and blogs, HR buyers are catching on. Ninety-four percent of HR buyers participated in a webinar in 2006, 43% listened to a podcast and 52% visited a blog.

**Figure 1 and 2**

**General Distribution of the HR Buyer**



**General Distribution of the HR Buyer by Title**



## Market Size & Makeup—Demands for Suppliers

The HR Marketplace, which includes all markets served by providers of HR-related software and services and employee benefits, is growing rapidly with more than 1.2 million private-sector firms having potential need for HR products/services in the United States alone (see Table 1 below). We estimate annual spending on HR-related products and services, including employee benefits, at more than \$1 trillion worldwide.

**Table 1: Marketplace of U.S. Companies**

Company Size	Total Firms	Total Employees
10 to 19 employees	616,064	8,274,541
20 to 99 employees	518,258	20,370,447
100 to 499 employees	85,304	16,410,367
<b>500 employees or more</b>	<b>17,367</b>	<b>57,677,735</b>
500 to 999 employees	8,572	5,906,266
1,000 to 1,499 employees	2,854	3,474,455
1,500 to 2,499 employees	2,307	4,419,771
2,500 to 4,999 employees	1,770	6,063,596
5,000 to 9,999 employees	934	6,456,068
10,000 employees or more	930	31,357,579
<b>Totals</b>	<b>1,236,993</b>	<b>102,733, 090</b>

Source: USA Census Bureau, 2001

## Identifying the HR Buyer

Generally, the human resource function is assigned to a specific person or department or within an organization or person/department within its various divisions. However, the department, job title or authority level of an HR buyer varies widely from company to company. All of these factors result in varying needs and behaviors of HR buyers and will influence marketing strategy.



**Table 2: HR Practices by Company Size**

Company Size	Small Employers (< 50 Employees)	Midsize Employers (51- 999 Employees)	Large Employers (1,000+ Employees)
HR Department Structure	<ul style="list-style-type: none"> <li>Less formal HR department, with HR often a non-core function of an operations or office manager position</li> <li>Business owner typically makes all HR-related decisions</li> <li>May rely on benefit brokers or contract with outside HR services firm (i.e. payroll vendor, PEO) for HR needs</li> <li>Buying process is varied and less structured, often with conflicting internal forces between primary purchaser and influencers</li> </ul>	<ul style="list-style-type: none"> <li>More formal HR department with HR generalist and mix of in-house and outsourced solutions</li> <li>Greater level of delegation from senior management than with small employers</li> <li>Structured, committee-based buying process emerges, with a cohesive strategic direction</li> </ul>	<ul style="list-style-type: none"> <li>Formal, hierarchical HR department including specialists for primary HR functions such as compensation and benefits, recruitment, training and compliance</li> <li>Can be highly decentralized—purchases made at all levels</li> </ul>

**Table 3: Detailed Profile of HR Buyers and Influencers**

Company Size	Small Employers (< 50 Employees)	Midsize Employers (51- 999 Employees)	Large Employers (1,000+ Employees)
Recruitment and Staffing	<b>Primary Purchaser:</b> Business Owner	<b>Primary Purchaser:</b> A VP or Director of HR, CEO, President	<b>Primary Purchaser:</b> VP or Director of HR, VP of Operations
	<b>Key Influencers:</b> Benefits Broker, Attorney, Outsourced HR services firm	<b>Key Influencers:</b> HR Generalist	<b>Key Influencers:</b> CFO, IT, Legal, Manager level of Recruiting and Staffing departments
	<b>Comments:</b> Background checking services and job boards are most commonly used recruitment products.	<b>Comments:</b> An especially competitive space with a mix of outsourcing providers, technology and process automation providers.	<b>Comments:</b> A maturing market with trends toward consolidation.
Compensation / Payroll	<b>Primary Purchaser:</b> Business Owner	<b>Primary Purchaser:</b> Senior HR decision-maker	<b>Primary Purchaser:</b> VP of Human Resources
	<b>Key Influencers:</b> Benefits Broker, CPA, Attorney	<b>Key Influencers:</b> CEO / Business Owner, CFO	<b>Key Influencers:</b> CFO
	<b>Comments:</b> Payroll companies now offer total outsourced HR services including 401(k), section 125 plans, employee handbooks and training and compliance hotlines.	<b>Comments:</b> Payroll firms are now getting into all aspects of HR services, including employee benefits. In doing so, payroll firms are now competing with brokers.	<b>Comments:</b> Payroll companies make most of their money on services and tax float.



Company Size	Small Employers (< 50 Employees)	Midsize Employers (51- 999 Employees)	Large Employers (1,000+ Employees)
Employee Benefits	<b>Primary Purchaser:</b> Business Owner	<b>Primary Purchaser:</b> VP of Human Resources	<b>Primary Purchaser:</b> VP or Director of Benefits
	<b>Key Influencers:</b> Benefits Broker, Outsourced HR services firm, Associations	<b>Key Influencers:</b> CEO, Benefits Broker, HR consultant	<b>Key Influencers:</b> VP of Human Resources, CFO, IT (software purchases) Employee Benefit Consultants / Brokers
	<b>Comments:</b> Less likely to offer health insurance mainly due to inability to spread risk, which results in higher premiums and inability to afford coverage.	<b>Comments:</b> Nearly all businesses with 200+ workers offer health insurance. Health plans offering more comprehensive services from disability to "free" EAP and work / life benefits. Voluntary benefits growing in popularity.	<b>Comments:</b> Wellness, consumer-driven health plans and voluntary benefits growing in popularity. In general, trend is to empower member to manage own benefits (i.e., 401(k) and healthcare).
Training and Development	<b>Primary Purchaser:</b> Business Owner	<b>Primary Purchaser:</b> Senior Human Resource Manager	<b>Primary Purchaser:</b> VP of Human Resources
	<b>Key Influencers:</b> Department heads	<b>Key Influencers:</b> Department Manager, Legal	<b>Key Influencers:</b> Human Resource Manager, Department Manager, Legal
	<b>Comments:</b> Less likely to offer formal training and development programs than larger employers.	<b>Comments:</b> HR involved at varying levels depending on type of training. Compliance or diversity training may be exclusively purchased by HR while sales training is a joint effort with Sales and HR.	<b>Comments:</b> Legal will be involved with training related to harassment and other workplace issues involving potential for lawsuits.

### Influence of Size

Depending on a company's size, the target may be the business owner who handles HR functions on their own, an independent employee benefits broker who represents the small business owner, or one of a dozen specialists in a large HR hierarchy.

Small firms are more likely to handle HR activities in-house and are less likely to have a full-time HR person, which means they will be open to products and services that enable them to do more with less money. Meanwhile, mid-size and larger firms outsource more functions, such as payroll and benefits. Mid-size firms will typically have an HR generalist and large firms will have several specialists reporting to powerful HR executives who manage a complex and comprehensive HR infrastructure.

### Influence of Specialty and Chain of Command

Understanding who does what and where your contacts stand in the chain of decision making is critical to getting your message through—and to making the final sale. In larger organizations vendors must account for the director or specialist responsible for the product or service that will be used. Marketing recruiting software to an HR professional assigned to labor relations is ineffective. Similarly, marketing that fails to include a chief financial officer or IT professional that makes or influences the final buying decision can be detrimental to sales.

Common areas of HR specialization to target in large organizations include:

- Compensation and benefits
- Compliance
- Diversity
- Training and Development
- Health and wellness
- Labor relations

- Legal issues, including immigration
- Recruitment and Staffing
- Talent Management
- Performance & Incentives
- State and Federal regulations, such as overtime and new laws
- Workplace safety, including domestic violence
- Sexual harassment, including training and responding to complaints

The type of HR product or service being sold often dictates the marketing targets and may include influencers outside the normal HR structure. For example, a CEO and senior IT executive may play a role in purchasing a new HRIS application or selecting an HR Outsourcing firm but have no involvement in the selection of the company's new dental plan or EAP. For some HR products and services, the individual making the final buying decision may be outside HR altogether, so it is important to understand early on in your sales process who it is you need to target.

## Classification of HR Suppliers

We've found the following pillars of classification to be extremely useful in determining an HR supplier's positioning against direct and indirect competitors (a more detailed breakdown of the pillars can be found in Appendix A):

- **Recruitment and Staffing**
- **Compensation / Payroll**
- **Employee Benefits**
- **Talent Management / Employee Relations** (Includes all functions related to managing employees)
- **Training and Development**
- **Legal Compliance**

It is also important to highlight services that are cross-functional in nature and relate to one or all the HR pillars:

- **Consulting Services:** Includes the thousands of consulting firms that can help HR departments with one or all aspects of human resources management and process improvement
- **HRIS / HRMS / ERP Solutions:** At one time, this might have been considered a separate pillar within HR, but today technology is integrated with all aspects of HR—from applicant tracking to eLearning
- **Outsourcing:** All aspects of HR can be outsourced. According to research by Gartner, Inc., 80 percent of companies now outsource at least one HR activity and that number is swiftly growing

Many HR suppliers compete for mind share among their prospective buyers from indirect competitors. Every other company positioning a strategic solution with guaranteed ROI can be considered a competitor, especially for vendors with long and complex sales cycles.

**Table 4: Growth Trend Comparison—TV vs. Internet**

Television	Internet
In the seven-year period from 1949 to 1956, television reached 72% of U.S. households (35 million sets).	During the seven year period from 1997 to 2004 (when the public began accessing the World Wide Web), the Web reached 75% of U.S. households (204 million people).
By 1969, 20 years after network TV debuted, penetration of U.S. households was at 97%.	By 2017 (20 years after the masses first had access to the World Wide Web) the Internet's penetration is likely to also be around 97%.
Seven years after network TV arrived, it already had 12% of the total advertising market share.	Seven years after introduction to the masses, the Internet had under 3%.
	Today, online advertising is at \$12.5 billion, roughly 5% of total ad spending in the USA. So while penetration rates are similar, ad spending is not.

### Media and Content Communities—the Other Players in the HR Marketplace

Buyers and sellers are not the only players in the HR Marketplace. A third set of players has a key role in bringing buyers and sellers together. They are the media and what we call interest or content communities, which include magazines and other periodicals, websites, blogs, professional associations, industry events and similar venues. These players supply news and information to HR buyers to keep them abreast of their industry.

A symbiotic relationship exists between content communities, professionals and vendors. HR professionals look to HR-related content communities for industry information. Content communities get their content through traditional journalism and creating original editorial content, but every outlet has a level of demand for submitted materials, both in the form of paid advertisements and editorial contributions from HR suppliers.

For example, beat reporters for the *Wall Street Journal* don't write stories in response to a vendor press release. Sorry, it just doesn't happen! Staff writers for *HR Executive*, likewise, conduct research for feature stories and generate content on their own initiative, not at the prodding of HR vendors. However, other content communities with much shorter editorial cycles, for example, *The Interbiznet Bugler*, as well as a myriad of blogs that regular consume and comment on vendor news, offer an immediate opportunity and a source of demand for vendor-produced content.

In total, the media and other online content communities provide numerous opportunities for HR suppliers to build relationships with potential customers, which we will detail in the upcoming section *Solutions for HR Marketing*.

### **Key Points in Brief:**

- The HR marketplace is growing and employers are putting more importance on the task of hiring quality employees.
- HR marketplace represents approximately \$1 trillion in annual spending.
- HR buyers aren't restricted to people in the HR department; they can include C-level executives, IT professionals, business owners, outsourcing companies and others.
- The person/people responsible for HR functions vary according to an organization's size, and HR decision-makers may be a group of people from a variety of departments and job positions.
- Media outlets and content communities have a role of importance in HR buying decisions and must not be left out of the marketing picture.

## Chapter 2: Marketplace Trends— HR Pros Growing in Influence and Responsibility

Now more than ever, HR-related initiatives closely align with the overall corporate strategy. HR, more than ever before, plays a central role in communicating and facilitating the execution of strategic initiatives focused on the future, while at the same time delivering against the operational requirements of the business, such as ensuring next week's payroll goes out. In this environment, three dominant trends have created a growth opportunity in the HR products and services market:

- Increasing status and purchasing power of HR executives and other HR buyers as executives see that strong HR initiatives have a positive impact on company performance and competitiveness.
- A demand for quantifiable ROI and accountability impacting HR professionals and, in turn, the vendors and suppliers of HR products and services.
- The rise of the Internet as a primary tool for research and business functions.
- In addition to these trends, some persistent themes continue to drive the HR profession and the vendor community, which are discussed next.

### Role, Status and Purchase Influence of HR Pros Rising Steadily

#### Organizational Change

Change within the organization is increasingly a core concern of HR professionals. Growth, acquisitions, workforce reductions, employee relations and workforce turnover, are a few of the issues that drive changes in workforce numbers and complicate management of talent. HR professionals are being asked to do more with fewer resources, both financial and human, thus creating demand for HR-related products and services that increase efficiency.

#### War for Talent

McKinsey & Company long ago espoused the coming "War for Talent," in which organizations vie for the high-quality talent who will peak their competitive edge. Now a seemingly perpetual discourse, talent shortages, talent wars and talent gaps are part of the vernacular of the industry. This "war" is fueled by globalization, demographic shifts, and a projected labor shortage for skilled workers in particular industries such as healthcare, financial services, technology and transportation. As a result, companies are building their portfolio of HR solutions that will help them find, hire and keep top-notch talent.

#### A Seat at the Table

As executives and directors continue to realize the direct, measurable impact of human capital on corporate performance, HR professionals are rapidly increasing their status within the modern corporation. They are earning a new seat at the executive table, becoming an essential influence of corporate strategy and spending. This increasing level of influence results in increased spending on HR-related products and services as they produce a measurable increase in talent and improved bottom line.

## Human Resources Mandated to Demonstrate ROI

### HR Metrics

Metrics have moved into the mainstream of the human resources community. Authors like Dr. Jac Fitz-enz, consultants like Dave Ulrich and organizations such as Staffing.org have provided benchmark processes and metrics for measuring the impact of human capital. HR executives in large organizations are the intermediary between innovation in this area and corporate strategy. It should not be surprising then that status and purchasing power are increasing for HR executives.

### HR Pros Seek Demonstrable ROI

But as purchasing power increases, so does accountability, and HR executives are increasingly required to demonstrate high returns on human resources investments. Subsequently, suppliers of HR-related products and services who can provide demonstrable returns are gaining in popularity among the industry. Since facts and figures related to HR initiatives are usually gathered and compiled as a natural part of technology products and outsourcing services, HR professionals seek them out not only to do their job better, but to save themselves time as well.

### HR Outsourcing Increases Company Efficiency

Outsourcing to organizations with expertise in various human resource functions continues to gain momentum, whether it's Business Process Outsourcing (BPO), Administrative Process Outsourcing (ASO) Recruitment Process Outsourcing, (RPO), or the full scale Human Resource Outsourcing (HRO) engagements. Especially for large organizations, outsourcing non-core components, such as HR functions, allows them to focus on their core competencies. Outsourcing different aspects of HR also assures that employees receive the most attention and resources available for each dollar spent.

## Reduced Barriers to Entry Means More Competition than Ever

### Technology Alone no Longer Provides a Competitive Edge

Great products today are the ticket to consideration, but they do not guarantee a sale.

More companies are leveraging technology to drive innovation than ever before. Technology trends important to HR are the increased use of employee self-service tools, process automation and workforce intelligence. Increasingly, HR vendors deal with HR information systems and management systems specialists (IT).

But because the technology to provide such services is readily available and inexpensive to deliver, thanks to the Internet, HR supplier firms are finding it more and more difficult to compete based on price and the type and quality of services offered. Even when a company is able to offer a new product or feature, the competitive edge offered by it is very temporary. Because most tools and features are based on programming, competition is soon able to copy the technology.

A similar phenomenon occurs with best practices in delivering technology products. Competitors soon imitate practices that temporarily provided an edge to someone else so that they don't fall behind competitively.

## Top-of-mind Awareness Essential to Successful HR Marketing

The allure of a lucrative market opportunity and the low barriers to entry within the HR industry have attracted many new competitors to the field. The result is that HR buyers are being inundated by marketing messages from a plethora of competing suppliers. Since products, features and pricing tend to be very similar between suppliers, buyers turn to other factors to choose a source. Among the top factors considered are whether the buyer recognizes the supplier and/or its product and whether or not the buyer (or someone known to the buyer) has an existing relationship with a supplier.

Furthermore, in lieu of existing buyer-supplier relationships, buyers are looking for sources of information they can trust to help them make sense of the marketing cacophony. Buyers are turning to media and content suppliers for this information. They are more inclined to trust sources that are information-based or news-based, not sales-based, regardless of who is behind the source.

To survive in this highly-competitive, yet abundant market, it appears necessary to focus on becoming highly visible and readily available to members of the target market. Successful HR suppliers are those that are recognizable to buyers (that is, they have gained top-of-mind awareness), are connected to trusted sources of information/content, and/or have developed relationships with buyers outside of the formal sales process.

## Marketers Also Under ROI Gun

*It's no secret that...the job of engaging customers and optimizing marketing efforts is more complex and prone to waste than ever. Advertisers and stockholders are demanding real accountability beyond "awareness" and "reach and frequency."*

—Robert Passikoff, Ph.D.

For most human resource and employee benefits suppliers surveyed by HRmarketer.com, marketing expenditures average 5 to 10 percent of the company's total revenue. Marketing professionals are under increasing pressure to demonstrate results from marketing efforts and prove that the company's marketing strategy is being adapted to the current marketplace and using the best tools. Our analysis suggests marketers struggle to satisfy the expectations of executives against these traditional core metrics of qualified leads and return on investment.

## Outsourcing Marketing and PR Gaining Popularity

HR suppliers are outsourcing more marketing functions than ever. The following factors contribute to this trend:

- The complexity of collecting and compiling data to demonstrate ROI
- The challenge of keeping abreast of best marketing practices
- The freedom to focus on core competencies of product development and delivery

We believe the trend to outsource marketing functions will continue to increase, especially for online marketing and Marketing 2.0 (described later in this section) strategies. Outsourcing marketing functions allows all HR suppliers to access industry marketing expertise and focus on their product or service. Marketing



functions most commonly outsourced are public relations, lead-generating activities, content development (e.g., case studies and white papers), and optimizing websites for search engines.

**Key Points in Brief:**

- HR professionals are gaining more influence and bigger budgets within their organizations.
- HR professionals are being required to demonstrate effectiveness and return on investment for all dollars spent.
- Thanks to reduced barriers to entry, the HR market has been flooded with competitors from all across the globe.
- Marketers at HR supply firms are also under the gun to demonstrate ROI.
- Outsourcing marketing and PR is gaining popularity because of challenges in staying abreast of best practices and the cost of developing expertise in those practices.

## Chapter 3: Marketplace Trends— New Strategies Needed for Effective HR Marketing

### Online & Direct Marketing Increasing in Presence

Our survey of HR suppliers revealed that traditional methods of demand and lead generation (print advertising, PR and print direct marketing) are still perceived to be valuable marketing tools. However, online advertising and marketing-oriented PR are also among the top four marketing tools, followed closely by e-mail direct marketing.

The survey respondents indicated that few HR suppliers have decreased spending in any marketing category, but spending on print direct marketing, online advertising, pay per click, events, blogs and PR is increasing or remaining level. This suggests a more diversified marketing portfolio for these companies and increased awareness of direct marketing's value, both online and off. Direct marketing is likely to be valued even more over time.

### HR Suppliers Allocating More Money to Direct Marketing

Budget allocations for direct marketing are increasing, and analysts predict continued increases. The advantage of direct marketing is its ability to segment prospects and personalize marketing messages for prospects within those segments. Respondents to HRmarketer surveys indicate that most HR suppliers spend 50 percent or more of their marketing budget on direct marketing.

Direct marketing online, where every campaign can readily test a variable such as personalized content or different calls to action, continues to validate findings of the well-established direct mail industry that show prospects respond better to personalized and highly relevant and contextual messages. Segmentation and personalization increase response rates by more than triple [According to *Direct Marketing* magazine], drive more qualified leads and potentially lower costs. The increased segmentation of media, especially on the Internet, has created more platforms for putting a company's message within reach of buyers.

### Survey Shows Direct Marketing Effective for HR Suppliers:

- All respondents engage in some form of direct marketing
- 28 percent engage in direct marketing only
- More than 80 percent of respondents spend 50 percent or more of their budget on direct marketing.
- More than 50 percent of respondents currently utilize segmentation in their direct response activities.

### Recent Advertising News:

Total U.S. advertising spending rose 5.2 percent in Q1 2006.

Internet advertising jumped 19 percent in Q1 2006.

Advertising spending in local newspapers dropped 6 percent in the Q1 2006 — the biggest decline for the publishing industry since 2001, and we are in a strong economy!

Borrell Associates' report states that local businesses spent nearly \$5 billion on Internet advertising in 2005 - a 78% jump over the previous year.

Advertising spending on local TV stations declined in 2005 as viewership shifts to the Internet.

- 60 percent of respondents choose personalization as their strategy of choice for improving direct mail response rates.

### HR Industry Still Responding to Print Media

Readership of print media outlets is plummeting. In 2000, only 16 percent of 18-29-year-olds reported reading a newspaper daily and less than 50 percent reported reading a newspaper "regularly." Between 1972 and 1998, the percentage of people between the ages of 30 and 40 who read a newspaper every day dropped from 73 percent to 30 percent.

However, traditional PR & media relations continue to facilitate print visibility. Print advertisement tends to have a higher visual impact than online media and is a valuable tool in promoting top-of-mind awareness for established brands, particularly when a logo or visual concept is involved, but less effective in building new brands.

Spending on print advertising and events is increasing relative to some form of online marketing. But even in print marketing, whether it's advertising or public relations, marketers are favoring direct marketing approaches by directing readers to a website, phone number or other venue at which readers can gain more information in exchange for sharing their personal contact information and demographics. This approach assists marketers in determining whether they are reaching their target audience, determining the effectiveness of their marketing message and building a list of potential buyers to whom marketers can send further marketing messages.

### The Internet: Where Buyers Search for HR Solutions

*"It's not enough for Internet advertising to be marginally more effective. Status quo bias can only be overcome by being much better."*

—Tony Romeo of iMedia Connection

HR decision-makers, like the rest of the population, are exposed to volumes of advertisements and marketing messages daily. In order to evade the inundation of sales pitches and find authentic information, these professionals are going online.

Our research shows HR buyers often start with the Internet when researching products or services. People increasingly navigate the Web via search and rarely navigate the Web by entering a specific website URL or web address. As searches continue to grow in popularity, companies must continue to increase their online presence. Having a "great" website is no longer enough—your website must be search engine optimized (SEO) and designed for lead acquisition. This includes the following:

### Internet Becoming Primary Information Source

- For more than half of American Internet users, the Internet is their primary source for information about products and services they purchase, whether they're buying a car or an applicant tracking system. Note that nearly 70% of survey respondents reported annual household incomes of more than \$75K, suggesting they held executive-level positions or the equivalent. (Source: eMarketer)
- Over 30 million Americans a month use Yahoo News or Google News (Source: Nielsen//NetRatings)
- Over 130 million American adults go online.
- 84% of Americans use a search engine to find information, products and services.
- 72% of Americans use a search engine to get news.

- Landing pages for the offers you've promoted
- Public relations devices, such as blogs, podcasts and press releases
- Information-based content, like white papers, tutorial videos and news
- Links to other websites and online media outlets

### **Effectiveness of Online Marketing**

Most executives realize the potential of online marketing tools to create demonstrable ROI. Investment return is easily identifiable through online marketing via programming-based metrics that capture information on site traffic, sales leads and search engine ranking. Unlike traditional branding and public relations metrics, website metrics are measurable and make it possible to quantify visibility and responsiveness.

Online advertising and blogs were two categories in which none of the HR Marketer respondents decreased their marketing allotment from 2005 to 2006. On the contrary, relatively new methods of marketing via webinars, blogs, podcasts and social media are receiving significant marketing allocations. We expect these spending trends to continue as these marketing venues continue to mature.

Very few HR/benefits suppliers don't engage in online marketing in some way; only 7 percent of those surveyed by HR Marketer said increasing Web traffic was not a marketing goal for 2006.

### **Online Marketing Expectations vs. Spending**

Traditionally, executives' expectations of online marketing performance have exceeded their budget allocations. According to survey respondents, 82 percent of executives expect more leads from e-mail marketing, but only 39 percent are spending more on related tactics. In the case of Search Engine Optimization (SEO), 50 percent expect more leads, but only 39 percent will spend more.

#### **Allocations vs. Expectations**

82% of Human Resource and Employee Benefit supplier firms expect more leads from e-mail marketing, but only 39% plan to spend more on it.

50% of these firms expect more leads, but only 39% are spending more.

While the disparity between expectations and spending still lingers for now, allocations at some HR supplier firms appear to be increasing and in some areas are equal to performance expectations.

### **Managing Online Marketing In-House Can Be Unnecessarily Costly**

This disparity between budget allocations and expectations is largely caused by misconceptions that very little money is needed to conduct effective online marketing compared to print and broadcast marketing. Additionally, in-house marketers lacking training and experience in the new forms of online promotion are unable to demonstrate the value of these new tools, especially in terms of ROI. By contrast, specialists with experience in these tools are able to demonstrate clear ROI through new metrics such as online publicity, website traffic, search engine optimization, and qualified leads generated as well as how these metrics relate to sales.

When comparing direct expenses, online marketing often is less expensive, since SEO can be done organically and relatively inexpensively and e-mail campaigns can target 10 or 20 times the number of recipients per dollar as direct mail campaigns.

However, executives and marketers alike often underestimate the expense of acquiring the knowledge base and experience required for effective online marketing. Additionally, best practices in online marketing mutate frequently, requiring marketers to constantly be in touch with the industry.

Demands for industry expertise are high, and HR/employee benefit suppliers are increasingly unwilling to make costly mistakes by trying internal staff for certain marketing functions. These factors contribute to the rising trend in outsourcing marketing functions among HR suppliers.

## Social Media Proving Viable as Marketing Medium

While e-mail campaigns, SEO, pay per click marketing and banner advertising have been around for quite some time as online marketing vehicles, a new vehicle is rapidly gaining popularity as an effective marketing tool. Social media, often referred to as Web 2.0, connect groups of individuals with common interests and motivations. Examples of social media include blogs, podcasts, wikis, RSS feeds and services like PRWeb.com and the Direct2Net service from HRmarketer.com. These media deliver news and information directly to interested readers. In some cases, readers subscribe to receive news, announcements and information about certain subjects, such as HR. But users of these media services also search for news and information on these sites. Social network sites like MySpace and YouTube have also gained ground as promotional vehicles as members share information, viewpoints, videos, photos and other content with other interested members.

*“Because the rules for relating to the public have changed so slowly over the past ten years (since the Web has allowed people to read press releases directly), practitioners who learned based on the old rules have been equally slow to change. In fact, most old-school experts have refused to change altogether. It is time to step it up and consider the promise Web 2.0 public relations holds.”*

*—David Meerman Scott, The New Rules of PR: How to Create a Press Release Strategy for Reaching Buyers Directly*

## HR Industry Behind on Internet Marketing and Web 2.0

In the Web 2.0 arena, B2C marketers tend to be the early adopters while B2B companies fall in the late majority or laggards of the adoption curve (see Figure 1). While many B2C marketers post on Myspace.com or utilize Flickr to get their message out to the masses, B2B marketers still rely on popular and well-established means of online marketing tactics such as PPC (pay per click) and banner ads, which can be unnecessarily costly for B2B businesses targeting a highly specialized marketplace.

Like Web 2.0, the terms Marketing 2.0 and PR 2.0 are still relatively new terms. They just refer to the adoption of Web 2.0 tools (blogs, podcasts and RSS feeds) to distribute marketing and PR messages direct to buyers, bypassing the media and other traditional marketing activities. It also uses new metrics, like online publicity, site traffic, qualified leads and search engine rankings, to measure the effectiveness of PR campaigns. This makes calculating ROI much easier for Marketing and PR 2.0 than traditional methods. PRWeb.com is a popular venue for these activities – a company can post a press release and people who are interested can find and read it.

Blogs, podcasts, RSS feeds and other forms of interactive online communication associated with Web 2.0 are significant marketing tools for business-to-business marketing. These tools provide marketers a venue to provide relevant content that is easily found by potential buyers searching online for information. Many of Marketing 2.0 and PR 2.0 tools allow subscribers to select to receive content updates relevant to a particular industry. For example, HR professionals may subscribe to receive news and announcements relevant to human resources, thus providing a direct marketing link for HR supplier firms. Subscribers often pass on content they find interesting via their own blogs, e-mail newsletters and other social media. The end result, when done correctly, is a self-perpetuating marketing vehicle.

### **Outsourcing May Be Key to Successful Social Media Marketing**

In order to achieve marketing goals and see significant ROI using social media, marketers must be aware of the technologies available to them and how to utilize them to their highest potential. When the complications of social media marketing are coupled with the constant emergence of new competitors in the marketplace, HR suppliers must constantly look outward to stay competitive.

#### **Key Points in Brief:**

- The Internet has become a marketing platform that marketers can no longer afford to ignore.
- Direct marketing, both on- and offline, are gaining larger budget shares among HR firms because of its ability to better target prospects and demonstrate ROI.
- HR buyers are turning to the Web to find information they need to make buying decisions regarding HR products and services—HR suppliers who are there to satisfy that need for information will have the best chance of making the sale.
- Expectations of online marketing efforts often exceed the budgets for those efforts because of misconceptions about the costs involved, especially the cost of gaining expertise in online marketing.
- Social media is gaining force as a viable and important marketing venue because of its influence among buyers and its self-perpetuating nature. However, HR suppliers are behind the curve on adopting social media marketing tools.
- Outsourcing certain types of marketing to specialists is becoming the best practice because of the time and expense of gaining expertise.

## Section Two: Solutions for HR Marketing

### Chapter 4: Multifaceted Approach Is Necessary

As the Internet plays a greater role in your prospects' purchasing behavior, marketers must be ready to accommodate prospects' needs and meet them where they are.

Traditional methods of generating demand, such as print advertising, public relations and print-based direct marketing, are still perceived to be the most valuable tools for marketers. But broad-based brand advertising has proven ineffective as a strategy for marketing HR products and services, especially when used exclusively. One reason for this is that no single medium exists that can effectively deliver your message to the marketplace. For example, SHRM has 200,000 members, yet there are millions of potential HR buyers; so advertising through SHRM will miss most of your prospects. The other reason brand advertising is ineffective is that it is not targeted, and a generalized message is always less effective than a targeted one. The main purpose of branded print advertising is to maintain an already existing (and well known) brand, not to build a brand.

However, many marketers still rely on traditional marketing tactics, and the flood of marketing messages confuses more buyers than it attracts. Conversely, prospects are searching online for information and assistance in determining what they need and who to buy from. To reach these buyers, you must have a significant online presence so that they can find you as they search for data, best practices, news and product information. Achieving greater online visibility requires use of multiple online tools, including a website optimized for search engines, use of online media outlets, supplying relevant online "content" (information or resources), blogging, podcasting and other Marketing 2.0 strategies.

Marketing 2.0 creates more opportunities for reaching prospective clients with a more relevant message and provides better metrics for measuring ROI. Without printing costs, online marketing lets you inexpensively segment your prospects and tailor your message to the segments, which is proven to increase response. Additionally, online metrics such as website traffic, search engine rankings and qualified leads generated are easier to track and more significant evaluators of ROI than traditional branding metrics.

#### Key Points in Brief:

- Broad-based brand advertising is ineffective for developing new brands, because it does not target prospects effectively or clearly demonstrate ROI.
- Reaching buyers requires a significant online presence.
- Use of multiple online tools is required to achieve a significant online presence.



## Chapter 5: The Fundamentals of Successful HR Marketing

Sergio Zyman, former chief marketing officer at the Coca-Cola Company, once said the purpose of marketing is to “sell more of your product to more people.” Regardless of what you sell, or to whom you are selling, you have no business if you don't make sales. And without good marketing, you cannot have sustainable sales.

### The Need for Marketing: Establishing a Budget

Too many businesses ignore the basic necessity of marketing. They view marketing as an unaffordable luxury—something they do when there are a few extra dollars lying around. This results in sporadic, ineffective marketing efforts. Effective marketing occurs often and regularly, which doesn't happen when funded with windfall cash. While there is some truth to the saying “you have to spend money to make money”, it doesn't necessarily have to be a lot of money.

Regardless of the size or positioning of your company, marketing principles are the same. What is different are the complexities of your campaigns and the resources available. When it comes to establishing a budget, the guidelines are very general and typical spending ranges from 2 percent to as much as 20 percent of their anticipated gross sales. A good starting place is 5 percent of your targeted gross sales. Recent HRmarketer.com research found leading HR suppliers spend an average of 10% of gross revenue on marketing and PR.

### Developing Identity

Before engaging in any marketing or sales, you need to establish your company's corporate identity and value proposition. These help you determine how your company and/or product relate to your customers. Here are some examples of identities that are associated with specific brands:

Safe Car = Volvo  
Internet Search = Google  
Supplemental Insurance = Aflac  
Payroll Check Processing = Paychex or ADP

*Recent HRmarketer.com research found leading HR suppliers spend an average of 10% of gross revenue on marketing*

Your identity tells buyers what your mission is and what problems you solve. Your value proposition is a statement that identifies the qualities that make your company different from your competitors. This is not simply stating the benefits of the product—you need to explain why the customer should purchase YOUR product versus that of a competitor.

Once created, your identity and value proposition should be applied consistently to all your marketing and sales communications, including collateral, sales presentations, websites, press releases, advertisements, business cards, on-hold phone recordings, etc.

## Determining Your Target: Develop a Full Sphere of Influence

Knowing who your target prospect is within an organization is essential to determining your marketing message. A C-level executive has different concerns than an HR manager, an HR specialist or an outside department head who will influence the decision.

HR vendors should identify each person within their target organizations who can influence or ultimately make a purchasing decision regarding your product. Start by asking your own sales people who their contacts are with current customers. You should also conduct a formal survey of all of your current customers and find out who said “no” or stopped being customers, who said “yes,” and who made the decisions.

The result of this exercise should produce a map of contacts to reach for both the marketer and the salesperson:

- Specialist or role player
- Executive sponsor
- CEO, CFO, COO
- Business owner
- External consultant
- Department head outside HR

Knowing who your primary buyer is will also impact how you allocate your marketing and PR dollars. For example, if you sell primarily to a mid-level benefits manager, high-end events in which you pay a lot of money for one-to-one meetings with senior HR executives may not be the best use of your money.

### The Grassroots Sell

When selling into an organization’s HR department, it is a good idea to quickly find a champion within the organization and build a coalition through that person. In a small to medium-sized company, target the HR generalist regardless of your product or service. In large organizations, target your first “sale” with the specialist who will deal with your product. This may be the easiest sale of many to be made before actually closing the deal. Because these “specialist champions” may pitch your product to decision-makers by themselves, it’s critical to provide in-depth support and top-quality sales tools. Marketing materials must educate, inform and convince this specialist and arm him/her to mount an effective internal marketing campaign to his or her supervisors.

### The Top-Down Sell

If the product or service being sold requires a significant investment and buy-in from multiple departments, it probably makes sense to start with the most senior executive who has influence over HR purchase decisions. In a small or medium company, this is probably the CEO, some other C-Level executive or a board member. In a larger company, this is generally the most senior HR executive. Inroads may also be established with other executives like CFOs or COOs. Target the ultimate decision-maker first and gain executive sponsorship early before getting “tapped down” to the specialist level for gathering more tactical requirements. In either case, you need to generate positive impressions at every level of the committee or buying coalition.

## **Influence the External Influencers**

In short, to succeed in the HR marketplace and to stand apart from your competitors, you must “influence the influencers.” The tactic works because individuals at every level of HR respond to best-practice and thought-leadership information from experts in the HR industry. Knowing who these experts are and influencing them increases your visibility and credibility with prospects.

External industry influencers are found in many places, from companies to magazines, analysts, bloggers, professional associations and more. People who advance the discourse of industry best-practices, strategy and tactics occupy roles as diverse as consultants, independent thought-leaders, bloggers and industry analysts. Industry celebrities exist for nearly every specialization, from recruiting and staffing to benefits and payroll. Journalists and publishers of industry publications also play the role of trusted advisor to potential customers, providing sources of inside information.

To put this tactic to work, first identify the content communities in which buyers and influencers participate as members, readers, or attendees. Identify both major communities that address HR in general and smaller communities that focus on the HR segments that you service. By supplying these communities with helpful and relevant information, as you’ll see how to do below, they’ll put you in front of prospects and build your reputation.

## **What Message Will You Deliver?**

Now that you are clear on how you want to present yourself (Identity and Value Proposition) and have identified your target prospects, it’s time to figure out what you want to say to those prospects. This is your marketing message.

Remember that the reason we identified your prospects by title and responsibility is because people in different positions have different needs and concerns. Your messaging may change slightly for each buying group. For example, a supplier of web-based recruiting technology may approach a C-level executive with a message about getting better employees without spending more. At the same time, the supplier might approach the company recruiting specialist with a message that tells him/her how they will no longer have to pull their hair out keeping track of candidates’ progression through the interview process.

When determining your marketing message consider the following:

- What is your company Identity and Value Proposition?
- What does your product/service do?
- What are all the features of your product/service?
- What benefits do those features provide?
- What is your offer?
- Why does the prospect want to take advantage of your offer?
- What do your customers need? Which of your features will help them do their job better?
- How do those features help them?
- What do your customers want? What is important to them?
- Do any features of your product/service provide a benefit that is important to them? Which ones, and how?
- How can you identify with the prospect’s situation?

- How will your prospect relate to your organization?
- What value can you provide to your prospect before the sale?
- What are your competitors offering and why is your product/service better?
- What evidence do you have to prove your product is better?
- Do you have any testimonials, third-party product reviews, or case studies that demonstrate how good your product/service is?

Once you have thoroughly answered all these questions, use your answers as a springboard for your marketing message.

### **Avoid Jargon!**

When writing your marketing message, write it in language that is easy for anyone to understand. Avoid the use of jargon that's only heard in the HR industry, because most people have no idea what it means—even people who work in HR!

Instead, use the language and tone you use in everyday conversations. If someone at a dinner party asked you what your company does, how would you respond? Would you say "We provide a full suite of talent management applications that help companies streamline their human capital capabilities?" If you did, the person you were talking with would have no idea what you were talking about. When you use jargon and marketing language, people's eyes glaze over and they don't connect to what you're saying. Conversational language connects with your audience and helps their subconscious mind to recognize that your message is important.

***Avoid the use of jargon that's only heard in the HR industry, because most people have no idea what it means—even people who work in HR!***

This holds true whether you are writing a press release, your company's boilerplate "About Us" statement, or copy for your website. Using jargon and marketing language can result in lost sales leads, decreased media exposure and other missed opportunities. It can also lower your search engine rankings.

## **Communicating Your Message**

Now that you have your corporate identity and messaging, you'll need some marketing communications that effectively communicate your message. These communications will be used throughout the sales process to generate awareness of and interest in your services, to follow up with sales leads, and to present your products and services to prospects. Your communications will include website pages, marketing e-mails, marketing collateral, proposals, sales presentations, press releases, and anything that the prospect will use to help him or her make a decision.

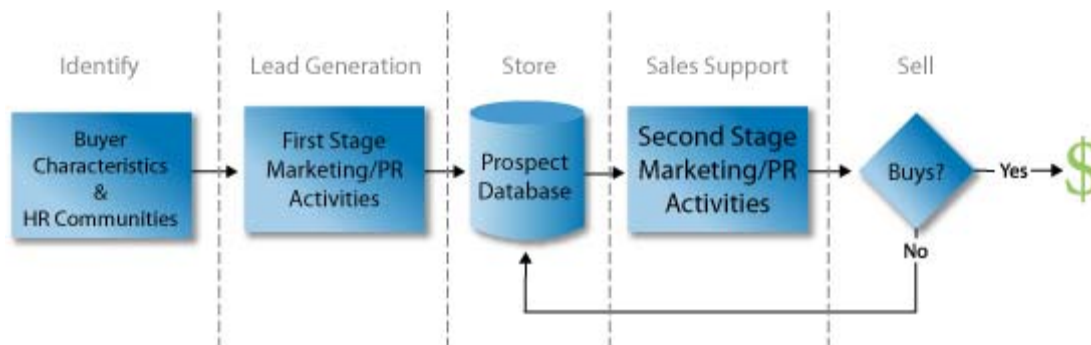
However, the single most important marketing communication is your marketing website. Prospects often form their opinion of a company after viewing its website. Your website should be easy to navigate, clearly state your value proposition and marketing message, and contain information the prospect needs to continue to the next part of the sales process (usually to request information or ask someone to contact them). However, your website also needs to attract and capture leads. To that end, your site also needs to be designed to capture prospects' contact information and be search engine optimized (SEO) so that people searching for information related to your product/service will find you. Development of your corporate website is NOT a job you hand over to an ad agency who will most likely

recommend a slick site with Flash video. Marketing must own the website and make sure it is geared toward lead acquisition/nurturing and optimized for search.

## Developing a Tactical Marketing Plan

The hallmark of great marketing is results. By 'results' we mean an increase in revenue directly attributable to your marketing efforts. In order to get results, you must plan your marketing so that it all works together to find, contact and sell to potential buyers of your products and services.

There are three primary steps in a tactical marketing plan: 1) getting attention, 2) capturing leads, 3) turning leads into sales. If you don't have a plan for all three steps, you will lose potential customers. We will mostly be dealing with the first two.



**Getting Attention**—Means putting your name and value proposition in front of prospects. This includes all advertising, Internet marketing efforts, public relations and direct marketing (print and e-mail). Failing at this step means nobody knows you're alive. The methods you choose to get prospects' attention should depend on who your target prospect is and where they get most of their information. An HR director may have his/her mail sorted by a secretary, so they'll never see a postcard or sales letter. But they probably read their e-mails, so sending them a press release via e-mail alerts or advertising in an eNewsletter they receive may get their attention.

Increasingly, HR professionals are turning to the Internet for information and to research new products and services, so efforts to increase your website's search engine ranking and submitting press releases and articles to appropriate venues will be highly effective. Services like Direct2Net and Direct2HR from HRmarketer.com make it easy to get your message to your target prospects. And HRmarketer's services group can manage all aspects of your marketing plan, from website development to press release search optimization and distribution.

**Capturing Leads**—Means getting prospects to give you their contact information and let you know that they are interested in what you have to offer. If you fail at this step, you'll never know who's interested in your product/service and won't be able to reach them with continued marketing and sales messages.

While buying mailing lists and leads from list brokers is certainly an option, the best leads come from prospects that volunteer their contact information to you. All your promotional materials—including press releases, direct marketing and websites—should have a compelling offer that gets the prospect to provide their contact

information for something in return. For example, you provided your name and contact information in order to get this eBook. Obviously, you also need a way for your prospects to give you their information, such as a form on a Web page, an e-mail address with autoresponder, a response card, or a toll-free phone number they can call.

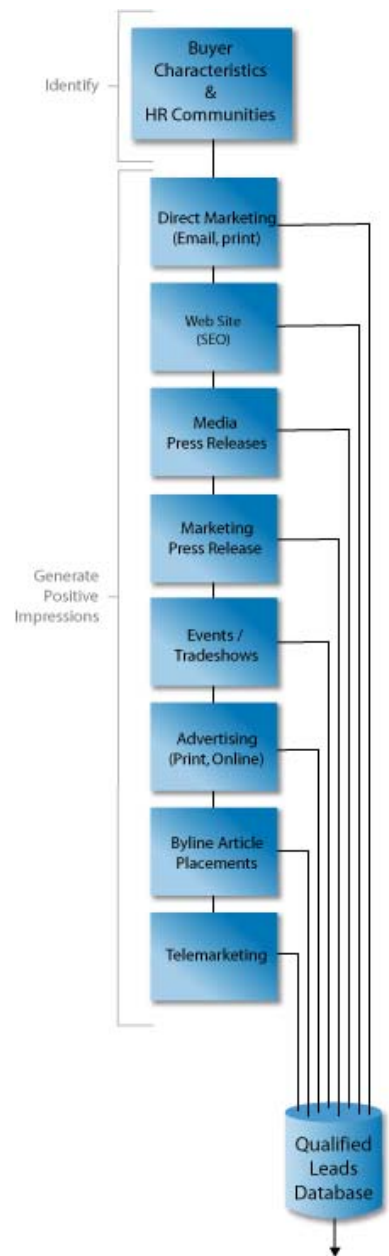
When capturing information about prospects, don't stop at the usual name, address, phone number and e-mail. Gather information that will be useful to the sales process as well. Do they already use a similar product/service? Do they like what they're using? How did they hear about you? What's their position in the company? Who else will help make the decision to buy? There are also many other questions you could ask.

**Converting Leads to Sales**—Means contacting your leads and turning them into paying customers. Obviously, this is your ultimate goal; if you don't sell your product or service, you won't have a business. This is the step in which you create desire for your product/service and prove that you can deliver. It includes all contacts made after capturing the prospect's information. How this step is carried out varies depending on the complexity and cost of what you are offering and other factors. Can you complete the sale online or do prospects respond better to a personal sales call? How much information do they need to decide to buy? How do they want that information delivered? The details of this step are outside the scope of this eBook, but they need to be considered in alignment with the first two steps. The sales process should be a natural extension of the Getting Attention and Capturing Leads process.

Sometimes the entire process occurs at once. For example, if your company sells automated web-based products, your customers may buy your product directly off the website and never come into contact with a sales person. Other times, as is the case with most B2B marketing, the process occurs in stages with your sales reps leading the way. Sometimes the steps will overlap. Offering a white paper in exchange for contact information is a tool for both getting attention (offering something useful) and capturing leads. It can also be part of the sales process by including information on your product or service. You'll need to decide what will work best for you and your prospects based on your prospects' characteristics, your budget, the talent of your sales force, etc.

In deciding which tools to use in your campaign, consider the following four attributes of a successful marketing campaign:

**Repetition** — Most buyers need to be exposed six or more times before they actually recognize your company and take action. In fact, the "Law of 29" states that on average a prospect won't turn into a client until they've seen your marketing message at least 29 times. This law of repetition helps explain why companies that send an occasional press release or place a single ad in a trade





journal are wasting their money. Don't choose a marketing or advertising tool that you can't afford to do more than once.

**Relevance** — Sending your message to the wrong people or placing it in an inappropriate context will result in little or no response to your message. For example, advertising your employee recruiting software in a trade journal for IT specialists will garner little response, because IT people are not often aware of their company's HR needs. Likewise, even though most HR professionals watch TV, an ad on television is not relevant, because for every one HR professional that you reach, you'll be reaching thousands of people who aren't HR professionals—and that's a waste of marketing dollars. Don't use a marketing tool that doesn't make sense for your audience or for your product. Most online advertising opportunities allow you to select who sees your ad, based on choosing demographics and/or keywords.

**Variety** — Some people are compelled by images; others prefer to read. Some prospects will want all the details; others will respond to a high-level summary or a more emotional appeal. By using multiple approaches and media, you'll broaden your ability to get your point across and make the sale. *Don't put all your eggs in one basket.*

**Frequency** — If your marketing message arrives at a bad time for your prospects, such as before he/she is aware of their need for your product or service, or when they are out of town, your prospect may never be aware of your attempt to reach them. If you are not continuously executing marketing and PR tactics, you are missing out on leads. Continuously delivering your marketing messages increases the chances of being in front of your prospect when they are ready to buy. Select marketing tools that let you put your message out often enough that people get to know you. On the other hand, don't use tools that give you a reputation for being a nuisance, such as SPAM e-mails and poorly timed telemarketing.

*Most buyers need to be exposed six or more times before they actually recognize your company and take action. In fact, the "Law of 29" states that on average a prospect won't turn into a client until they've seen your marketing message at least 29 times.*

## Choosing Your Marketing Tools

B2B marketers, especially those who target HR buyers, must take advantage of the technologies that are most beneficial and cost effective and reject those that cast a net too broadly or do not fit their audience and message. The chosen methods must support both their marketing goals and meet the demand for accountability through meaningful metrics like online publicity, site traffic, search engine rankings, and qualified leads generated.

More than any other marketing media, the Internet offers cost-effective solutions to meet all these goals for the marketer who knows how to put them to use. The low





cost of publishing and maintenance makes the Internet ideal for trying a variety of strategies and testing changes in messaging, content, headlines, offers and more.

The Internet makes it easy to track the results from various campaigns by showing where website visitors come from, where they go on your site, when they went there and whether they supplied contact information or purchased a product.

The next section explains a strategy that takes advantage of all these features and builds an unstoppable and highly effective marketing machine at a fraction of the cost of doing the same thing with print-based marketing.

#### **Key Points in Brief:**

- Quality marketing doesn't happen on a budget of "leftovers"; funds must be designated in order to perpetuate an ongoing marketing effort.
- Marketing budget should be 5-10 percent of anticipated revenues for the product or service being marketed.
- Establishing an Identity and Value Proposition help your prospects to identify with you and understand the value of your product or service.
- Marketing should target everyone who influences a prospect's buying decision, including outside influencers such as magazines, industry experts and online resources.
- Develop a marketing message that addresses your value proposition and the needs and desires of your prospects.
- Don't use industry jargon in your marketing messages, because people don't understand jargon and get confused by it.
- Your website is your most important marketing communication. It should be optimized to attract and capture leads and optimized for search engines.
- A tactical marketing plan includes strategies for getting prospects' attention, capturing information on leads, and converting leads into sales.
- A successful marketing plan includes repeated contact with prospects, using relevant means to contact them, using a variety of communication tools, and communicating frequently.

#### **Best Practice Marketing and PR Activities: *What every Vendor Should be Doing***

- Conferences
- Trade Show Exhibits
- Speaking Engagements
- Webinars
- Direct Marketing (print/e-mail)
- Advertising (print/online)
- Blogs
- Podcasting
- Newsletters (print/electronic)
- White Papers / Research Reports
- Media/Analyst Relations
- Traditional Press Releases
- Search-Optimized Press Releases
- Applying for Award Competitions

## Chapter 6: Marketing PR— The New Web 2.0 World of Marketing

### Combining Marketing and PR to Take Your Message Directly to Your Prospects

The Internet allows brands to be built relatively quickly and inexpensively, whereas with traditional media, when marketers had to rely on just three major television outlets, it took millions of dollars and many years to build a brand.

Because people are changing the way they are buying, you must change the way you are marketing. The increasing extent to which buyers and sellers are able to interact online allows suppliers to market directly to the HR industry without having to purchase expensive advertising or have their message filtered by the news media.

The nature of Web 2.0, Marketing and PR 2.0 has created the need for a collaborative approach between the forces of marketing and public relations. HRmarketer.com has adopted the term “Marketing PR” to describe the tactics that result from this collaboration.

Marketing PR combines strategies from both B2B marketing and public relations to build your company’s online presence and put you in front of potential prospects. With Marketing PR your ROI is specific and measurable, because it uses metrics like website traffic, qualified leads, and search engine rankings that illustrate how prospects respond to your efforts. You no longer have to use vague metrics like media placements that just track how many times your news release appeared regardless of whether anyone responded to it.

Marketing PR uses public relations strategies involving press releases, blogs, RSS feeds, white papers and other online content to attract attention, provide value and get prospects familiar with your company or product name. All these are distributed via online media so that when your prospects are searching for information relevant to your product or service, they find you first!

*With Marketing PR your ROI is specific and measurable, because it uses metrics like web site traffic, qualified leads, and search engine rankings that illustrate how prospects respond to your efforts.*

Prior to the advent of Marketing and PR 2.0 on the Web, these same goals were accomplished by submitting press releases to magazines, trade journals and newspapers. If a reporter or editor thought it was “newsworthy,” they would do a story on your company or product. Otherwise, your news release got tossed and nobody else ever heard your news.

However, with online media sites like Direct2Net from HRmarketer.com (powered by PR Web), your press release bypasses journalists and editors and goes right to prospects. Blogs provide a similar function. Not only do more potential customers see your message, but you can tailor the news release for your prospects instead of journalists. That means you can focus more on your marketing message and deliver

news that is relevant to the potential buyer without competing against unrelated news.

Another benefit of blogs and external media sites that post your press releases is that they showcase relevant content, with keyword links back to your website. This helps to increase your search engine rankings. This is why it is so critical to send search-optimized “marketing” press releases at least 1-2 times a month (more on this later).

Distributing printed white papers, holding seminars or training sessions, speaking at Chamber of Commerce events and similar activities also do a good job of building brand awareness and providing value to potential customers. But they are traditionally expensive and time-consuming to execute. On the Internet, webinars, RSS feeds, downloadable white papers and other content make it easy, less expensive and less time-consuming to produce and distribute these value-added tools to prospects.

While Marketing PR uses tools that are traditionally the hallmark of PR, it uses language and selling techniques from the marketer’s repertoire to drive prospects directly to you. Since you’re bypassing the journalists, you can appeal directly to the needs and concerns of potential buyers and motivate them to buy, visit your website or contact you in some other way.

With traditional PR, no matter how many press releases you put out, seminars you held or white papers you distributed, your company never moved up the ranks in the business directories and Yellow Pages—they are always in alphabetical order and if your company name doesn’t begin with A, you’re not at the top of the list. But with the Internet, these same tools drive traffic to your website and raise your site’s ranking in the search engine results so that your prospects find you easily.

By linking keywords in your press releases and other online PR tools to your website, search engines such as Google and Yahoo! determine that your site is relatively important. When someone searches the Web using those keywords, the search engines place your company toward the top of the search results page. If your website is optimized for searching, your rank on the results page will be even higher. A successful Marketing PR program, combined with a simple and well-maintained SEO program, can help ensure you’re on that first page where you can grab your prospect’s attention.

### **Marketing PR at Work**

Here are a few examples of how Marketing PR is put to work:

#### **Axiome Sourcing:**

Axiome Sourcing, a company that helps organizations reduce costs, enforce policies and minimize risks related to a global contingent workforce and third party services, came to HRmarketer.com with a need to increase their leads and website traffic.

Together, we developed a plan in which Axiome would host a webinar event with an accompanying white paper on a topic of interest to potential buyers. A news release about the webinar and white paper was distributed online to people interested in HR news. Those who found and read the news release were asked to go to Axiome’s website and register for the webinar by filling out an information form.

Each person who registered for the webinar supplied their contact information and became a lead for Axiome. In return, those leads received valuable information via the webinar and white paper. A single marketing news release generated 52 new leads for Axiome and increased the company's website traffic by 32 percent. Of the 52 leads generated by the news release, 25 were qualified buyers. Axiome has continued to work with HRmarketer.com to distribute press releases that have achieved even greater results.

#### Leade Health:

Leade Health, a provider of health coaching services (acquired by Ceridian in 2007) began using HRmarketer.com in early 2006. Within six months of sending "marketing" press releases, Leade Health's website traffic jumped considerably—a single white paper announcement netted 400 downloads. Another key metric for Leade Health was SEO; Leade's goal was to appear on Google's front page when potential customers entered targeted keyword phrases. Leade Health releases contained relevant words and phrases, which were included as hyperlinks back to the company's website. Before the Marketing PR campaigns, the firm was not even in Google's top 100. Within six months of starting the campaigns, a search for "health coaching" finds the company squarely on page one.

#### Ascentis Corporation:

Based in Bellevue, Washington, Ascentis Corporation was founded in 1994 by thought leaders in both technology and human resources. A pioneer in human resources management systems (HRMS), Ascentis' flagship product – HROffice – provides small and mid-sized companies with automated, integrated and electronic HR and benefits management. Ascentis began sending marketing press releases through HRmarketer.com and dramatically increased their online exposure. Mike Hayes, VP of Sales and Marketing for Ascentis, credited the marketing press releases as a major reason for Ascentis' national presence.

#### TotalRewards Software, Inc.

TotalRewards Software is a leading provider of employee recruitment and retention software products and services to the human resource industry. With a new software product to promote, TotalRewards began sending search-optimized press releases via HRmarketer.com. After 3 months, the company increased their traffic to product sites nearly 60%. Previously, the company did not rank highly when a user typed in "total compensation statement software." After 3 months of search-optimized press releases, the company ranks on the first page of Google.

## Search-Optimizing Your Website: Your Marketing PR Starting Place

You've probably noticed that our discussion of Marketing PR principles involves your website quite a lot. Actually, your website is the heart of your Marketing PR campaign. It is a marketing tool that works 24 hours a day, 7 days a week. In Marketing PR, your website has a few key functions:

### 1. Provides a contact point for each marketing or PR project

Links in your press releases, articles and other projects should take the prospect to your website. Even print ads and magazine articles should encourage prospects to visit your site. Dedicate a Web page to each marketing project and give it a unique URL or address.

## **2. Hosts your content**

Any content you are providing to prospects as part of your marketing campaign, such as white papers, should be hosted on your website. This draws prospects to you and increases search engine rankings.

## **3. Provides a place for prospects to give you their contact information**

This usually takes shape as a registration form with boxes in which the prospect types his information.

## **4. Gives search engines a way to find you**

Without a website, the search engines don't even know you exist.

## **5. Tracks the results of various marketing projects**

Your website can be programmed to track how prospects reach your site, what pages they visited, what they did when they got there (i.e., filled out the registration form), and where they went when leaving your site. All this data can be compiled to tell you exactly how effective your various marketing projects are.

An important aspect of your website is how it is perceived by search engines. Search engines match a website to the keywords a person bases their search on. The more your site appears to relate to those keywords, the higher your site will appear in search results. There are some basic things every company should do to optimize their website for search engines. While these alone do not guarantee high organic search results rankings, they are pre-requisites for your Marketing PR:

- Page URLs: Instead of generic names for your Web pages (e.g., "services.html") use names that reinforce keywords and explain what the page content includes (e.g., "background\_screening\_services.html").
- Page Titles and META Tags: Search engines use title tags to gather information about your website. Don't use the same title for every page. Each page should have a unique title that reflects its content. Title tags should be 5 to 10 words and include your company's name and keyword phrases for the page. Description tags summarize the page in fewer than 200 characters while keyword tags include 7 to 10 relevant keywords and phrases.
- Page and Site Content: Integrate your keyword phrases into the visible text copy for each Web page. Glossaries, eNewsletter archives, blogs, white papers, case studies, etc., are good places to emphasize keyword phrases.
- Internal Links: Link your keywords to other relevant pages on your own site.
- Links to Your Site from Other Sites: This is the only item that you cannot control completely. The most productive way of linking other sites to yours is an aggressive Marketing PR campaign that puts press releases with links to your site on other high-ranking websites.

## **Marketing 2.0—Marketing Via Content**

As noted in our discussion of trends in the HR marketplace, HR professionals are increasingly searching for information and tools to help them do their job better and more efficiently. To find these, they turn to content communities such as online news sources, blogs, magazines and trade journals that cover the HR industry.

This results in a symbiotic relationship between the buyer, seller and content communities. Because the content is relevant or essential to the industry, it attracts an audience comprised of the very same people that suppliers want to market to. In our case, HR content communities supply HR-related content to the HR professionals that HR suppliers want to reach.

HR suppliers participate in this symbiosis in two ways. First, they fund media and certain content venues by paying to advertise alongside the content. This is traditional advertising, with which most marketers are familiar. Secondly, and newer to today's marketing world, HR suppliers provide most of the content disseminated by the content communities. Since HR suppliers are the economic engine that drives innovation in the HR marketplace, this relationship ultimately provides value to HR buyers who are actively seeking information to help them attain excellence in their careers.

It's easy to see how content marketing helps develop awareness and trust in a company, which might increase sales, but how do you measure that and how do you demonstrate ROI? That's where Marketing PR tactics take over. Each piece of content you put out should contain a compelling offer that drives your prospect to your web page. In the Axiome example above, the news release announced a useful webinar and white paper that required prospects to register in order to take advantage of the offer. An offline example might be a trade journal article that describes trends in employee recruitment software with an offer for a free white paper on how to take advantage of those trends; prospects call a dedicated 800 number or visit a dedicated web page to register and get the white paper.

Here's a brief list of the kinds of content you can provide/offer to content communities and prospects as part of your Marketing PR campaign:

- Bylined articles—Submit articles to online or offline publications that are written by executives of your organization, or hire a freelance journalist to write an article about a problem that can be solved by your product or service.
- Site content—Dedicate a portion of your site to providing information or web-based tools that are useful to your target audience, and encourage other websites to link to it.
- White papers & reports—Assemble useful information into a brief package that prospects can download, print and digest in their own time.
- Video/audio presentations—Record a training session, product explanation or interview with an expert in either video or audio format and post it on your website. YouTube.com is a great tool for facilitating this technique.
- Blogs and podcasts—Forty-three percent of HR buyers listened to a podcast in 2006, and 52% visited a blog. Blogs and podcasts are also a great way to enhance your brand and increase your Internet visibility.
- Webinars—Give a seminar online and reach more people with a single event than you could traveling around the country giving the seminar in person.
- Speaking Engagements—Volunteer to speak at conferences, training sessions, service club meetings, trade shows and any other place that your prospects may go to hear industry-related news. Whatever your topic is, make sure to mention your latest white paper or upcoming webinar and pass out a flyer directing them to a dedicated page on your website. Then you'll be able to track how many people responded as a result of your speaking event.

Remember to always connect your content back to your website or some other vehicle for capturing your prospects' contact information.



## PR 2.0—Directing News to Consumers & Customers

As noted earlier, PR 2.0 is about getting your news directly to your prospects via the Internet rather than going through regular media channels. News distribution services like Direct2Net will be your primary vehicles to accomplish this. Not only do they publish your news release, but individuals and mainstream media organizations subscribe to receive news announcements about topics that interest them. This means that when you submit your HR-related news release, it goes directly to subscribers interested in HR topics. It is not uncommon for subscribers to distribute interesting press releases to non-subscribers they think will have an interest in it. A high-quality news release may get picked up by a mainstream media outlet that decides it's newsworthy, which gives you even more publicity. However, this is a secondary objective and not our main concern.

A key component of successful Marketing PR is frequency. You need to get news and promotions out frequently. Any time there is a change or development in your organization, you should send out a news release and post an announcement on your blog and website. Fresh material gets you noticed more, by both prospects and search engines. Additionally, frequently publishing news lets potential customers know that yours is an active and progressive organization.

Unlike traditional media releases, newsworthiness standards for Marketing PR are relaxed, and promotional frequency is encouraged. The number of releases distributed via wire services is crucial to elevating a company's Internet profile. In past years, we've regularly advised clients to pace their news announcements and avoid the risk of exhausting journalists. Today, that advice has changed dramatically. In fact, the release of a white paper or survey results provides the opportunity to "milk" such an event by issuing a series of wire releases that focus on various chapters and elements of a paper.

## Direct Marketing

Once you have a lead's contact information, you can start marketing directly to him or her. Direct marketing can be used to make the sale, qualify prospects or just keep prospects interested. If you're using direct marketing to make the sale, put together a high-quality package with professionally-written copy that answers all questions that your prospect could have and clearly demonstrate the advantages and benefits to using your product or service.

More often, though, you'll use direct marketing to qualify prospects or just keep them interested until they're ready to buy. In this case, keep your marketing message relatively simple and include a clear, compelling offer for your latest white paper, upcoming webinar or similar content so the prospect has a reason to respond.

A good direct marketing strategy is to use a combination of mail and e-mail. E-mail is less expensive and you can easily link to your dedicated web page in the body of your e-mail. However, targeted print mail is visually more impressive and has a higher credibility factor.



## Advertising

Print publications remain a leading media for developing brand recognition. We'll also include broadcast media in this classification. Advertising in trade-specific publications and, in some cases, broadcast media puts your name, or the name of your product or service, in front of an audience that may or may not be actively seeking your solutions. This builds brand awareness and helps maintain brand leadership, which is the typical goal of most marketing agencies.

Advertising online also offers the advantage of getting in front of prospects who are unaware of their need for your product and aren't actually searching for a solution. Online ads, whether it's banner advertising on a website or e-zine or a pay per click (PPC) ad like Google Ad Words, have the following advantages over print advertising:

- Link directly to your website to measure ROI
- Change ads frequently to test different offers and headlines
- Define target audience more accurately
- Target to keywords and subject areas

If you decide to include advertising as part of your campaign, make sure each ad includes an offer that drives prospects to provide you with their contact information. Without that essential piece, your ROI will be little more than a guess.

### Key Points in Brief:

- Marketing PR combines strategies from Web 2.0 tactics, B2B marketing and public relations to build your company's online presence and put you in front of potential prospects.
- With Marketing PR your ROI is specific and measurable, because it uses metrics like website traffic, qualified leads, and search engine rankings that illustrate how prospects respond to your efforts.
- Marketing PR bypasses mainstream media outlets, which tend to filter and edit your message, and communicates directly with potential buyers.
- Search Engine Optimization (SEO) puts your website at the top of search results online when prospects search for keywords related to your product or service.
- Providing useful information (content) to prospects via content communities (social media outlets, professional associations, blogs, magazines, etc.) builds relationships with prospects and brings you to their attention.
- In direct marketing efforts, keep your marketing message relatively simple and include a clear, compelling offer for your latest white paper, upcoming webinar or similar content so the prospect has a reason to respond.
- Advertising online offers the advantage of getting in front of prospects who are unaware of their need for your product and aren't yet searching for a solution.

## HRmarketer.com—Your Partner for Cost-Effective Strategies to Successfully Market Your HR Products and Services

*"After 3 months of the HRMarketer.com service, we increased our traffic to our product sites nearly 60%... (and) we now rank 4th on Google... and if the user puts quotes around the search term, we account for every organic site link that comes up—three pages' worth. We planned on investing in pay-per-click advertising, but with these results, there's no need to pay for traffic!"*

*—Ray O'Donnell, President of TotalRewards Software, Inc.*

In this eBook we've outlined for you all the industry trend information and step-by-step instructions you need to conduct a highly successful marketing campaign in the HR marketplace. However, the things we are unable to provide to you in this resource are the experience, knowledge base and resources that make launching a successful campaign quick and painless.

Every new skill, even with excellent instruction, has a learning curve. Gathering and maintaining accurate marketing and PR information is labor-intensive. Can you afford the time and resources required to gather information and gain experience in this new world of marketing?

Fortunately, you don't have to. HRmarketer.com has already done the administrative work for you. We've built informational databases covering the entire HR industry. We've created many easy-to-use tools to get your marketing and PR messages to the right places quickly. And we have experience helping more than 500 leading HR suppliers build their businesses using the effective marketing and PR techniques discussed in this white paper. With our guidance, tools and services, you can reach your prospects first while freeing you and your staff for more strategic, high-value activities.

### HRmarketer.com Saves You Time and Expense by Providing Market Information, Assessments, Tools and Guidance to Make Quality Marketing Decisions and Deliver Your Marketing Message

#### Informational Databases Tracking Thousands of Marketing and PR Opportunities

We research and maintain all the data that you need to be successful in marketing and make it available in one central, easy-to-use online location. HRmarketer.com databases track and maintain information on the following human resources marketing and PR opportunities:

Media outlets	Speaking & sponsorship opportunities	Associations & membership organizations
Journalists	Exhibiting fees	Print/online buyer guides
Editorial calendars	Award competitions	Trade shows
Industry analysts		

## Resources That Give Media and Prospects Access to You

Members may also post their own industry experts and webinars on a highly visited Web directory accessed by the media, conference organizers and thousands of human resources decision-makers.

## Press Release Distribution

Send unlimited press releases to journalists covering the human resources, technology, workforce and employee benefit industries – including trades, eNewsletters, local business journals, national newspapers, business periodicals and blogs. Your releases will also be posted to our *HR Industry News* page and *HR Breaking News* blog that get over 10,000 unique visits per month.

## Direct2Net Wire Service

You can also search-optimize and distribute releases via our Direct2Net wire service (powered by PRWeb.com). Doing so guarantees your press releases will be indexed by major search engines and distributed to thousands of news sites (e.g., Google News and Yahoo News), and through RSS feeds that collectively reach millions of potential buyers and thousands of journalists daily.

## Marketing Planning and Campaign Management

Our experienced staff of marketers will help you plan and organize your marketing and PR activities, including press release schedules, event planning, direct mail and advertising campaigns, and much more.

## Convenient tools for tracking, sorting and communicating

By aggregating details of past and future marketing and PR activities in a central location, you can quickly create comprehensive reports and get instant access to all your marketing and PR activities. Users also have access to HRmarketer.com's on-demand contact management software, which allows you to manage your media and prospect lists. You'll be able to set up call reminders, track communications and run reports.

## Community Network of HR buyers and suppliers

HRmarketer.com is used by business owners, CEOs, CMO's and other senior marketing and PR executives across hundreds of human resource supplier firms. HRmarketer.com's community features allow members to network with like-minded marketing and media relations professionals. Key elements of the community include:

**Networking:** Marketing professionals may confidentially approach other HR and employee benefit suppliers to discuss partnership opportunities, solicit feedback on the success of recent special events, promotional efforts, or direct mail lists, and any other topics they wish to discuss.

**Profile/Buyers Portal:** HRmarketer.com members may post information about their company and the types of services they market.

**Job Listings:** HR suppliers may post and respond to marketing and public relations job opportunities within the human resource and employee benefit marketplace.

## Advisory Services

What truly differentiates HRmarketer.com is our expert marketing advisors, a team with decades of successful marketing and PR experience selling to HR and employee benefit brokers. We know the HR marketplace and how to access it. With our knowledge base and proven expertise in Internet marketing, Marketing PR, Social

Media Optimization (SMO), Search Engine Marketing (SEM) and Search Engine Optimization (SEO), we will increase your publicity, website traffic, and sales leads. Your website will achieve higher rankings on search engines so your buyers will find you first!

## **HRmarketer.com is the No. 1 Internet Marketing and Media Visibility Service for HR Suppliers**

HRmarketer.com is a service of Fisher Vista LLC, the No. 1 marketing and media relations firm for companies selling to human resource departments.

Founded in 2000, more than five hundred human resource and benefit suppliers have used HRmarketer.com to generate publicity, website traffic, sales leads and improved search engine rankings.

Companies using HRmarketer.com cover the following HR segments:

Recruitment and staffing	Talent management	Outsourcing
Payroll	Organizational development	Consulting and other human resource suppliers
Employee benefits	Legal	PR and marketing agencies
Training & development		

HRmarketer.com combines a database of marketing and public relations (PR) opportunities with press release distribution, campaign management, social networking and marketing advisory services.

For more information on how HRmarketer.com can help you increase visibility, lead generation and website traffic, or to schedule a 20-minute demonstration of how HRmarketer.com can go to bat for your organization, call 831-685-9700 or visit us online at [www.HRmarketer.com](http://www.HRmarketer.com).

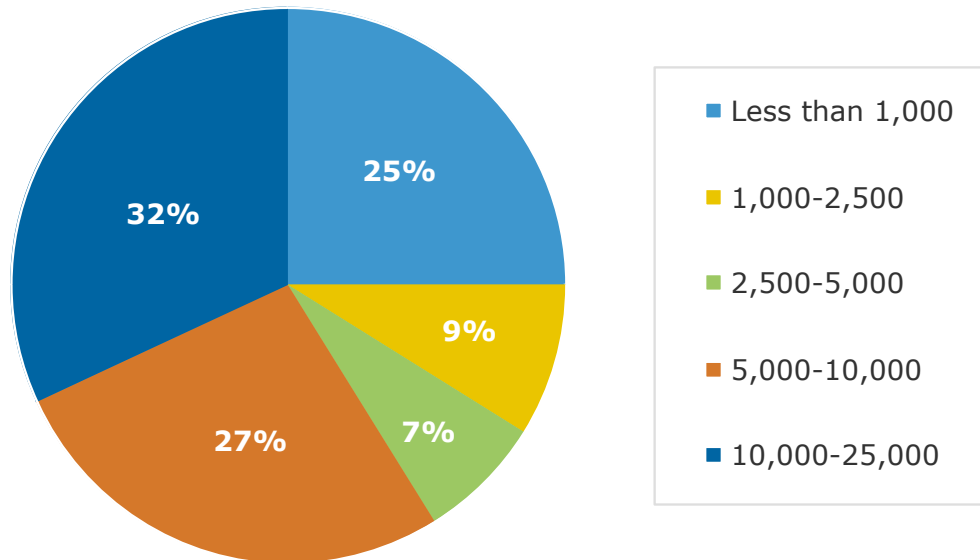


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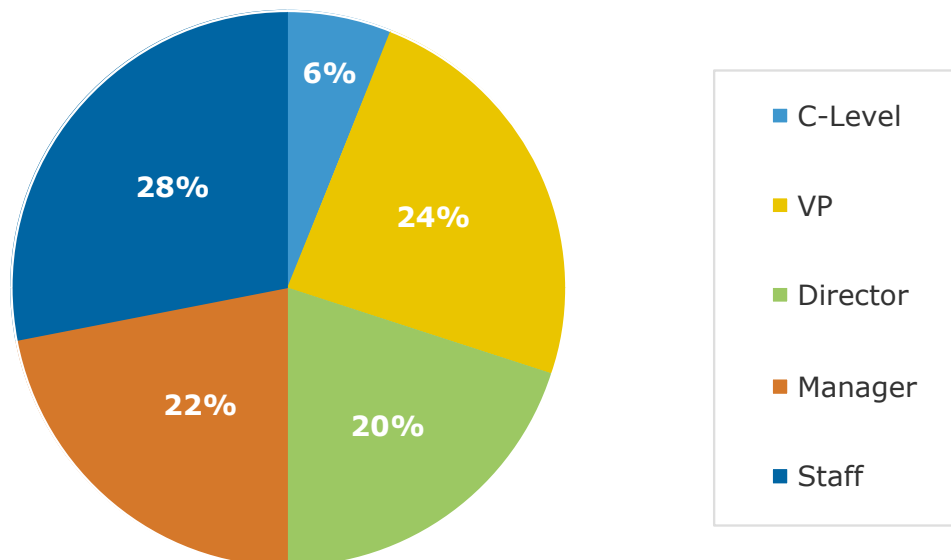
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## Appendix A: Software / Services Companies and the Markets/ Buyers They Serve

Distribution of HR Buyers by Company Size



Distribution of HR Buyers by Title



## Appendix B: Detailed Breakdown of HR Pillars

### **Recruitment and Staffing:**

- Workforce Planning
- Contingent Staffing
- Security
- Affirmative Action / Diversity
- Executive Search and Placement
- Relocation
- Job Boards / Online Recruitment Sites
- Background Screening
- Staffing Technology (i.e., Applicant Tracking)

### **Compensation / Payroll:**

- Payroll Processing and Tax Services
- Research and Trend Data
- Executive and Sales Force Compensation
- Severance Pay
- Modeling and Forecasting

### **Employee Benefits:**

- Flexible Spending Accounts
- Health Insurance
- Other Insurance: Life Insurance, Legal, etc.
- Dental and Vision
- Benefits Administration
- 401 (k) / Pension / Retirement
- Work / Life and EAP
- Workers Compensation
- Tuition Reimbursement
- Voluntary Benefits
- Third-Party Administration
- Pharmacy Benefits Plans
- Disability
- Wellness
- FMLA

### **Talent Management / Employee Relations:**

- Testing and Assessment
- Talent Management Software
- Recognition and Incentives
- Workforce Planning
- Succession Planning
- Travel
- Employee Surveys
- Appraisals



### **Training and Development:**

- Executive Coaching
- Performance Management
- Corporate Learning
- Legal (i.e., Harassment)
- Department Specific (i.e., Sales)
- eLearning / Software
- Instructor / Classroom Training
- Orientations and Evaluations
- Video Conferencing
- Conference / Meeting Sites
- Diversity

### **Compliance:**

- Compliance resources and software
- Privacy
- OSHA
- HIPAA
- Litigation
- Environmental
- Discrimination
- Benefits and Compensation Law
- Regulation and Trend Data