

# Marketing & Creative Professionals Recruiter Activity & Best Practices

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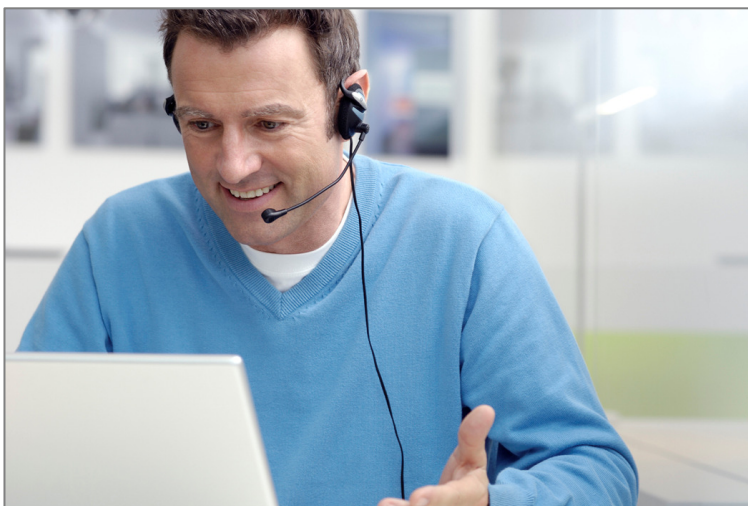
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## MARKETING RECRUITER ACTIVITY & BEST PRACTICES

Since the beginning of 2007, nearly 200,000 US-based positions in the Marketing and Creative professional sector have been posted on Monster.com. Together with over one million resumes, this busy corner of the talent market has ebbed and flowed along with societal changes to the employment and broader economic situation. As part of an ongoing series of studies of trends in various occupational sectors and regional labor markets, this report details recruiter activity, planning, and optimism for the recruitment of Marketing and Creative professionals in mid-2008 and beyond.

In addition to tracking comprehensive trends in the ongoing acquisition of talent characterizing marketing and creative professions, Monster has surveyed HR professionals and hiring managers to present a comprehensive picture of the sourcing and recruitment of Marketing professionals within the United States. (Please see our related report on job seeker and resume posting activity, downloadable at <http://intelligence.monster.com>.)

Together with The BOSS Group, Monster presents a wide assortment of sourcing, recruitment, and hiring trends to help you gain a competitive edge in the changing world of talent acquisition.



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**If you read this report and think we could do more to help you hire the best and brightest, let us know by emailing your comments to: [Intelligence@Monster.com](mailto:Intelligence@Monster.com).**

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### About the Sponsor:

The BOSS Group is a leader in marketing and creative staffing. For the past 20 years, hundreds of companies across a range of industries have relied on The BOSS Group's niche expertise and proprietary assessment tools for sourcing and evaluating top creative talent. The BOSS Group's staffing specialists understand the unique demands of the creative industry and can partner with you to develop a personalized staffing solution to achieve your organizational goals. Visit [thebossgroup.com](http://thebossgroup.com) to learn more.



## EXECUTIVE SUMMARY

The Marketing and Creative Professional sector is characterized by diverse employment trends and an array of talented professionals, managers, executives, and entrepreneurs. Monster's analysis of job posting and recruitment activity uncovered vital information for building a strong sourcing and hiring program for 2008 and beyond.

### Key Insights

- Demand for skilled marketing talent decreased in 2008, dropping 22% over the prior year, but was still at mid-2006 levels. We anticipate that this trend will continue, but will dramatically vary by position and candidate availability.
- Managerial and executive talent continues to be in high demand within the Marketing sector, including Creative Directors, Product Managers, and other must-have personnel. Contrary to expectations for a down economy, landing qualified managers as well as technical experts does not necessarily get easier for recruiters.
- Few creative or marketing roles experienced increases in demand over 2007; however, roles such as Marketing Manager and Marketing Director experienced less severe drops in demand.
- The need for creative talent continues to be high in the San Francisco Bay Area and Houston markets. However, demand dropped in most hotbeds of marketing talent, including Chicago and Washington, DC.
- Nearly two-thirds (64%) of recruiting professionals in a recent Monster survey indicated that at least half of their Marketing-oriented openings are difficult to fill. Web Developers and Designers were found to be particularly challenging to fill.
- Most Marketing recruitment professionals reported leveraging online job sites to land qualified talent, with nearly one-third (30%) finding large online job sites to be the most useful, followed by employee referrals (26%).

### Building Hiring Excellence – Today and Beyond

An unstable economy and the availability of many tactics to source strong candidates actually present a competitive advantage for recruiting organizations. Ensuring a flow of the best and brightest into key jobs demands that organizations of all sizes focus on:

- Customizing your firm's approach to recruiting and selecting both critical and a high volume of positions.
- Turning to experts in sourcing, recruitment, and placement when the firm struggles to fill a specialized role or family of positions.
- Utilizing screening and assessment tools in order to more effectively sort and evaluate candidates.
- Reviewing and modifying quality-of-life and retention strategies to build into the hiring and employee development process.

## SECTION 1 | What Is Happening in the Marketing Sector?

Given that the need for a comprehensive sales and marketing strategy cuts across nearly all corners of the business world – even touching the non-profit, scientific, and educational sectors – it is tempting to describe employee acquisition issues in this space as consistent across various open positions in an organization. But as the data on the next few pages will show, there are many stories in the marketing world, with no one direction characterizing dynamic talent sub-markets within this sector. So when the economy – and corresponding markets for skilled talent – takes a left turn, what is the corresponding change in strategy for hiring managers?

As any seasoned recruiter in this sector will attest, hiring marketing, design, copywriting, user-interface and related staff can be a daunting task, whether on a limited basis or for more ongoing needs. This mostly has to do with the unpredictable nature of some hiring initiatives, in turn due to the dramatic variation in quality and availability of strong candidates across distinct groups of professionals. For example, Graphic Designers face both a long career path to attain the best assignments as well as competition from amateur and free labor. While the BLS notes that employment growth in this profession will be about “as fast as average”, the market for marketing and survey researchers will grow “faster than average”, making it more difficult for firms to land these employees in the future. Moreover, the commitment and quality of services offered by these professionals varies dramatically, with many creative professionals taking on freelance work while simultaneously holding a full-time position.

Selection and placement of management and executive talent represents a more critical hiring situation, not mitigated by the slowing economy, even if fewer opportunities means a probability of more applicants. As with Design and Creative Web professionals, sorting through managerial candidates often takes more manual labor than anything else, with particular pressure due to the profound and direct impact of quality hires.

What stays the same? The ongoing search for quality candidates. In addition to using metrics to determine the best sourcing strategy – and optimizing tactics for encouraging employee referrals – sorting out the requirements of each open position is paramount. With sourcing customized to the nature and variety of qualified candidates and the job duties of key roles, recruiters and leaders have a much greater chance at successfully landing a talented creative professional. Add in-depth assessment, and systematic, annual review of these strategies, and best practices hiring can become a reality for small, medium, or large sized companies. What if your company doesn't have the resources to deploy these tools and evaluative metrics? Sometimes it takes an expert to help out, and directly acquire a strategy for staffing a company's most key roles.

**Creative and Marketing recruitment moderates over past year.**

According to the Monster Employment Index, online recruitment activity and related job opportunities in the Marketing sector – which cuts across nearly all industries – declined over the past year. But unlike the U.S. online market as a whole, specialized creative occupations are still experiencing strong demand, as are opportunities in management. Nonetheless, overall demand decreased but the sector is still quite active relative to other areas of the economy.

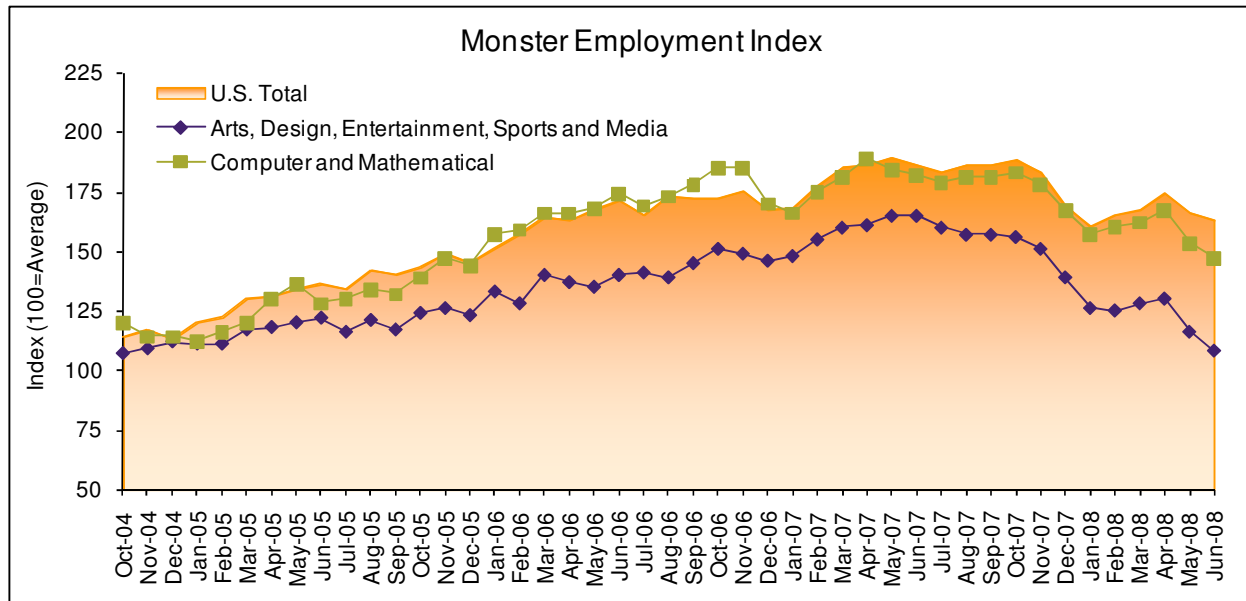


Figure 1.1 Monster Employment Index – Marketing and Creative Professions

**About the Index:** The Monster Employment Index provides HR professionals and labor market observers with a monthly snapshot of online job demand and employer recruitment activity. With traditional help-wanted advertising migrating online and nearly every Fortune 500 company utilizing online recruiting, the Monster Employment Index is uniquely positioned to contribute valuable data complementing official labor statistics. Tracking online job postings for positions to be filled within 30 to 60 days, the Index is an important leading indicator of labor market performance. Note that for each index series, the baseline value of 100 represents the average of the first 12 months of data.

***But is this the whole story? Given that the economy is slowing as unemployment is rising, what are the best strategies for sourcing Marketing and Creative candidates in a changing job market? Let's start with an overall look at job posting growth on Monster.***

## SECTION 2 | Job Posting Growth

While new opportunities for a wide variety of Marketing and Creative professions abound on Monster, growth in 2008 has not been as strong as in 2007. In particular, new postings in this category had declined by 22% over the first five months of this year, when compared with 2007. While 2007 saw phenomenal growth (about 35%) in open positions, the spring of 2008 featured just as many new opportunities as the peak of the red-hot 2006 hiring market.

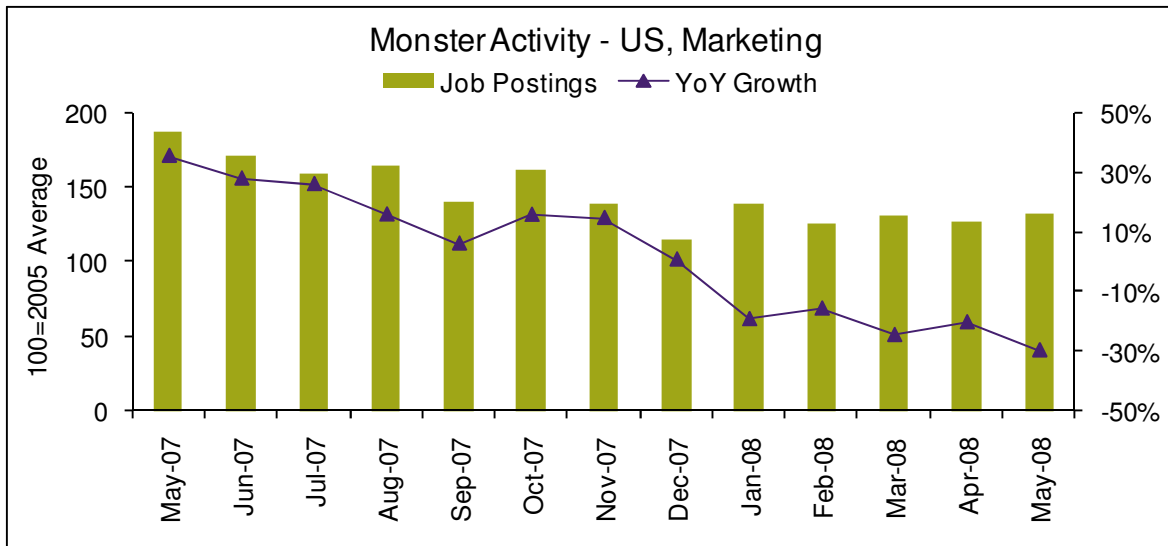


Figure 2.1 Job Posting Growth

**Figure 2.2** summarizes growth rates for the top 10 Marketing-oriented job postings in volume nationwide.

### Top 10 Occupations within Marketing on Monster<sup>1</sup>

| Job Posting Occupations                        | Y-o-Y Growth |
|--|--------------|
| Technical Support Representative - Entry Level | -19%         |
| Marketing and Sales Manager                    | -24%         |
| Product Manager                                | -31%         |
| Administrative Assistant                       | -16%         |
| Marketing Coordinator                          | -35%         |
| E-Commerce Marketing Manager                   | -24%         |
| Vice President - Brand Marketing               | 32%          |
| Marketing Director                             | -18%         |
| Marketing Analyst                              | -19%         |
| Web Marketing Manager                          | -23%         |

<sup>1</sup>Year-to-date 2008 data, through May

Figure 2.2 Job Posting Growth by Occupation

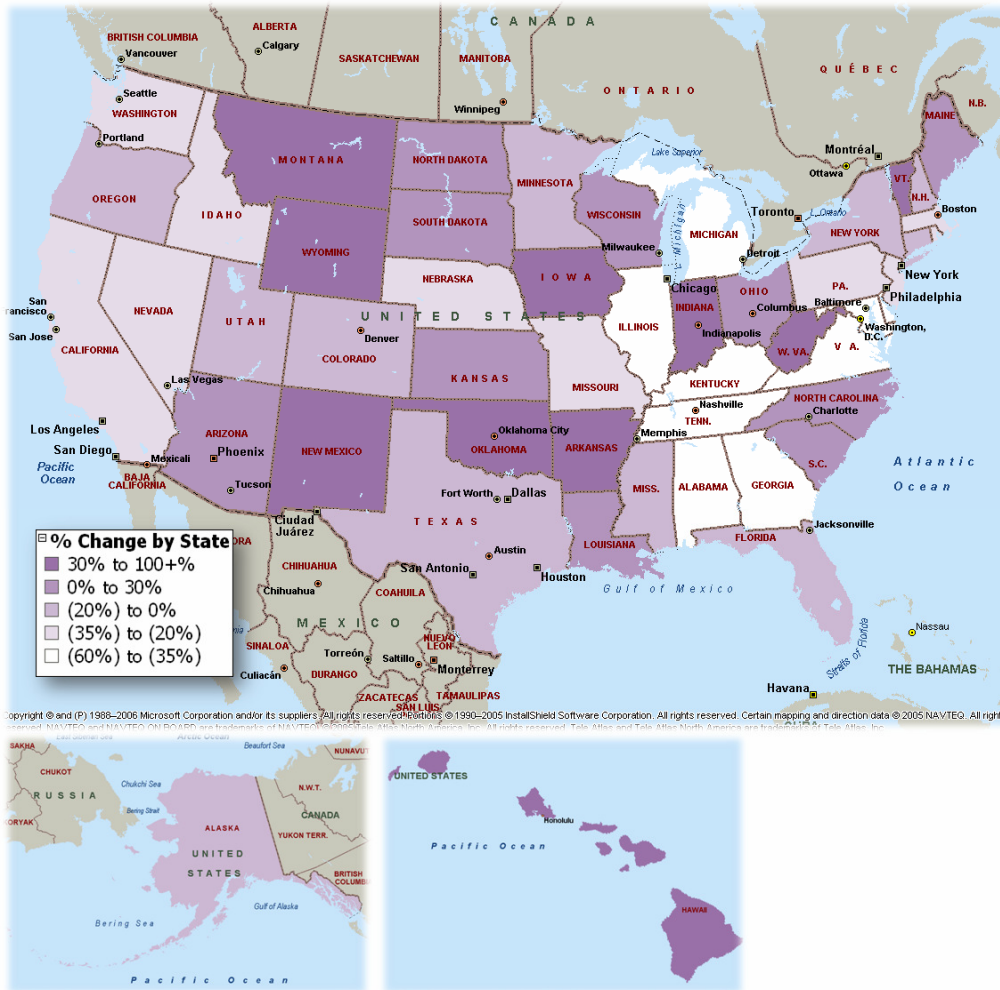
**Key Findings:**

- Only 35% of Marketing-related job postings in the U.S. on Monster are seeking the top 10 positions listed in figure 2.2.
  - The variety of postings on Monster is remarkable, reflecting the infinite combinations of duties and responsibilities required of Creative professionals in the Marketing space.
- Most Marketing occupations nationwide reported decreased posting growth in 2008.
  - Although Marketing Coordinator and Product Manager are among the highest in volume of this category's job postings, they have experienced somewhat alarming decreases in early '08.
  - Not all common postings declined, however. Demand for Vice President – Brand Marketing candidates increased by a healthy 32%, bucking the trend.

*“Demand is switching to the higher end of experience. In years past, we could have easily found jobs for entry-level, but the pendulum is switching to higher skilled roles. Companies don’t have the time or the resources to train new talent. They need people who can be there tomorrow and get the job done.”*

-- Terra Hull, Executive Vice President, The BOSS Group

Figure 2.3 provides a view of job posting growth within Marketing across the United States.



Source: Monster Internal Data, 2008

Figure 2.3 Job Posting Growth by U.S. State

**Key Findings:**

- While the majority of states across the Nation encountered slowdowns in new job postings when compared with 2007, some growth in early 2008 shows significant improvement. Specifically, 20 of the 50 states showed an increase in new marketing opportunities compared with last year.
  - As the darker regions of the map show, the Midwest region saw higher growth than most regions, with less populated states such as South Dakota and North Dakota reporting significant double-digit growth.
  - When compared with the same period in 2007, more populated states like California, New York, Texas, Florida and Pennsylvania saw small to medium drops in the number of new opportunities posted on Monster.

Another way of gauging the ebb and flow of creative and marketing employment is to consider supply and demand for specific markets or Designated Market Areas (DMAs).

**Figure 2.4** details the top 10 U.S. job posting markets for Marketing-oriented job postings.

Top 10 Markets (DMAs) within Marketing on Monster<sup>1</sup>

| Job Posting Location               | Percent of 2008 Postings | YoY Growth |
|------------------------------------|--------------------------|------------|
| New York, NY                       | 11.9%                    | -21%       |
| Los Angeles, CA                    | 7.0%                     | -31%       |
| Boston (Manchester), MA-NH         | 6.7%                     | -25%       |
| San Francisco-Oakland-San Jose, CA | 5.6%                     | -14%       |
| Philadelphia, PA                   | 5.1%                     | -38%       |
| Chicago, IL                        | 4.3%                     | -44%       |
| Washington (Hagerstown), DC-MD     | 3.0%                     | -44%       |
| Dallas-Ft. Worth, TX               | 2.9%                     | -25%       |
| Tyler-Longview (LFGN & NCGD), TX   | 2.2%                     | -37%       |
| Houston, TX                        | 2.2%                     | 1%         |

<sup>1</sup>Year-to-date 2008 data, through May

Figure 2.4 Top U.S. Markets Where Employers Are Posting Opportunities

**Key Findings:**

- Most large locations for creative and marketing expertise realized a drop in new opportunities over the previous year.
  - This represents a significant number, as just over one-half (51%) of marketing opportunities in early 2008 were posted in the top 10 markets listed above.
- The greatest decreases were felt in Washington, D.C. and Chicago.
  - In contrast, the San Francisco Bay Area and Houston metro experienced virtually no significant change.

Notwithstanding the effects of a slow job market on the overall health of one’s organization, the news for recruiters would appear to be somewhat optimistic. Fewer opportunities mean a larger candidate pool, but does this mean that the recruiter’s job is actually easier this year?

### SECTION 3 | Competition Holds Steady

The decline in new opportunities seen over the course of early 2008 is not all that it seems. According to our survey of Marketing professionals, only some recruiters and hiring managers feel that their actual hiring needs will decrease.

**When compared to 2007 hiring needs, which of the following best describes your anticipated 2008 hiring needs?**

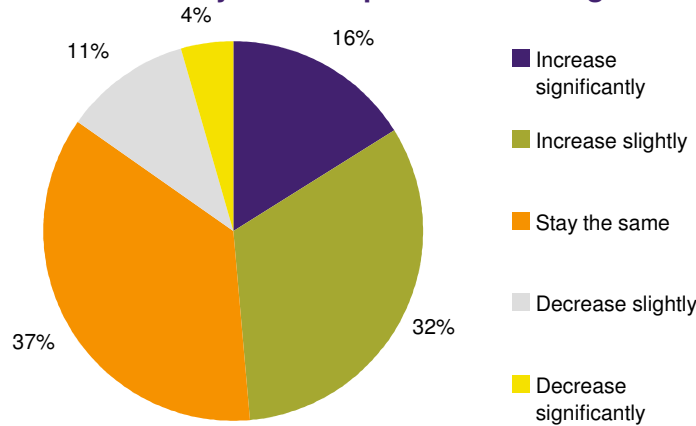


Figure 3.1 2008 Anticipated Hiring Needs

**Key Findings:**

While nearly half of recruiters feel their hiring needs for Marketing and Creative professionals will increase this year, this percentage dropped from 72% last year. A majority of hirers are anxious about landing qualified staff.

*“Last year we were focused on recruitment challenges – it was very much a candidate’s market- but now we see many companies shifting to a survival mindset. With the political and economic environments in a state of flux, there’s been a definite slowdown in hiring from last year. Once those environments stabilize, we’ll see the larger trend of a candidate shortfall resurface.”*

-- Jenna Stone, Director of Marketing & Communications, The BOSS Group

**What is your top concern for employment in 2008?**

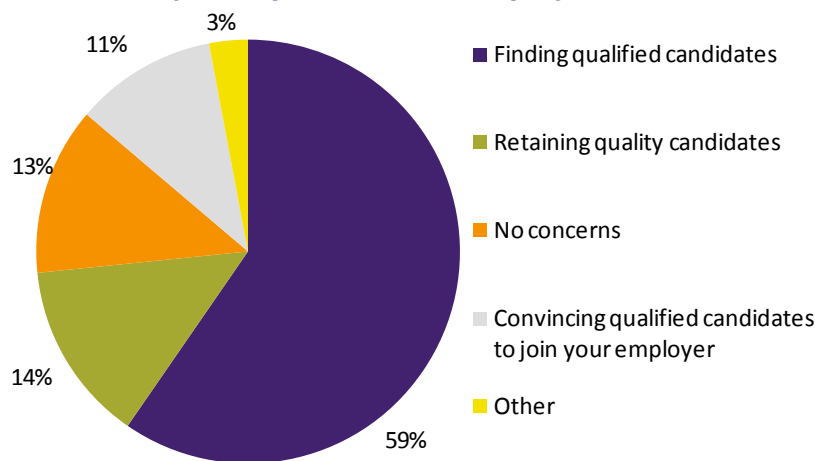


Figure 3.2 Top Concerns for Marketing Employment

**What does this mean?**

With the increase in hiring predicted by nearly 50% of recruiters polled, many may still experience difficulties in attracting and retaining an adequate number of Marketing staff. As shown below in Figure 3.3, just over one-third find it difficult to fill over half of their Marketing openings. Surveyed recruiters cited Web Developers and Designers as being particularly difficult positions to fill, underscoring the widespread feeling that less competition for candidates does not mean **more qualified and relevant** candidates available.

**What % of your job openings would you classify as “difficult to fill?”**

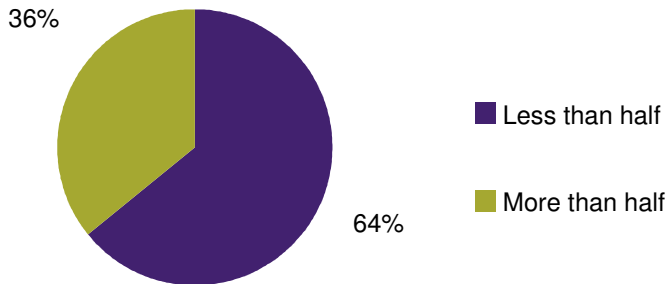


Figure 3.3 Difficult to Fill Openings

In a recent survey of recruiters, nearly 41% found it took 60 days or more to fill a typical Marketing position during their last hiring cycle; just 11% reported it took less than 30 days.

So where are recruiters looking for strong Creative and Marketing talent? Based on a recent Monster survey of recruiters, developing a clear job definition and determining the most appropriate recruitment channel to use for Marketing candidates were among the most common recruitment challenges. This could account for why companies use an average of five resources to recruit Marketing candidates.

Figure 3.4 depicts resources employers use to source Marketing candidates.

**Resources Used to Source Marketing Candidates**

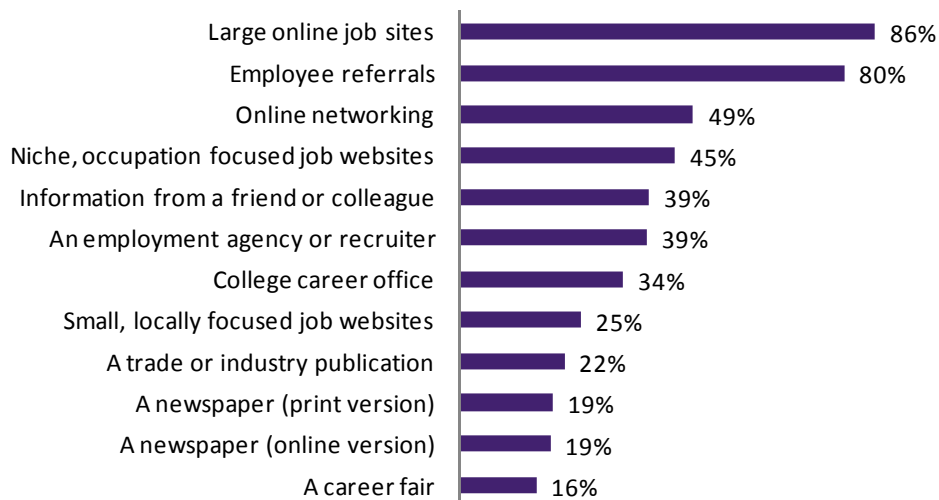


Figure 3.4 Resources Used to Source Marketing Candidates

**Key Findings:**

- Most firms leverage online job sites, and nearly one-third find this resource to be most useful.
- Similarly, most leverage their employees’ referrals and about one-fourth find this resource to be the most useful in their sourcing efforts.
- While about half use emerging resources like online networking and niche job websites, less than one in ten find each of these resources to be most useful.

To decrease turnover and improve acquisition rates of quality talent, employers must provide competitive benefits to their employees. And while employers recognize the importance of a pleasant work environment, competitive salary, and healthcare benefits, there are areas where employers fall short.

Figure 3.5 shows employer offerings to their Marketing employees



Figure 3.5 Benefits That Employers Offer Their Employees

**Key Findings:**

- Employers are not fully in sync with what’s important to candidates for Marketing roles.
  - Although 55% of employers report offering opportunities for advancement – such as managerial training programs and formal career paths within the organization – 92% of employees feel this is an important employment consideration.
  - While just under half of employers report providing competitive PTO, 78% of employees find this to be an important offering.

**What does this mean?**

To ensure the acquisition of qualified talent, it's imperative that companies keep pace with their competition to ensure their employee benefits, incentives, and development efforts are up-to-par. In addition, employers must make certain that their employees are actually aware and able to take advantage of the benefits provided. Like a marketing manager, human resource professionals are responsible for developing employer brands that attract and retain employees, as well as inspire employees to promote working at the company.

Figure 3.6 depicts the type of opportunities available to Marketing job seekers on Monster.

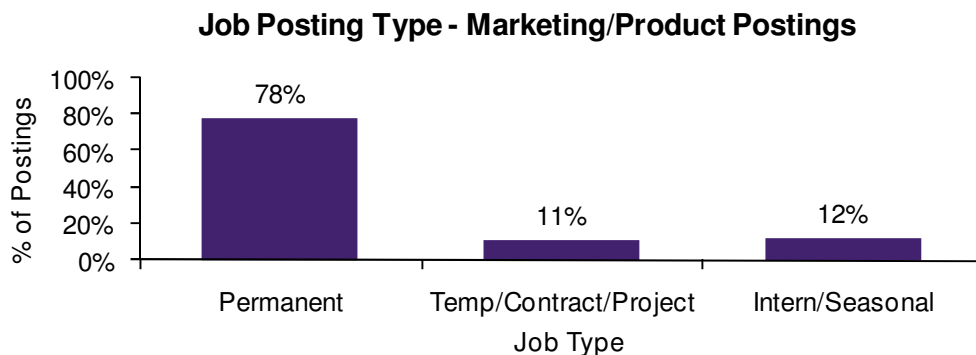


Figure 3.6 Job Posting Type

**Key Findings:**

- The majority (78%) of Marketing-oriented job postings offer permanent positions.
  - According to a recent Monster survey, over 90% of job seekers in this space indicated that they would prefer a permanent position.
  - About 88% prefer full-time work, whether permanent, contract, or seasonal.

Figure 3.8 portrays the ratio of full-time versus part-time opportunities available to Marketing and Creative job seekers on Monster.

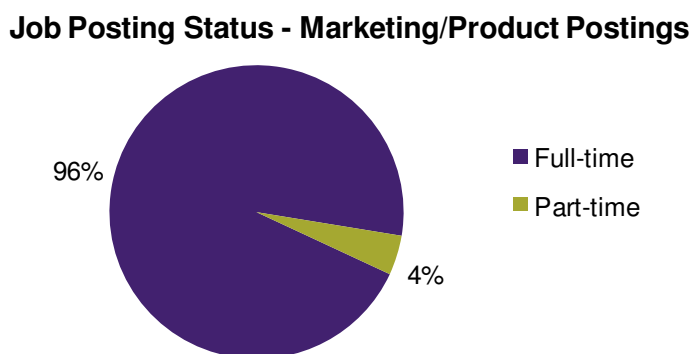


Figure 3.7 Job Posting Status

**Key Findings:**

Nearly all (96%) Marketing-oriented job postings available on Monster are for full-time opportunities; few recruiters are posting jobs for part-time positions. Actually, this figure is low compared with other occupations; nonetheless, candidates for Creative roles are typically more open to alternative work arrangements.

*“Companies are interested in hiring and adding to their staff of strategic positions. If they are filling any other openings, it is reflective of a strategic move to change their model to save money. For example, if a company adds freelancers, it may be a strategic decision to reduce more costly headcount.”*

-- Terra Hull, Executive Vice President, The BOSS Group

## SECTION 4 | Tools and Techniques

Let’s take a look at how other HR Professionals and hiring managers are utilizing their sourcing experience through some of the tools that Monster offers.

### Enhanced Job Postings (also known as Custom Job Templates)

Enhanced job postings are custom-designed job postings on Monster that reflect an organization’s brand. The template itself can reflect an employer’s color scheme, logo, graphics, etc.

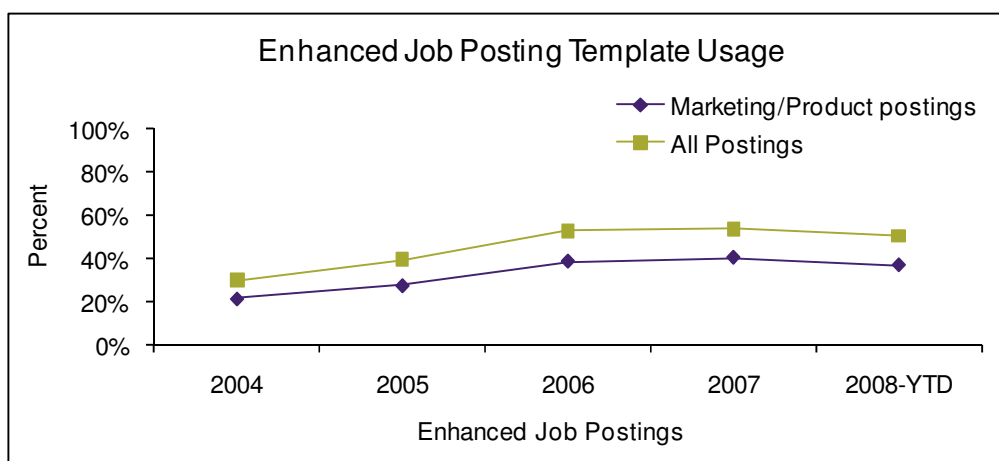


Figure 4.1 Enhanced Job Postings

### Key Findings:

- The proportion of jobs featuring enhanced templates continues to increase, reaching nearly 40% on average for the first half of 2008.
- Additional use of enhanced job postings represents a good opportunity to increase candidate responses to opportunities as well as drive traffic to a company’s website.
- A wide variety of options are available, with the most experienced recruiters utilizing a cohesive, brand-centric approach to posting jobs for their organization

Other techniques used by the savviest recruiters on Monster include bolding of job listings, and links to company information on their own corporate websites.

Many recruiters also use resume search agents as a quick and easy way to store resume search criteria and receive the results of a search on a periodic basis. If a recruiter has a hiring need for numerous positions with the same criteria or a hard-to-find position with very specific resume criteria, creating a resume search agent will dramatically reduce the amount of time a recruiter may spend recreating this search with each visit to Monster. In addition, if a recruiter chooses to have these agents sent via email on a periodic basis, he/she can stay abreast of potential candidates.

## A Final Word

Attracting talent to your organization may be blocked by some challenging obstacles in 2008, despite the loosening of competition for the most qualified candidates. But building a business case and process for more systematic sourcing and recruitment efforts will lead to large gains in hiring success.

Rather than a complete reorganization strategy to revamp sourcing, recruiting, selection, hiring, and retention, organizations would do well to explore tried and true techniques that have proven successful for recruiters facing a demanding market for talent. Customized recruitment, tailored hiring systems, structured behavioral interviewing, appropriate compensation plans, and meaningful leadership assessment and development are all proven tactics leading to higher ROI on human capital and improved retention at all levels of the organization. Harnessing this wide array of knowledge in a timely manner will separate successful hirers from the rest of the pack.

## SECTION 5 | A Word about Monster Intelligence

As the online recruitment leader, Monster has consistently maintained a leadership position in defining and driving innovative products and services to champion online recruitment. We see tremendous value in providing our clients, the online recruitment industry and the public at large with analysis on both job seeker and employer behaviors as well as general employment market trends. In direct response to our customers' needs for strategic Human Capital intelligence, Monster has created a new initiative, entitled Monster Intelligence that is focused on providing business leaders and HR Executives real-time insight into market trends that will guide them in future recruitment planning.

As a market leader, Monster is uniquely positioned to provide strategic information on employment trends to Corporate Executives and Hiring Managers. These tools provide our customers views into the labor market and comprehensive information to further our customer's employment strategy.

More details are available on the Monster Intelligence website at: <http://intelligence.monster.com>.

We welcome your insight and comments on the Monster Intelligence Reports and encourage you to let us know what you think by providing feedback at [Intelligence@monster.com](mailto:Intelligence@monster.com).

## SECTION 6 | A Word about Our Methodology

Monster's database includes millions of annual new resumes, job postings and transactional data from more than 24 million monthly unique visitors\* worldwide. Monster is the sole source of information for this report; it should only be interpreted as a definitive report of activity on Monster and its subsidiaries. Monster's in-depth data-driven approach improves on typical survey-based methodologies by dramatically increasing the depth and breadth of information collected as well as by capturing actual behavior rather than intended behavior. Data is current through May 2008.

The main uses of this report are to support managers, HR Professionals and business owners in their online recruitment strategy, guide Monster site usage and improve return on investment. In certain markets, the percentage of the market that is using Monster may be large enough that the trends reflect the market as a whole. As such, Monster Intelligence provides a critical slice of analysis to complement other labor market information and should be considered essential for any true understanding of recruiting and job-seeking activity.

\*Source: comScore Media Metrix, July 2008.