

BBVA

Building a Talent Community & Pipeline

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Global Head of Talent Brand & Marketing

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AMSTERDAM | JUNE 1, 2016

Interactive poll

Are there any Marketing or Communication professionals within the recruitment, talent acquisition or HR areas of your company?

a) Yes

b) No

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BBVA'S Global Presence



€750B

in total assets

66M

customers

35

countries

9,145

branches

30,616

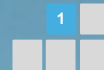
ATMs

137,968

employees

As of December 2015. Includes Garanti starting from July. Customer's information as of November 2015.

BBVA'S Digital Transformation



OUR AIM?

To be the best digital bank

Talent Needs



PAST

Traditional financial services profiles

Conservative values and behaviors

Competing with other banks

PRESENT

Digital experts

Entrepreneurial mindset and behaviors

Competing with technology companies

Talent Acquisition Approach

Reactive

Job openings marketing

'Post and pray'

Pro-active

Job openings and content marketing

Continuous engagement

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BBVA Talent Objective



Attract qualified candidates quickly
and at low cost to the business



Creating a talent community



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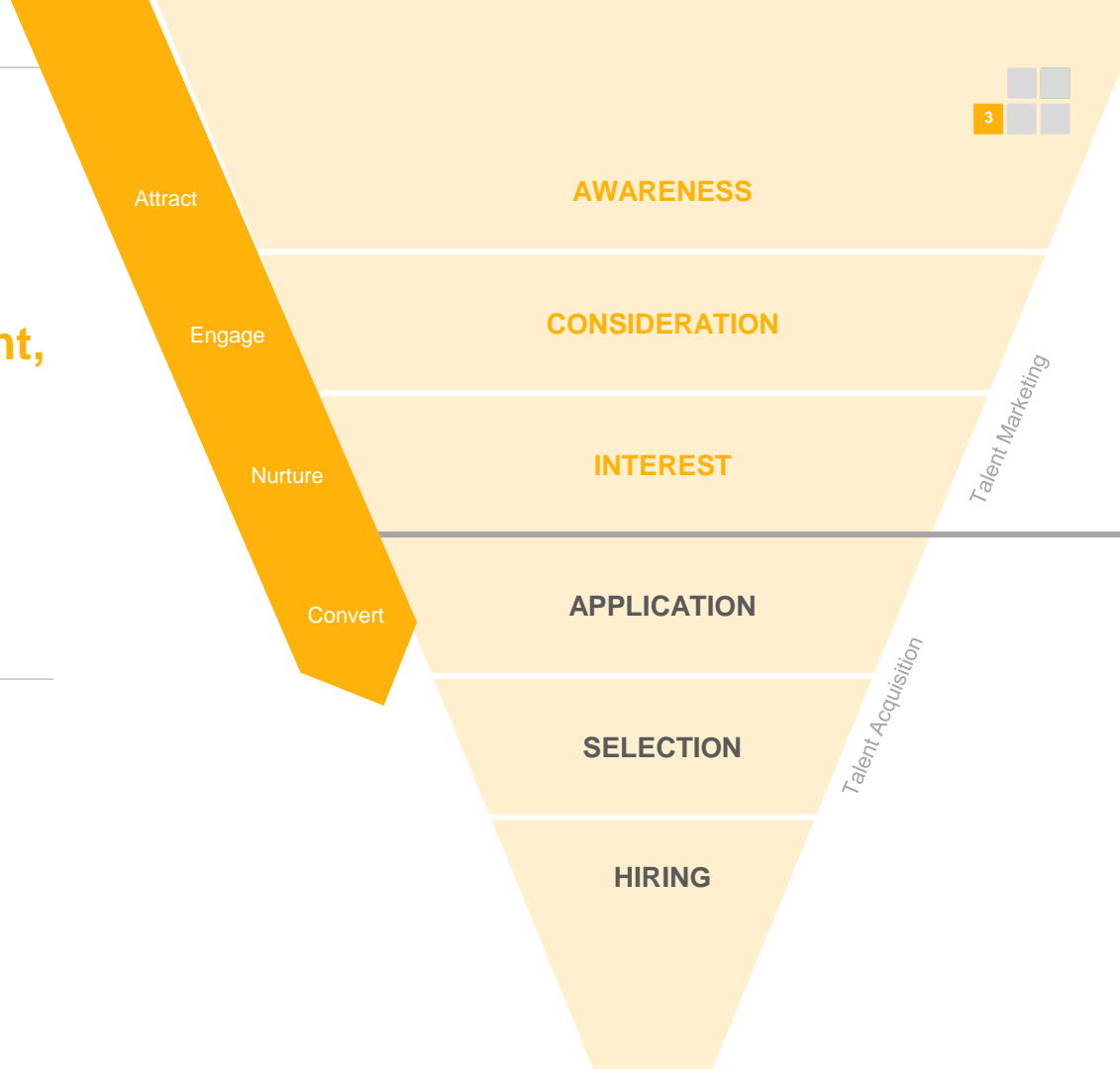
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BBVA's
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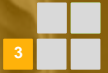
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Conclusions

Talent Marketing Needs to Align With Recruitment, And Takes Inspiration From Consumer Marketing



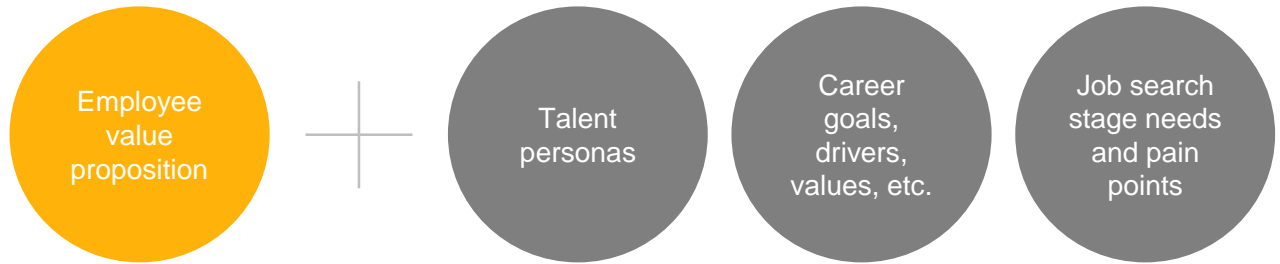
Five Fundamentals of Talent Marketing



- 1 Create a strong employer brand
- 2 Attract via high reach, low cost channels
- 3 Engage with valuable content
- 4 Create a talent community
- 5 Define and measure success

3.1

Create an Enticing Employer Brand



What you are and what you want to say as a company

What your candidate wants to hear

Personas Bring Audiences To Life

PERSONAS ALLOW US TO:

Attract candidates with relevant content

Engage at each stage of the candidate journey

Identify the most effective communication channels



Christine
Mobile app developer

BACKGROUND

Currently employed at mobile tech startup or agency. Develops own apps.

EDUCATION

Bachelor of Programming, IT, Computer Science

EXPERIENCE

4+ years min iOS or Android programming experience. Shipped at least 1 app.

SALARY

Circa \$65K

LOCATION

Los Angeles

INFLUENCED BY

Collaborative work environment, mentoring, launch multiple products to market.

MEDIA CONSUMPTION

Tech specific job boards, Twitter, LinkedIn

WHAT BBVA OFFERS

Startup environment; flexibility

3.2 Attract Via High Reach, Low Cost Channels



Social is becoming a paid channel: don't put all your eggs in one basket.

SEO

Make your career hub and content search engine friendly to boost organic search rankings

PPC

Test paid search activity to convert high-value talent

SOCIAL

Use organic and paid social to increase reach and engage your talent

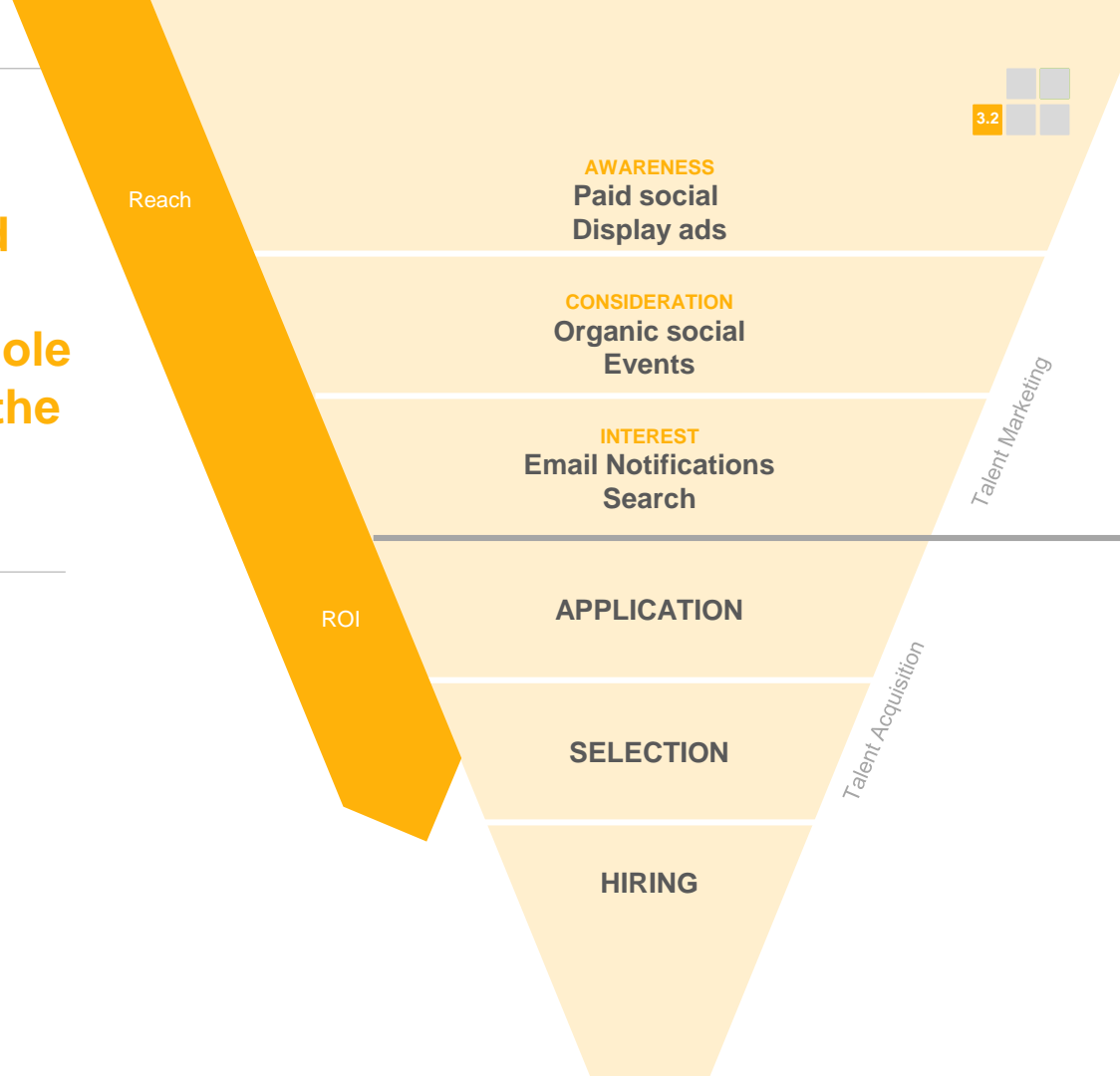
EMAIL

Deploy email to nurture your talent community, without having to pay to reach your audiences

EVENT

Attend and organize job fairs to attract graduates and junior talent






Not All Channels are Created Equal - Consider Role of Each in the Candidate Journey



Choose Your Social Channels Wisely – Be Where Your Target Talent Is

Demographics of Social Networking Platform Users

Based on a survey of 1,907 US adults
August 2015

					
Total	72%	31%	28%	25%	23%
Men	66%	16%	24%	26%	25%
Women	77%	44%	31%	25%	21%
White, Non-Hispanic	70%	32%	21%	26%	20%
Black, Non-Hispanic (n=85)	67%	23%	47%	22%	28%
Hispanic	75%	32%	38%	22%	28%
18-29	82%	37%	55%	22%	32%
30-49	79%	36%	28%	32%	29%
50-64	64%	24%	11%	25%	13%
65+	48%	16%	4%	12%	6%
High school grad or less	71%	25%	25%	9%	19%
Some college	72%	37%	32%	25%	23%
College +	72%	31%	26%	46%	27%
Less than \$30k/year	73%	24%	26%	17%	21%
\$30 – 50k	72%	37%	27%	21%	19%
\$50-75k	66%	41%	30%	32%	25%
\$75k+	78%	30%	26%	41%	26%
Urban	74%	26%	32%	30%	30%
Suburban	72%	34%	38%	26%	21%
Rural	67%	31%	18%	12%	15%

Source: Pew Research Center's Internet & American Life Project

Personas Bring Audiences To Life

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Choose Your Social Channels Wisely – Be Where Your Target Talent Is
























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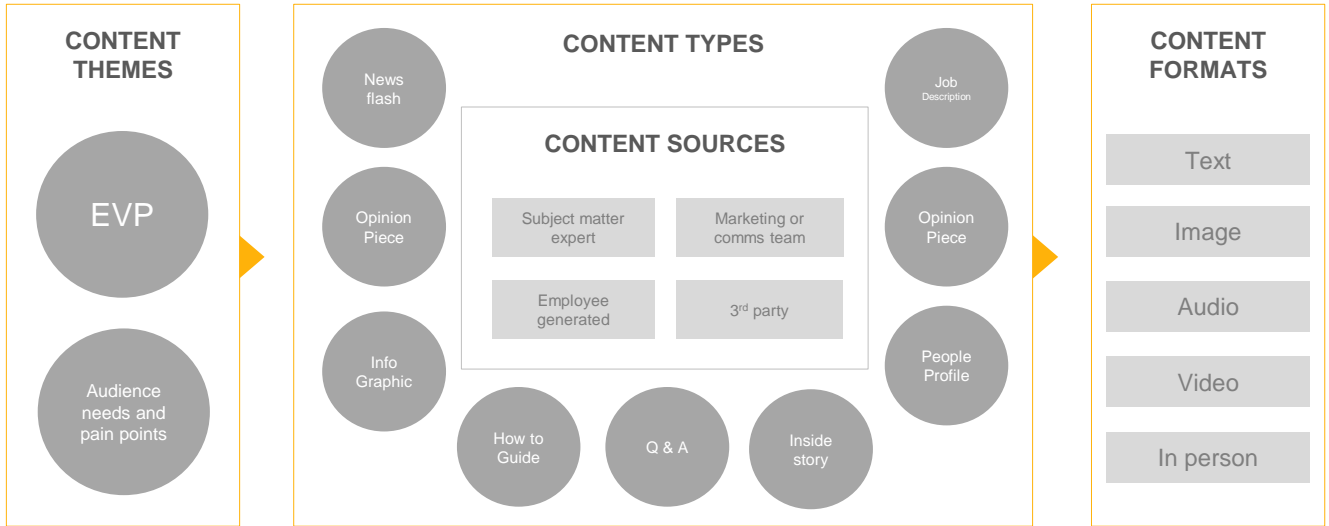
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Limitations of Key Social Networks

ABILITY TO TARGET

						
	ORGANIC	PAID	ORGANIC	PAID	ORGANIC	PAID
GRADUATE						
JUNIOR						
SPECIALIST						
SENIOR						

3.3 Content



Source: Richard Mosley

Case Study: Chile



Metrics & Learnings



Corporate
information

+120%



Innovation &
Technology

+257%

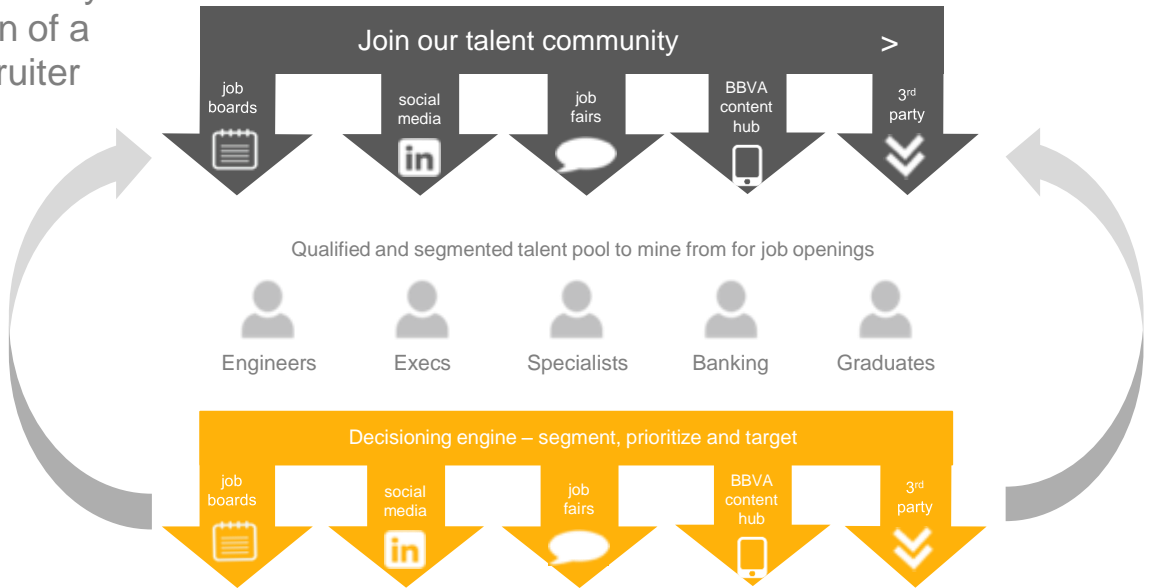


Job openings

+80%

3.4 Create A Talent Community

“Apply now” can no longer be the only call-to-action of a modern recruiter



3.5 Measurement



BUSINESS OBJECTIVE

Attract and hire qualified candidates

BUSINESS PERFORMANCE INDICATOR

Number of qualified applicants per job

Cost per hire

Time to hire

SOCIAL MEDIA PERFORMANCE INDICATOR

Number of people added to community

Traffic to career portal

Click-through rate on post

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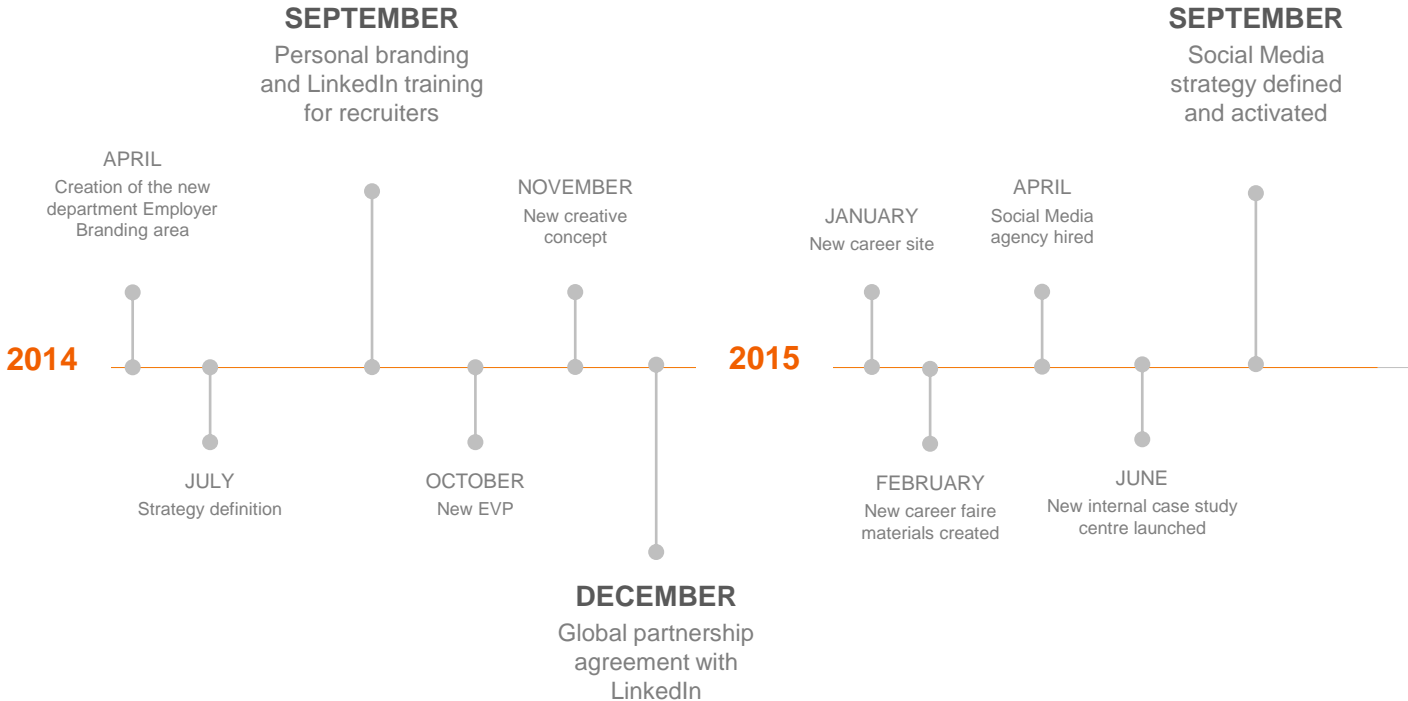
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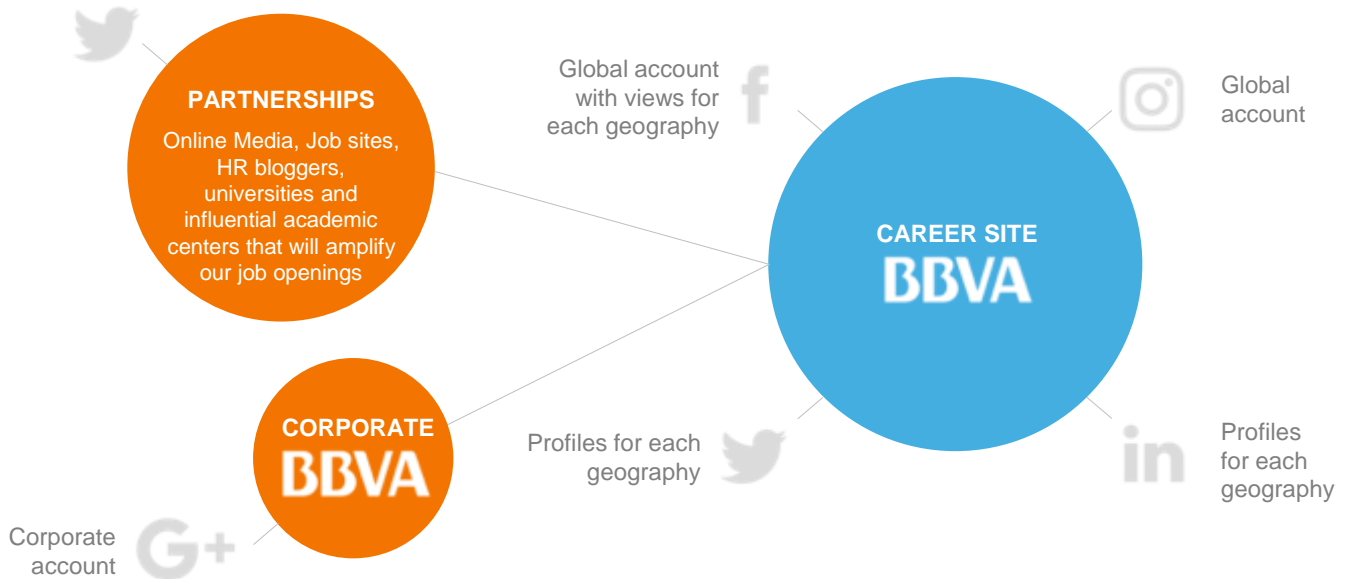
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BBVA'S Journey to Date



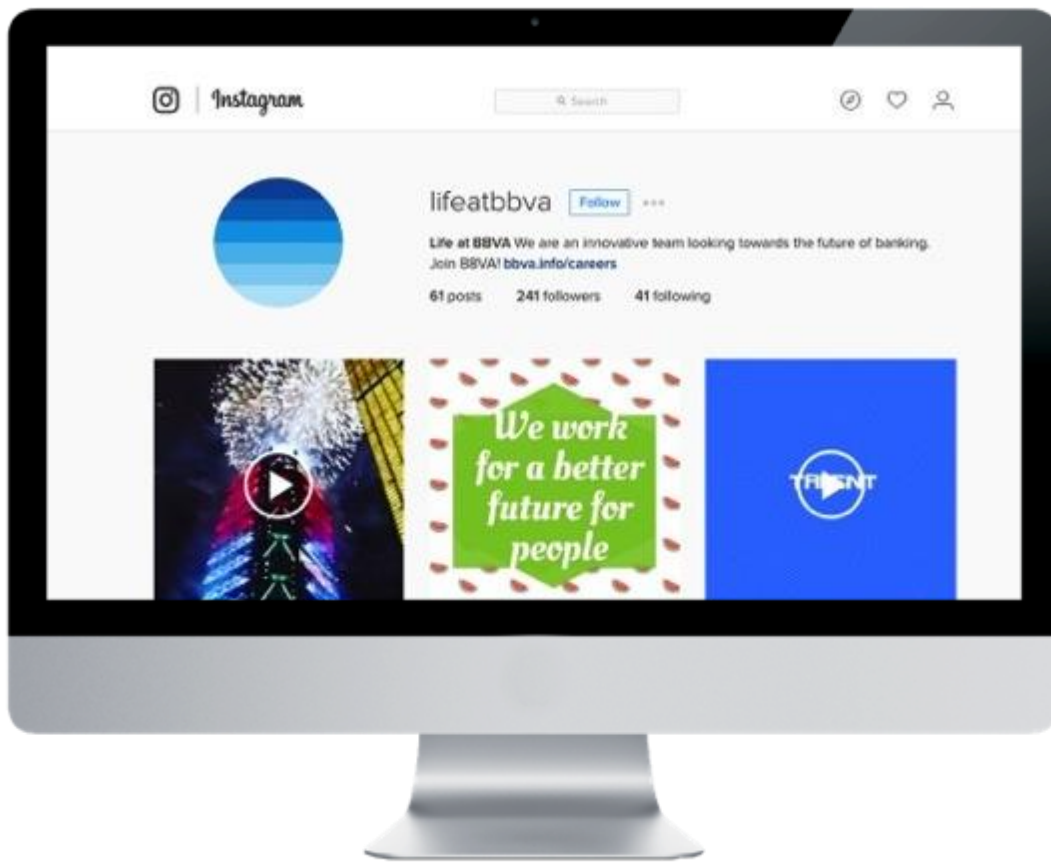
Social Media at BBVA



Social Media at BBVA



Social Media at BBVA





Always explore new platforms

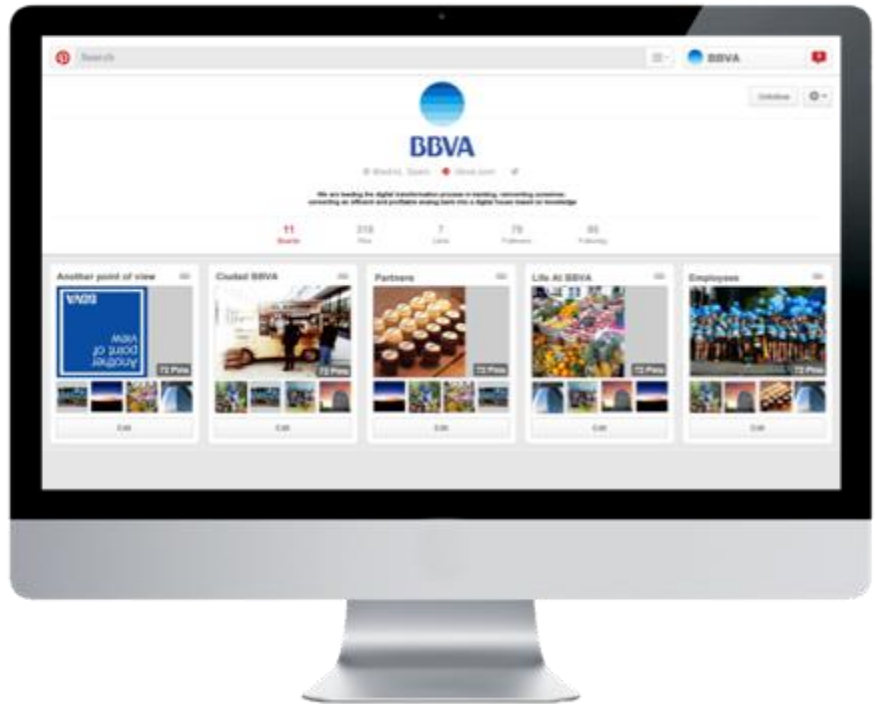
Snapchat



Periscope



Pinterest

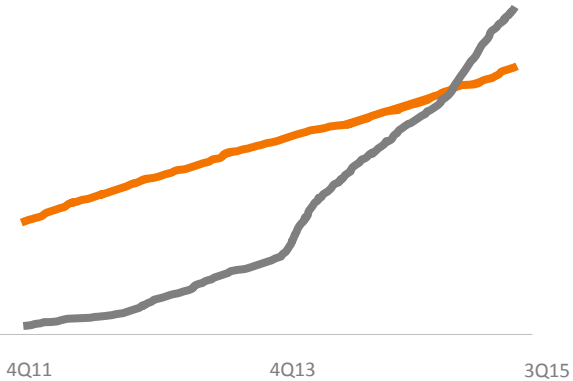


WhatsApp

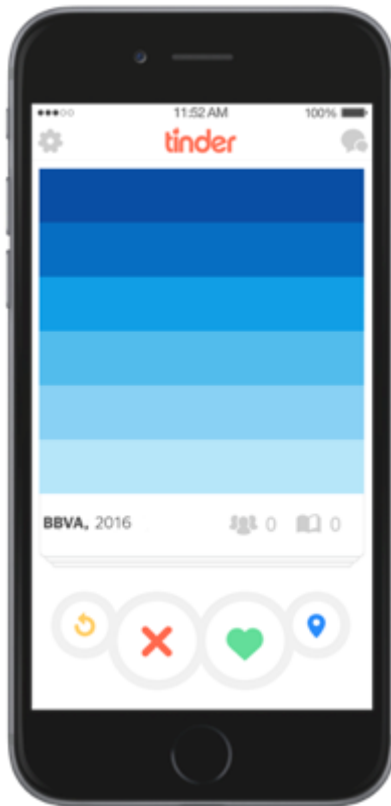


Messaging Apps Have Surpassed Social Networks

- Big 4 Messaging Apps
- Big 4 Social Networking Apps



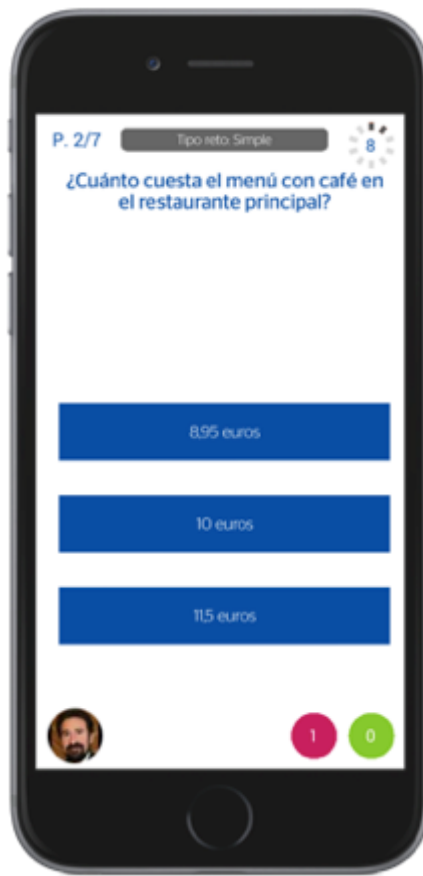
Tinder



**Consistency:
This is not just about social media**

Candidate Experience

Trivial Pursuit-Style Quiz





Live event with students
from ICADE University



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My Key Takeaways

1 Apply **traditional marketing** techniques to talent attraction to be more effective

2 Be proactive on creating **long term relationships** with potential future hires

3 Use social networks to engage, but **don't overlook** other channels

BBVA

Thanks!

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