Diversify the recruitment
Innovate through Online Games

Fred Genries

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2020 HR challenges

- **Trends:** In-house HR will downsize and outsourcing will increase.

- **Vision:** Strategic thinking will become in-house HR's new core competence.

- **Trends:** HR will increasingly utilize analytics and big data to augment its value to the firm.

- **Performance**: Achieving the full potential of the Organisation and its People.

- **Culture**: Leveraging employees' engagement will ensure profitable and sustainable growth.

- **Subject Matter Experts**: The pendulum will swing back to the specialist.

- **Culture**: Managing a remote workforce will be the new norm.

- **Culture**: HR will need to become more like Marketing.

In conclusion, Having the right people in the right place at the right time (**Recruitment**) will become crucial. What about online game recruitment? Could it be an enabler for addressing the 2020 HR challenges?

Advantages of **online games** recruitment

Prejudices

Many people think that online recruitment is only effective if we are looking for "young net-savvy Facebook-type people". This simply isn't the case. Research consistently shows that the average age of candidates using online recruitment channels is around 35 years old. And the trend is up. Online recruitment is becoming a standard part of most people's job hunting no matter what level or age.

Online recruitment speed

A job vacancy can be put on a job site in the morning, the first applications arrive by lunchtime, and a candidate interviewed by the end of the day. Of course, it isn't always like this. But the fact is that such things can happen so quickly gives an indication of just how quick recruiting online can be. Employee recruitment should follow that trend.

Talent Pool

Smart Games can be a way to effortlessly increase the talent pool through advertising job openings virtually everywhere in the world. This is helpful when there isn't enough local talent to meet business needs.

Creativity. Thinking about a way of using gamification in our recruiting strategy will make the creativity of teams going out. Various departments of the company can participate giving ideas so it also makes teams working together and taking part in the recruiting strategy.

Advantages of online games recruitment

Interest. Recruiting process are most of the time the same, and can be routinely for candidates. Using gamification in the recruiting strategy gain attention and interest of candidates. For tech-savvy millennial, games are fun and constitute a higher engagement model.

Information. Game is a tool that allows to better quantify the performance of a candidate. You can learn a lot about the candidate depending on his behavior in the game: How well do candidates process, prioritize and respond to information? (Efficiency), Do they respond well to social cues? (Social intelligence), Do they try hard to get things right? (Conscientiousness)

Differentiation. Even if your company is not the first one to adopt this way of recruiting, you will be different and you will stand out from the majority of other companies in their recruiting.

Communication & Marketing. If you plan an exceptional strategy using gamification in your recruiting, people and press will talk about your company; so you can improve results in the world's most attractive employer ranking.

Everybody Loves Games. Games are universal: in any culture anywhere in the world at any point in history, they have been there. Games are part of human nature and always will. In the mobile and social network age, games become the opportunity for large organizations to reach any demographic, anywhere at anytime.

Disadvantages of online games recruitment

Big Organizations. Online game recruitment is more adapted to large companies rather than small.

Investments constraints. The budget depends on the ambitions.
- Basic games (Analog and Digital): less than 50,000 €
- Standard games (Digital): from 50,000 to 300,000 €
- Advanced games (Digital: 3D, Full interactivity, real time): 300,000 to 1 million €

Time constraints. Planning and implementing an online games takes time. This can be easily a one year project.

Too many candidates. Online Games can generate many applications but also inappropriate, irrelevant and bad candidates. The game design is key to reduce the number irrelevant applicants.

Game design complexity. The game complexity must be adapted to learning and business objectives in order to avoid rejection of learners.

Recruiting skills. The risk for the HR department is that if personnel is not competent in dealing with game-based technologies, then the business could lose out on valuable, fully trained and qualified candidates.

Partial solution. Online game recruitment will never replace traditional recruitment but should be considered as a complementary way to discover new talents.

Online recruitment: insights

- **Prerequisites**
  - Allocate Sponsors, budget, time, resources…
  - Involve key stakeholders (functions, HR representatives…) to know if the embrasse this recruiting mode
  - Check if a similar project is not already launched within the company
  - Interview potential future candidates to understand what they think about online recruitment games, what would be the ideal recruitment mode for them etc…

- **Recommended investigations**
  Existing partnerships between Universities / high-schools and Companies using these recruitment games

- **Adaptation of the Gameplay to your recruitment objectives**
  - Awareness Level (Communication tool):
    Audience = public, your employees and their family
    Objective = the audience should understand, trust and support your company, your products or services…
  - Advance or Expert Levels (Recruiting tool):
    Audience = (Young) Graduate recruitment
    Objective: the audience wants to be recruited for a position or to be selected for an interview for a position… sometimes based on results obtained to real business cases contests (organized at a worldwide level or per markets or Functions or businesses)

Online recruitment: potential opportunities

Recruitment opportunities

- *Worldwide recruitment mode*

- *Complementary from traditional recruitment mode*

- *Innovative and engaging recruitment*

- *Reinforce Diversity; identify new talents* (not only Gen Y)

- *Powerful tool to evaluate knowledge, skills and behaviours of candidates*

- *Way to feed your Strategic taught with a new angle (contests based on case studies)*

- *Partnership with worldwide best Universities and high Schools*

Communication opportunities

- Worldwide Communication and change management channel

- Aligned with future digitalization trends

- Boost the communication of your company

- Innovative and engaging project to carry internal other projects
- Way to reach the top world's most attractive employers

Online recruitment: unavoidable risks

HR Representatives

Design a recruitment game which is not matching expectations of the Recruitment teams

Candidates

Design a recruitment game which is not matching expectations of candidates

Partnerships

Your company is not the first company to develop a recruitment game, partnerships with Universities and high-schools may be difficult to build

Mandatory decisions

Your project will fail I you don't allocate sponsors, budget, time and resources (Subject Matter Experts from Hr and the functions, Game designer etc)

Complexity

Game complexity is inappropriate: too complex or too simple.

Gameplay

Game becomes boring if the gameplay is too slow, when virtual dialogues with avatars are unrealistic

Recruitment games: success factors

1.Provide candidates who come to your recruiting site with rewards. Offer candidates rewards such as gold stars or badges when they have viewed a video, taken a poll, completed an assessment, or left a comment in your chat room. *Encourage them to come back* and get more points by learning more about your company. Provide a progress bar so *they can see how much of their profile they have completed* or how much of the recruiting site they have viewed. You have seen these progress bars when you first created a profile on Facebook and LinkedIn. Most of us want to have profiles that are close to 100% complete so we are motivated to come back and add details over time.

2.Investigate using virtual worlds such as Second Life. KPMG, IBM, and other organizations have experimented with virtual job fairs, interviews, and tours with varying degrees of success. Part of the issue with using virtual worlds is that the technology is very new and still has interface issues. On the other hand, it offers a glimpse of what I think will be a normal part of online life in a few years.

3.Develop video-based job tryouts. Shaker Consulting Group has pioneered developing job tryouts *using video to provide candidates with a realistic idea of what it is like to hold a certain type of job*. At the same time, these act as a way to screen candidates for those jobs. Organizations such as Starbucks, Key Bank, and Sherwin-Williams have used these with a high level of satisfaction.

Source Kevin Wheeler Dec 22, 2010,

Recruitment games: success factors

4.Hold virtual job fairs. There are several tools that allow you to create interactive job fairs. By using virtual job fairs you can offer more candidates an opportunity to discover what you have to offer as well as provide them with more in-depth information about your positions and organizations than you can at a face-to-face job fair. By creating an interactive and fun experience, candidates remain engaged and spend more time with you than they would at a conference.

5.Use Tests, Puzzles, and Simulation. The Secret Service of the United Kingdom has perhaps one of the cleverest simulations. You become an Operations Officer and have to digest information quickly and make decisions. The simulation shows you what is involved in intelligence work and gives the Secret Service a good assessment of your judgment and decision-making capabilities. Another fascinating approach is being used by Gild, a Tech Crunch disruptive startup that combines gaming and job boards. By using polls, short tests, asking candidates to solve problems, provide ideas or solutions, or by having them take part in multi-person discussions, you can learn a great deal about the candidate.

6.Develop a Full-Fledged Game. If you have *between U.S. $50,000 and $3 million*, consider developing a truly interactive game similar to those of produced by L'Oreal or the U.S. Army. By creating a simulated environment where candidates can experience and actually get involved in the work you do, you can raise engagement and success to a new level. There are few limits to what is now possible on the Internet.

Source Kevin Wheeler Dec 22, 2010,

Examples of Online Recruitment Games

BNP
Ace Manager

L'Oreal
Reveal

Marriott Hotel
My Marriott Hotel

Boehringer Ingelheim
Syrum

Reckitt Benckiser
PowerBrand

KPMG
Race the World

Royal Navy
Engineer Officer Challenge

Rosapark
Rosapark Mission

P&G's
Product Pursuit

L'Oreal's Reveal

Brandstorm: ancestor of Reveal
Creation date: 1993.
Audience: in 2014 more than 50,000 students from 43 countries have participated in Brandstorm

Reveal Creation date: 2010
Gameplay: Reveal simulates a real work environment at the cosmetics and beauty products company. The game moves through three phases (development, production, launch) and players solve a challenge at the end of each of 12 scenes. Players move through various challenges across departments, including finance, sales, marketing, operations and research and innovation. Candidates pick an avatar and interact with graphical characters from different departments. They start with product development, and then have to navigate through three rooms and answer over 500 questions. Meanwhile, a computer program running at the backend keeps a tab on the time spent to complete each task and assesses logical reasoning and analytical skills. Many candidates get stuck when they have to design the media plan for their product launch. They have to choose between print, TV and social media. And different graphical characters pitch for a specific media, throwing up data as to how it has helped brand L'Oreal. It can be tricky for candidates
Audience: in 2012 Reveal has attracted more than 100,000 students from 165 countries. Each year, there are about 150 Brandstorm players and around 100 Reveal participants that are recruited by L'Oréal.

Link: http://bit.ly/nVwUJp

Ace Manager, BNP Parisbas

Creation date: 2008

Gameplay:

Ace Manager is an online game that challenges students to step into the shoes of a banker and experience three of the Bank's core businesses: Retail Banking, Investment Solutions and Corporate & Investment Banking.

Students from the best business schools and universities around the world play this game and set themselves apart by demonstrating their business expertise, knowledge and applied learning in a virtual banking environment.

In teams of three, students solve business case simulations, combining management, strategy, marketing and financial know-how.

After three weeks of competing online, the top 5 teams battle it out in a Grand Finale in order to win a trip to Paris, prize money and tickets to a tennis tournament! The total prize money is 15,000 Euros plus tickets to tennis matches sponsored by BNP Paribas.

Audience: students (under the age of 26) from the best business schools and universities

Links:

http://acemanager.bnpparibas.com/

https://www.facebook.com/BNPParibas.AceManager/timeline?ref=page_internal

My Marriott Hotel

Creation date: 2011

Gameplay:

This Facebook game is inspired by the success of Farmville and others, the game simulated running a virtual hotel and kitchen.

My Marriott Hotel is similar in concept to the highly popular Farmville and Cityville games, which have grown to a combined 135 million monthly active users. Gamers can create their own restaurant, where they'll buy equipment and ingredients on a budget, hire and train employees, and serve guests. They'll earn points for happy customers…and lose points for poor service. Ultimately, they'll be rewarded when their operation turns a profit.

It was specifically designed as a recruitment tool for Marriott, giving younger people a taste of what a career at a Marriott Hotel might be like, but also trying to attract younger talent in developing countries like India and China where Marriott was expanding, and struggling to find the right people.

Audience: graduates. In 2011, it was the largest Facebook recruitment page in the world: 998,000 likes and 50,000 people interacting with the page every week. It was more than the equivalent of a third of their work force. It was one of the most surprising 'Leaderboards' of the decade.

Links: Facebook: https://www.facebook.com/marriottjobsandcareers

Trailer: http://www.youtube.com/watch?v=ULOwlkiRM18

Marriott has launched a second game called Xplor, this time available as an app, and designed to attract a younger crowd as guests, rather than specifically for recruitment purposes.

KPMG

Creation date: 1987

Gameplay:

Challenging candidates to race around the world in 80 days. The aim of the game was to fly a balloon around the world and return to the starting point in the quickest time, having successfully completed 10 challenges along the way.

The candidate who completed the game in the quickest time was rewarded with £1,000 worth of travel vouchers, and a two-week internship with KPMG.

Audience: In total, KPMG said 4,548 games were played, at an average game length of 20 minutes. And 110 games were completed, and 136 graduate scheme applications were made. KPMG says it had received better results than a bus tour, which they previously took to Universities around the country, and had an increase in application conversion rates.

Links:

Game: https://80days.kpmgcareers.co.uk/

Facebook: https://www.facebook.com/KPMGRecruitment/info?ref=page_internal

Reckitt Benckiser PoweRBrands

Creation date: 2010
Gameplay:
Global FMCG company Reckitt Benckiser (RB) launched a Facebook game called PoweRBrands.
The player must climb the corporate ladder from a marketing executive to global President.
It is not a direct recruitment tool, but it is a way to introduce students and early careers sales people and marketers to RB culture.

RB uses social-media games to raise brand awareness.

Audience: PoweRBrands is aimed at 18- to 30-year-olds, or those who may be early in their careers and looking to learn how Reckitt's marketing division operates.

Links:
Game: http://www.rb.com/powerbrands
Trailler: http://www.youtube.com/watch?v=BdE_1WDKmXg

Boehringer Ingelheim - Syrum

Creation date: 2012

Gameplay:

The global pharmaceutical firm Boehringer Ingelheim has launched a social game with Syrum, a medical-themed game where "the health of the world is at stake, and you're the only one that can save us…"

Gamers try and develop pharmaceutical products over a hundred years to save the world's health.

Audience: The game has already attracted 9,000 players, most commonly aged between 25 and 32.

Links:

Game: http://www.syrum-game.com/

Syrum - Walkthrough: http://www.youtube.com/watch?v=TTPUEFu-Plg

Royal Navy Engineer Officer Challenge

Creation date: 2009

Gameplay:

The Royal Navy has launched an interactive challenge app for iPhone and iPad, as well as Facebook, which aims to recruit undergraduates.

Engineer Officer Challenge helps strengthen its ranks by recruiting undergraduates into Weapon, Marine and Air Engineer Officer roles.

Engaging and motivating potential recruits to start their application process for a career in the Royal Navy is the aim.

Players have to complete missions above and below the water onboard a Royal Navy Type 45 Destroyer, and in one of its flagship Astute Nuclear Submarines.

Submarine Propulsion is one of the challenges in which players take on the role of a Lieutenant Engineer Officer in a nuclear submarine. The aim is to avoid the crisis facing the sub's propulsion plant.

The challenge is purposefully tough so players can get a taste of what it would really be like. It also attempts to show the benefits of becoming an Officer, such as rapid career progression and hands on engineering experience.

Audience: undergraduates.

Link: https://www.royalnavy.mod.uk/news-and-latest-activity/events/sports/140910-invictus-games

P&G's Product Pursuit

Creation date: 2012
Gameplay:
Both Reveal from L'Oreal and My Marriott Hotel must have required a lot of investment.

P&G have gone for something a little more modest on its recruitment site, with a game called Product Pursuit.

Players catch an avalanche of products in a sort of quasi-supermarket. At the end of the game you're 'rewarded' with a fact about P&G. Launched in February 2012, a member of the team who helped to developed It says the game *"was created to help P&G grow its employment brand, appeal to Generation Y student's affinity for playing easy but addictive online games, and attract applicants to P&G by learning about the company's brand and career opportunities."*

Audience:
Personally I'm not convinced Product Pursuit is going to influence a generation to join P&G, but you can decide for yourself.

Link: https://www.facebook.com/experiencepg/app_118448038284958

Rosapark Mission

Creation date: 2013
Gameplay:
In the game, the player must infiltrate Rospark's competitors in order to steal their brand's data.

Each month, two Rosapark's managers receive three players with the highest scores.

This game measures the candidates' motivation and ensures a way to attract atypical profiles.

Audience: 10 people recruited every year
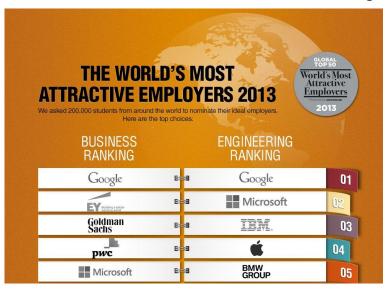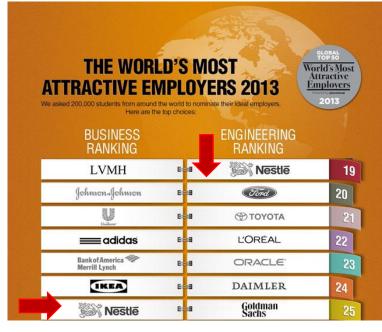
Link: http://mission.rosapark.fr/

Appendix

The World's most attractive employers

17 September 2013 – Universum Global reveals the list of organisations that have a competitive edge in employer reputation. Close to **200,000 business and engineering students** from top universities weighed in on what companies and employer characteristics they find most attractive. As in the last four years, the 2013 rankings are compiled from student surveys in the world's 12 largest economies: Australia, Brazil, Canada, China, France, Germany, India, Italy, Japan, Russia, UK and USA.

Read more: http://universumglobal.com/ideal-employer-rankings/global-results/#ixzz3CitlaAJ8

http://universumglobal.com/ideal-employer-rankings/global-results/

L'Oreal's Reveal: select the function

In this section you will have the opportunity to challenge yourself and learn more about 5 different areas such as R&I, Marketing, Sales Development, Operations and Finance. Once you identify your area of interest, you can choose to explore 4 specific topics within each of the area. Each topic will give you access to a timed test and to an educational content. Your performance will be assessed and presented to you only if you complete all the 4 tests within an area. This will help you to reveal which potential careers will suit you better.

Please bear in mind that in order to finish the game you need to complete all the 4 tests within ONE area.

SCORE 0 pts **> View rankings**

LEARNING PROGRESSION
R&I ☐☐☐☐
MARKETING ✔ ✔ ☐☐
SALES DEVELOPMENT ☐☐☐☐
OPERATIONS ☐☐☐☐
FINANCE & CONTROLLING ☐☐☐☐

📄 Inventory (+4)
🔤 Glossary
👤 Biographies
🔁 Make the buzz

R&I
- Targets and tissues
- Structure and properties of active agents
- Physical chemistry of compounds
- Evaluation, decision making and statutory issues

MARKETING
- ☑ Consumers, products and brands > 44/100
- ☑ Advertising and promotion > 26/100
- Digital marketing
- Pricing strategy

SALES DEVELOPMENT
- Business planning
- Commercial policy
- Salesforce management
- Business plan meeting

OPERATIONS
- Purchasing
- Ordering and inventory
- Supply chain & lean manufacturing
- Plant maintenance

L'Oreal's Reveal: learning from acting

PROPAGATING YOUR MESSAGE THROUGH SOCIAL NETWORKS AND VIRAL MARKETING

AT L'ORÉAL

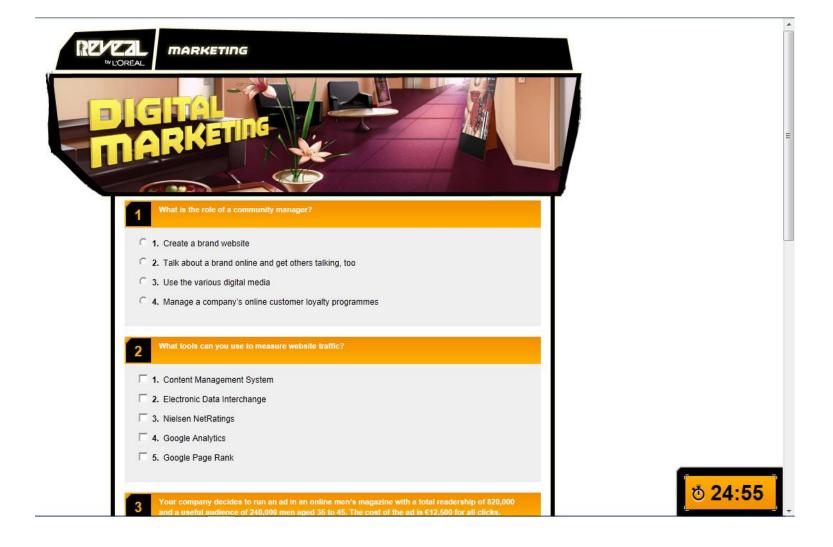**TESTIMONIAL FROM A PUBLIC RELATIONS DIRECTOR**   http://bit.ly/oeU0v4

Any communication is more effective when its source is perceived as legitimate and credible. Targeting online opinion leaders and influential bloggers with specific messaging is one way for a brand to jump-start a campaign. For markets like cosmetics, fashion, and music, these online trend-setters are crucial in that they are not only early adopters, but also powerful recommenders.

Social CRM (Customer Relationship Management) entails building trust-based relationships to create a true partnership that goes beyond a transactional customer-supplier relationship. Social CRM is one way to manage non-hierarchical relationships with customers, opinion leaders, and suppliers.
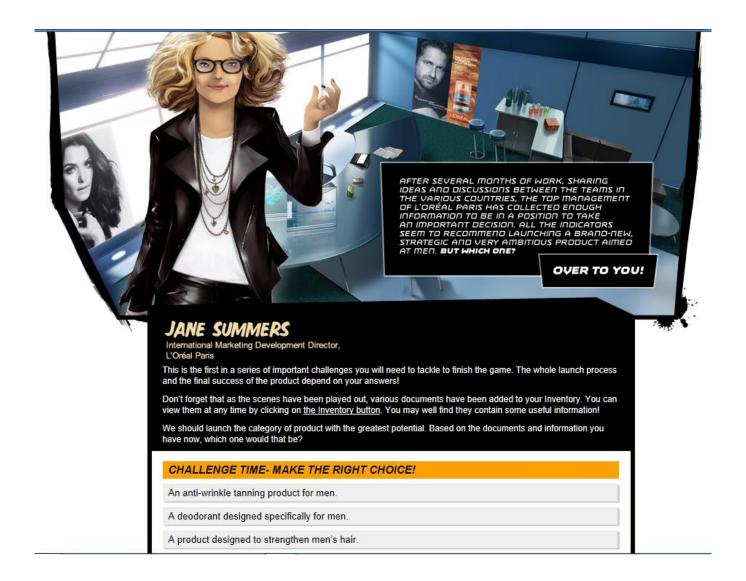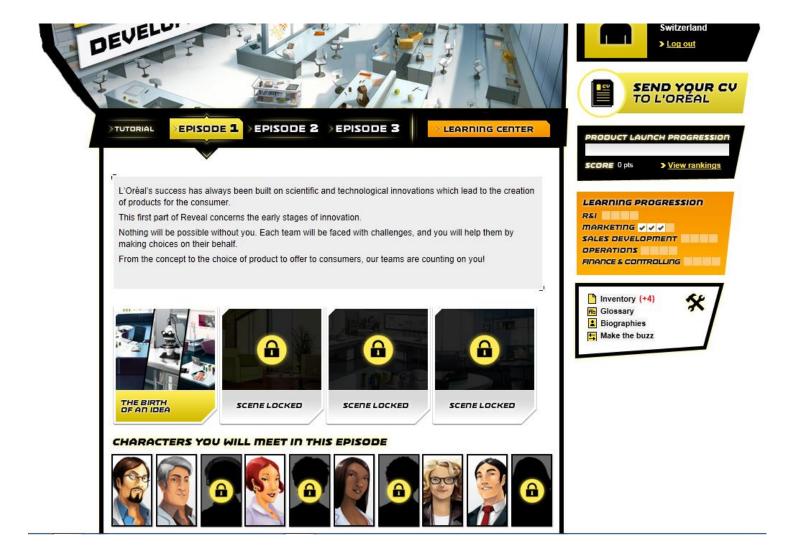
L'Oreal's Reveal: regular assessments

L'Oreal's Reveal: progression

L'Oreal's Reveal: challenges

L'Oreal's Reveal: badges, points and reward