AT&T

Final Communication Report

Thomas's Tank Engines – Alex Kunze, Annie Kroll, Justin Friedman, Maddy To, Max Bash

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EXECUTIVE SUMMARY

STATEMENT OF PURPOSE

In order to help AT&T recruit more, top quality STEM students, we offer a communication strategy that will make AT&T's recruitment process immersive and its online presence more concise. Through research into AT&T's current communication strategies and its target audience, we offer three initiatives that will reduce recruiting costs and entice STEM recruits to want to work at AT&T: creating a 20% projects page, redirecting social media efforts, and offering foundry visits.

CLIENT COMMUNICATION REPORT

By looking into AT&T's current social media pages, use of banner advertisements, niche webpages, and recruiting events, we identified the following as areas of improvement:

- Publicize more innovative spaces and projects on social media, rather than pictures of employees
- Provide direct and concise information regarding AT&T's 20% projects to showcase an innovative culture
- Offer more immersive recruiting experiences, therefore enticing STEM majors to prioritize AT&T as a top career choice
- Simplify navigation between AT&T's webpages and social media sites

AUDIENCE

Generation Y STEM recruits are diverse and highly educated. AT&T's target audience values diversity, convenience, and word of mouth. Motivators for this group include achieving a healthy work-life balance and having advancement potential within their jobs, but will also be deterred by being stressed in a traditional

work environment, feeling a lack of control over their personal brand or schedule, as well as feeling inferior to their peers.

COMMUNICATION STRATEGY

To help AT&T recruit STEM talent, we have chosen three initiatives that make the recruitment process immersive and the online presence more concise:

- 20% Projects Page: Highlight innovative projects on the att.jobs website
- Social Media Redirection: Emphasize quality structured posts over quantity
- Foundry Visits: Create immersive experience that showcase the innovative culture at AT&T

By implementing these strategies, AT&T can expect to see higher click through rates and online traffic as well as a stronger establishment of an innovative culture both internally and externally. In the long-term, this will allow AT&T to become a thought leader in the technological innovation spaces and retain a higher percentage of STEM talent in their recruitment process.

CLIENT COMMUNICATION REPORT

CURRENT TARGETING & SOURCING STRATEGIES:

SOCIAL MEDIA

AT&T's current social media posts many articles and pictures of employees having fun at work, however, it does not post a lot about the company's innovations or apply many direct links to its recruitment pages. They also use specialized hashtags and landing pages for their top 30 recruiting schools, which can be expanded to

other potential schools to recruit from. Effective implementation of social media can be the key to creating a comfortable environment for reserved STEM students.

NICHE WEBSITES

AT&T's website is quite broad and boasts a few, unique pages that highlight the innovation developments of the company. These are used to show the public how AT&T is more than a phone company, but it takes multiple searches and clicks to find this portion of the website. It is difficult to differentiate the innovative side of AT&T from its public image as the phone company online.

BANNER ADVERTISEMENTS

At att.com/jobs, the firm is actively tracking recruits' presence through cookies and then can specifically target those people with banner advertisements.

Currently, AT&T attempts to create a young and youthful feel with their physical and digital advertisements. They keep their advertisements generally minimal and use bright company colors to attract the reader's' attention to the content that they have. In terms of content, it can be seen that they attempt to focus on innovation to help draw the attention of STEM talent. This helps to get students to associate AT&T with innovation, not just communications.

EVENTS

AT&T goes beyond the standard recruiting events to get its hires. In order to reach out to students, they're on campuses for Hackathons and other specialized STEM events in local tech communities. They also bring

recent graduates to these events to establish a clear example of who AT&T is looking for and what they can accomplish by working at AT&T. This is a key recruiting method, but AT&T is not alone in deploying it.

AUDIENCE PROFILE

SUMMARY OF TARGET AUDIENCE

How can we not only increase the quality, but also the quantity of recruits for its STEM programs?

The target audience must be:

- Recent college graduates (21 to 27 years old)
- Already living in or willing to work in Atlanta, Dallas or St. Louis
- Educated in STEM fields, specifically technology and engineering.

To get a better understanding as to who these people are, we are going to consider four aspects of the recruits: demographics, psychographics, motivators, and deterrents.

DEMOGRAPHICS

Age, location, gender, income, education, family, occupation, and diversity were the factors taken into consideration while comparing data across the three major geographic hubs of AT&T - Atlanta, Dallas, and St. Louis – and Generation Y. All of the factors were compared against each other and the national averages to identify factors of concern. Rather than focusing on all demographic elements for each city, below we focus on geographical factors relevant to AT&T's STEM recruiting needs.

GEOGRAPHY

ATLANTA, GA

Atlanta excels in diversity. As shown in the chart on the right, Atlanta's population has 16% more African-Americans than whites 54%, as opposed to the national difference of 64% more whites than African-Americans (United States Census Bureau). This is especially relevant when the percentage of African Americans with a STEM education is considered. In 2012, African-Americans accounted for only 6.2% of STEM
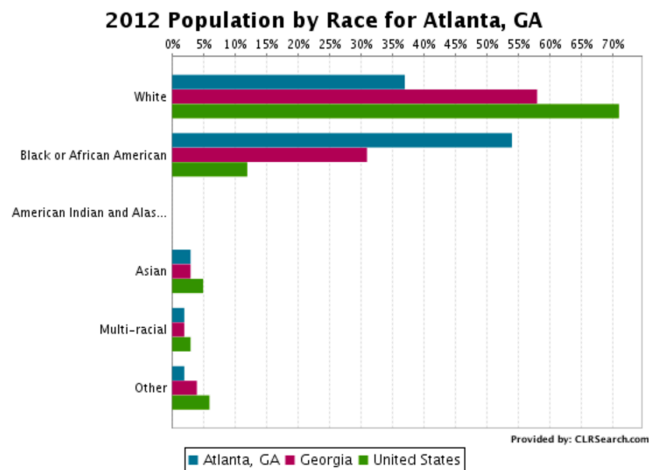
degrees (Bidwell). AT&T is searching for an increasingly diverse workplace; so, recruiting in Atlanta will help to accomplish that goal. In addition to being a hotbed for diversity, 28.66% of residents have at least a bachelor's degree (CLR). Meanwhile, the city is projected to have grown 7.02% by next year. While the city is educated and diverse, it's also home to about 7% more millennials than the national average. Overall, AT&T should be successful in Atlanta due to its diversity, education, and favorable population growth and makeup.

DALLAS, TX

The main challenge AT&T will face recruiting for Dallas is that it has a rather low college education rate, only 19.11% of Dallas residents have a college degree, so recruiting would have to be predominantly done outside of the region and AT&T would have to convince applicants to move. However, a benefit is that Dallas is projected to have grown 5.67% by next year. Young talent will value the better food and entertainment, associated with the population growth, and enjoy a high quality of life. Lastly, like Atlanta, Dallas is also a city rich in diversity, considering that 39.32% of the total population is Hispanic. However, Dallas only has about 3% more millennials than the national average. Overall, AT&T should also be successful in Dallas due to its favorable diversity especially.

ST. LOUIS, MO

After analyzing St. Louis's eight factors, it was clear that the city is still experiencing population decline and is projected to have shrunk 2.97% by next year. Of the 25 largest cities in the United States, St. Louis had the third slowest growth in the year of 2015, just behind Detroit and Chicago (Moskop). This news may spell trouble for St. Louis, as its total population is only a little over 300,000 (United States Census Bureau). Although there are population growth problems, St. Louis has almost 9% more African-Americans than whites, making it another potential hotbed for diversity. Another positive is that nearly 17% of the population has at least a bachelor's degree, which is just slightly below Dallas. Additionally, St. Louis has about 5% more millennials than the national average. Overall, convincing St. Louis STEM talent to stay in a city that is steadily decreasing in growth with be a growing challenge for AT&T in the future.

GENERATION Y

Generation Y constitutes 25% of the US population and is far more educated than other generations. At least 3% more of males have at least a bachelor degree compared to the generation with the next highest rate (Gen X). Similarly, at least 7% more of females have at least a bachelor degree compared to the generation with the next highest rate (Gen X). This increase in educated youth should help AT&T recruit larger numbers of applicants in the future, leading to a more talented and diverse workplace. AT&T should invest in promoting interest in science and engineering during early stages of education to increase these percentages to get a higher quantity and better quality of recruits. In addition to being highly educated, Gen Y has 4% more minority members than Gen X. While Gen Y is growing, educated, and diverse, the three cities at hand don't crack the top 10 for largest concentration of millennials.

PSYCHOGRAPHICS

Generation Y is the most educated and diverse population that the United States has ever experienced. With the rapid adoption of the Internet, these Millennials have had easy access to information, but also

overexposure to mass media marketing. By looking further into the values of Generation Y, AT&T can better understand how to market to this young population to get a higher quantity of recruits and better quality recruits.

GENERATION Y VALUES

DIVERSITY

Generation Y is now the most diverse American generational cohort to enter the workforce. In fact, over ⅓ of the total US population is not white (Marketing Psychographics). As intellectual diversity increases in this generation - through both social media and everyday interaction - those in Generation Y will value inclusivity and the acceptance of differences more highly. These values have led much of Generation Y to raise awareness and advocate for social movements, promoting equality from a young age.

CONVENIENCE

Generation Y grew up in a rapidly advancing technological environment where all information was accessible through the Internet and easy to use innovations were constantly being created, providing convenience and comfort. People in Generation Y are used to fast paced environments and receiving information quickly and concisely.

WORD OF MOUTH

Generation Y relies more heavily on receiving information via word of mouth because they distrust mainstream media (Peterson 2004). Although they distrust mainstream media, more than 95% of millennials have an account on at least one social networking site (Marketing Psychographics). However, because of overexposure to mass marketing, those in Generation Y dislike being an advertising target and usually ignore banner ads within social media, knowing that target ads aren't personalized.

MOTIVATORS

In comparison to other generations, Generation Y values advancement potential and free time more (Barford and Hester 72). The two most important motivators for Generation Y are work-life balance and advancement potential; it's no longer compensation and responsibility.

WORK-LIFE BALANCE

When looking for jobs, those in Generation Y place importance on professional development, personal projects, and fun (Goudreau). AT&T already gives workers 20% of their time at work to be used for personal projects, but Millennials want to feel like this time is being spent on personal growth rather than solely helping the company generate more ideas. Millennials show "stronger positive association between fun and job satisfaction and task performance" (Woodward 25); therefore, AT&T must emphasize a fun office space while advertising to potential recruits.

ADVANCEMENT POTENTIAL

Generation Y is deeply motivated by advancement potential. These workers care deeply about feedback, recognition, and rapid promotion. This generation is less willing to wait three to five years for a promotion (Goudreau). In order to cater to this motivator, AT&T should focus on developing and highlighting in-between titles. This process would make workers feel more valued than an extrinsic reward, like money, would.

DETERRENTS

Generation Y is known as the most sophisticated, technology sound, and racially and ethnically diverse generation yet (Generations X, Y, Z and the Others). There are four main deterrents for STEM recruits in Generation Y: time and stress, lack of control over self, stagnancy in positions, and inferiority to peers.

TIME AND STRESS

STEM recruits in Generation Y want jobs that require less time and create less stress. As shown on the graph, all generations say they experience stress at rates that are higher than healthy levels of stress, but stress is increasing with younger generations (Stress by Generation). Due to their already inclined stress levels, Generation Y recruits are looking very specifically for positions that will be less stressful. STEM recruits in Generation Y want positions that take up less time, at least time spent on company projects. More than 50% of people in Generation Y say they would take a pay cut to work outside of the traditional office setting, which generally require lots of time spent at the office (Wieczner).

Average Stress Levels vs. Healthy Stress Levels

■ Personal assessment of stress level   ■ Healthy level of stress

BASE: Millennial (n=340); Gen X (n=397); Boomer (n=1040); Mature (n=243)
Q605 On a scale of 1 to 10 where 1 means you have little or no stress and 10 means you have a great deal of stress, how would you rate your average level of stress during the past month?
Q610 On a scale of 1 to 10 where 1 means little or no stress and 10 means a great deal of stress, what would you consider a healthy level of stress?

LACK OF SELF-CONTROL

Generation Y members, especially in the technology industry, want to be in control of their schedule. They desire time to work on their own projects, rather than devote the entire workday to company affairs. Additionally, self-expression and personal branding are also two major characteristics that Generation Y possesses (Generation Y [Born 1980-1994]). STEM recruits in Generation Y want to make a name for themselves and are not comfortable with lacking control over their personal brand, which hasn't been the case in previous generations.

STAGNANCY

Generation Y members tend to stay in a position, on average, for only two years, compared with five years for Generation X and seven years for baby boomers. While surveying a Generation Y sample, 62% said they planned to quit their job if they experienced stagnancy for two or more years (Wieczner). They are used to a fast-paced life and have a habit of getting easily bored with daily routines. Hence, this generation is the first generation where a majority anticipate working at more than one company in their lifetime (Dorsey). Unsurprisingly, they crave promotion and frequent changes to their daily activities.

INFERIORITY

Reality frequently pales in comparison to the massive expectations, Gen Y has. Generation Y members look for opportunities that give them a fulfilling career that may not have lots of job security rather than a stable one. A Google study shows that people are now more concerned with pursuing their passions than they were 30 years ago. Those in Generation Y are optimistic about attaining their goals and willing to take more risks to achieve them. However, social media has created a world where:

A) What everyone else is doing is very out in the open

B) Most people present an inflated version of their own existence

C) People who chime in the most about their careers are usually those whose careers are going the best, while struggling people tend not to broadcast their situation (Urban).

This leaves those in Generation Y feeling falsely inferior to their counterparts, and they seek out new opportunities more frequently than other generations.

CONCLUSION

AT&T should know that Generation Y:

- Is diverse and highly educated
- Appreciates flexibility and balance
- Needs constant feedback and growth

To recruit higher quality and larger quantities of STEM talent, AT&T should take these factors into account when deciding how and through which channels to broadcast its internship and job opportunities. Because Generation Y is diverse and highly educated, AT&T should publicize the company culture and diversity that already exists within the company. Generation Y has appreciation for flexibility, so AT&T should also post that employees get 20% of their day allocated to personal projects. AT&T is a very attractive company for the STEM recruits in Generation Y, it just needs to make itself more visible.
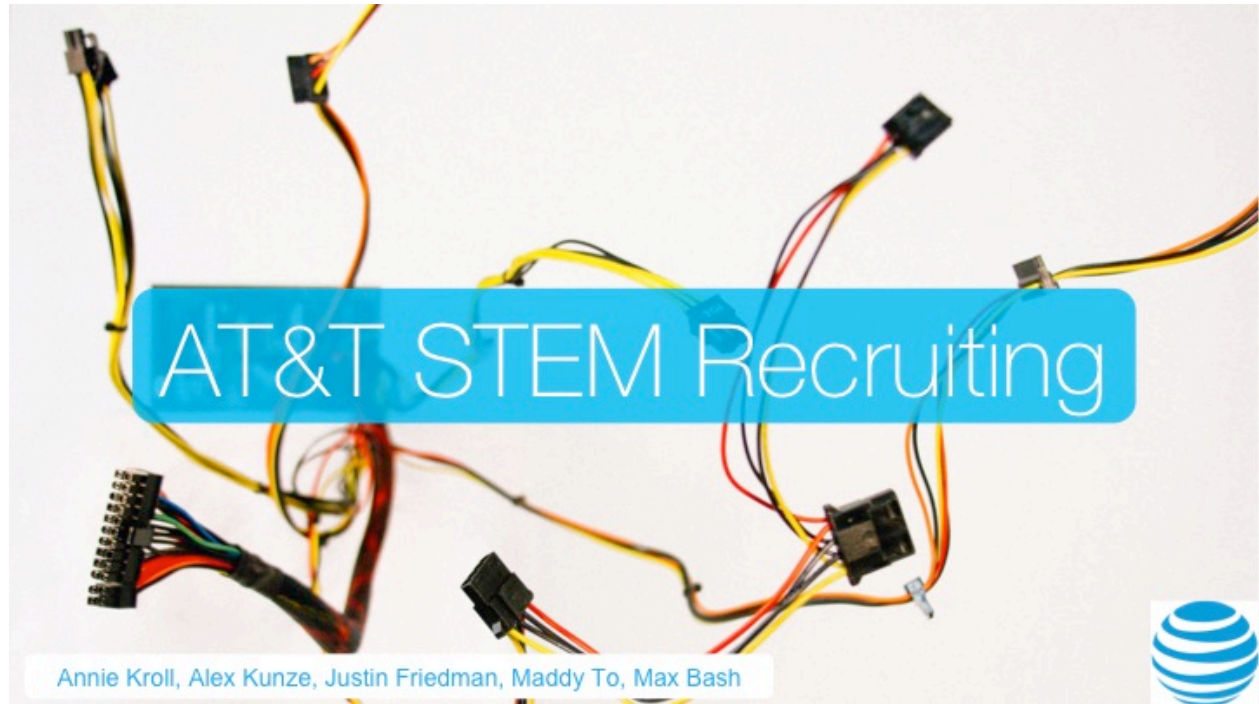
AT&T STEM Recruiting

Annie Kroll, Alex Kunze, Justin Friedman, Maddy To, Max Bash

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HOW DOES AT&T INCREASE NOT ONLY THE QUALITY, BUT ALSO THE QUANTITY OF RECRUITS FOR ITS STEM PROGRAMS?

AT&T'S CURRENT COMMUNICATION

SOCIAL MEDIA
→ Posts need to be more carefully structured
→ Use this online brand to lower recruiting costs
→ Highlight innovation

WEB ADVERTISEMENTS
→ Advertisements with bright colors draw readers' attention
→ Only shown to users who have cookies from AT&T jobs

NICHE WEBPAGES
→ AT&T has created many unique web pages with the intent of recruiting
→ The navigation between these pages is clumsy and each page offers little information

INTERPERSONAL
→ AT&T appears at hackathons and STEM related events on campuses
→ Constantly visiting students that attend Top 30 schools

Technology Development Programs
Take a leap of innovation

Be the future at www.att.jobs/WISC
or text ATT WISC to 33733

AT&T'S RECRUIT

DEMOGRAPHICS
- This generation of STEM recruits is the most diverse and highly educated group the world has ever seen

PSYCHOGRAPHICS
- Diversity: AT&T's recruits promote equality and value inclusivity.
- Convenience: They prefer to receive information quickly and concisely.

MOTIVATORS
- Work-Life Balance: AT&T's recruits place importance on professional development, personal projects, and fun.
- Advancement Potential: They care deeply about feedback, recognition and rapid promotion.

DETERRENTS
- Time and Stress: More than 50% of recruits would take a pay cut to work outside of the traditional office setting.
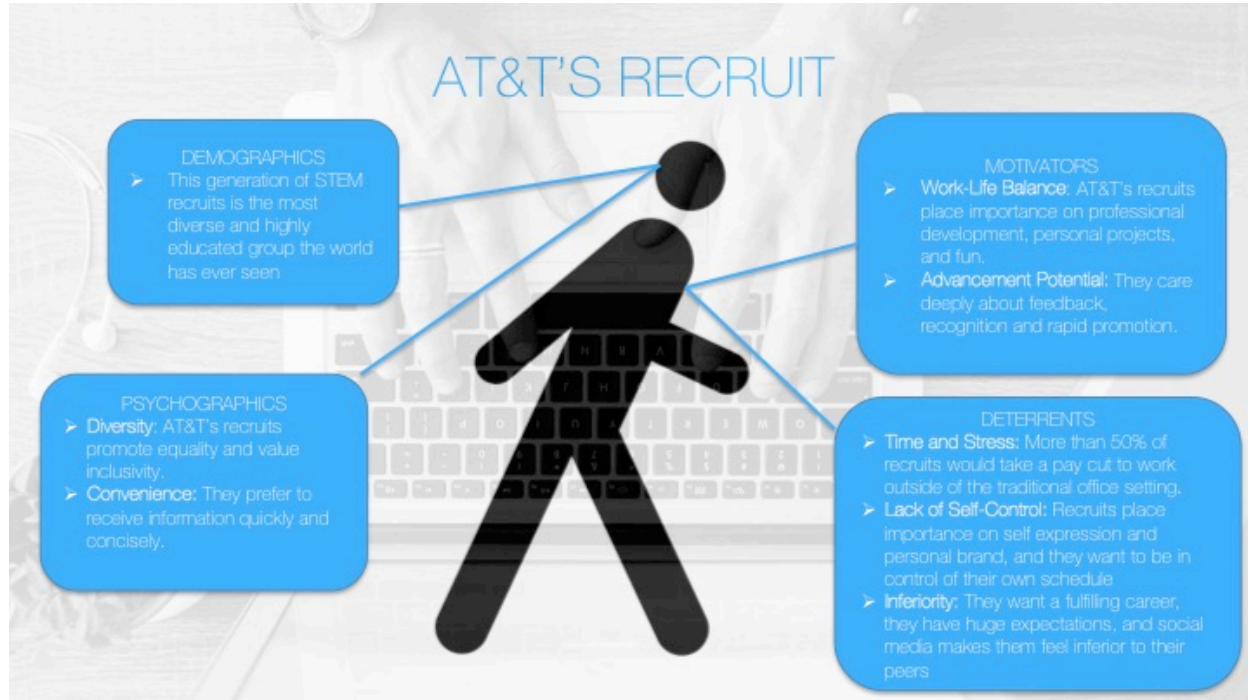- Lack of Self-Control: Recruits place importance on self expression and personal brand, and they want to be in control of their own schedule
- Inferiority: They want a fulfilling career, they have huge expectations, and social media makes them feel inferior to their peers

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STRATEGY: Make the recruitment process immersive and the online presence more concise.

20% Project Page
- Direct and Concise information in one location
- Immersion into seeing projects done by employees

Social Media Redirect

Foundry Visits
- Highly immersive
- Creates grassroots/personal experience within company
- Creates stronger ties

- Information needs to be more concise
- Quality over quantity (cool pictures of workspaces, not random employees)
- Carefully structure pots to maximize click through rate and search engine optimization

20%
Projects

Not only can twenty percent projects be used as a tool for recruiting but the projects themselves can be leveraged as recruiting and lead generation tools.

4.7K 2.1K

SimilarWeb View Data for the Last 6 Months

Search Engine Optimization is about finding a niche term that doesn't have good matches and filling that space. Even a search for "cool tech projects" leads to a pintrest board by the fifth result.
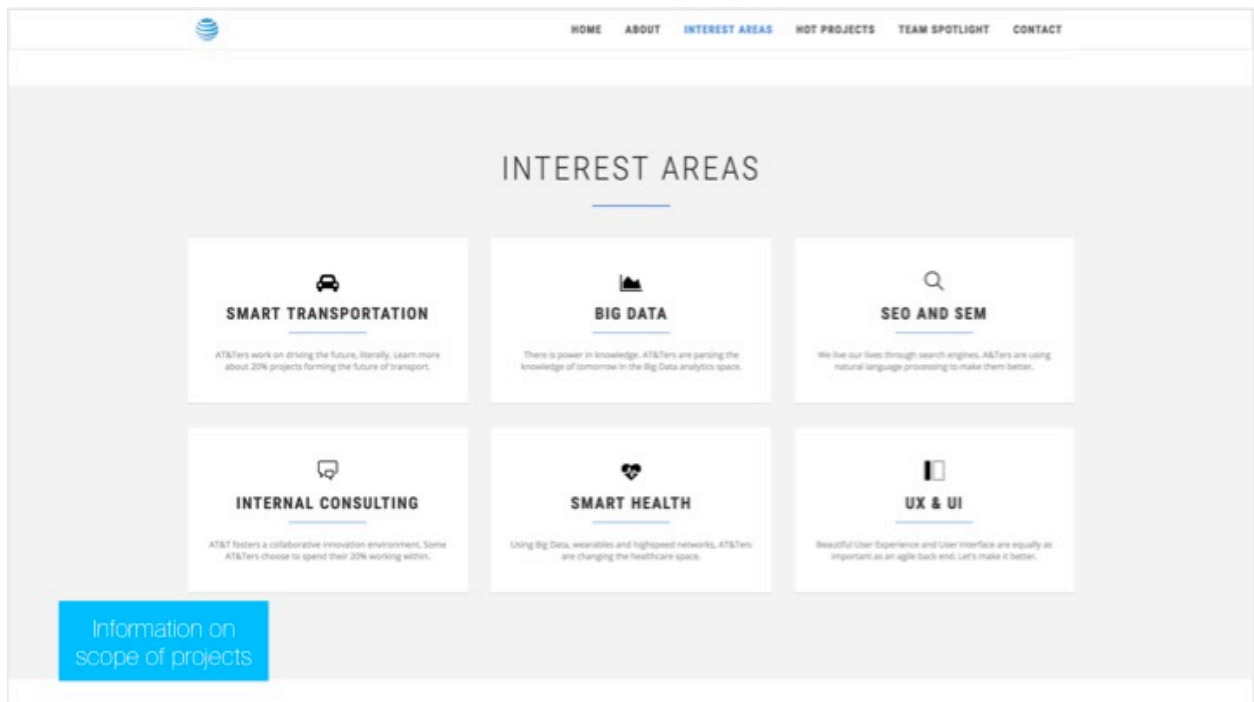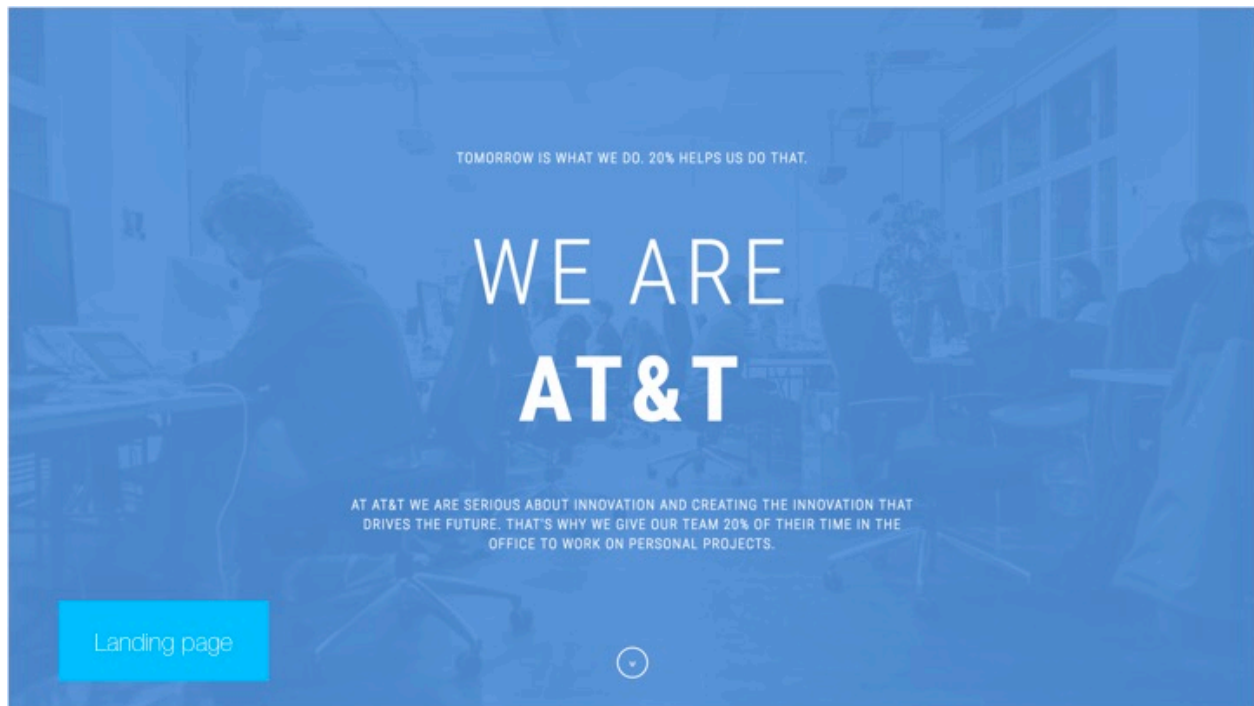
Google Search Popularity (US)

20 Percent Projects is already a highly searched term when compared to similar queries. AT&T can utilize this high interest rate and poor content match to funnel traffic to the 20 Percent Projects website and the careers portal.

Interest — 0, 20, 40, 60, 80, 100, 120

Time — 11/20/11, 11/20/12, 11/20/13, 11/20/14, 11/20/15

— Tech Projects — 20 Percent Projects

Numbers represent search interest relative to the highest point on the chart for the given region and time. A value of 100 is the peak popularity for the term. A value of 50 means that the term is half as popular. Likewise a score of 0 means the term was less than 1% as popular as the peak.

TOMORROW IS WHAT WE DO. 20% HELPS US DO THAT.

WE ARE
AT&T

AT AT&T WE ARE SERIOUS ABOUT INNOVATION AND CREATING THE INNOVATION THAT
DRIVES THE FUTURE. THAT'S WHY WE GIVE OUR TEAM 20% OF THEIR TIME IN THE
OFFICE TO WORK ON PERSONAL PROJECTS.

Landing page

HOME   ABOUT   INTEREST AREAS   HOT PROJECTS   TEAM SPOTLIGHT   CONTACT

INTEREST AREAS

SMART TRANSPORTATION

AT&Ters work on driving the future, literally. Learn more
about 20% projects forming the future of transport.

BIG DATA

There is power in knowledge. AT&Ters are parsing the
knowledge of tomorrow in the Big Data analytics space.

SEO AND SEM

We live our lives through search engines. A&Ters are using
natural language processing to make them better.

INTERNAL CONSULTING

AT&T fosters a collaborative innovation environment. Some
AT&Ters choose to spend their 20% working within.

SMART HEALTH

Using Big Data, wearables and highspeed networks, AT&Ters
are changing the healthcare space.

UX & UI

Beautiful User Experience and User Interface are equally as
important as an agile back end. Let's make it better.

Information on
scope of projects

HOT PROJECTS

Click to learn more.

click project tile for more information

FEATURED CREATORS

ENRIK JANSEN
UX / UI DESIGNER

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

DAVID FREEPORT
HARDWARE ENGINEER

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

LAUREN GOLDBERG
BIG DATA TEAM LEADER

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

JOSEPH GLASS
SEARCH GURU

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas.

Encourage interaction with creators

19

Why the Website?

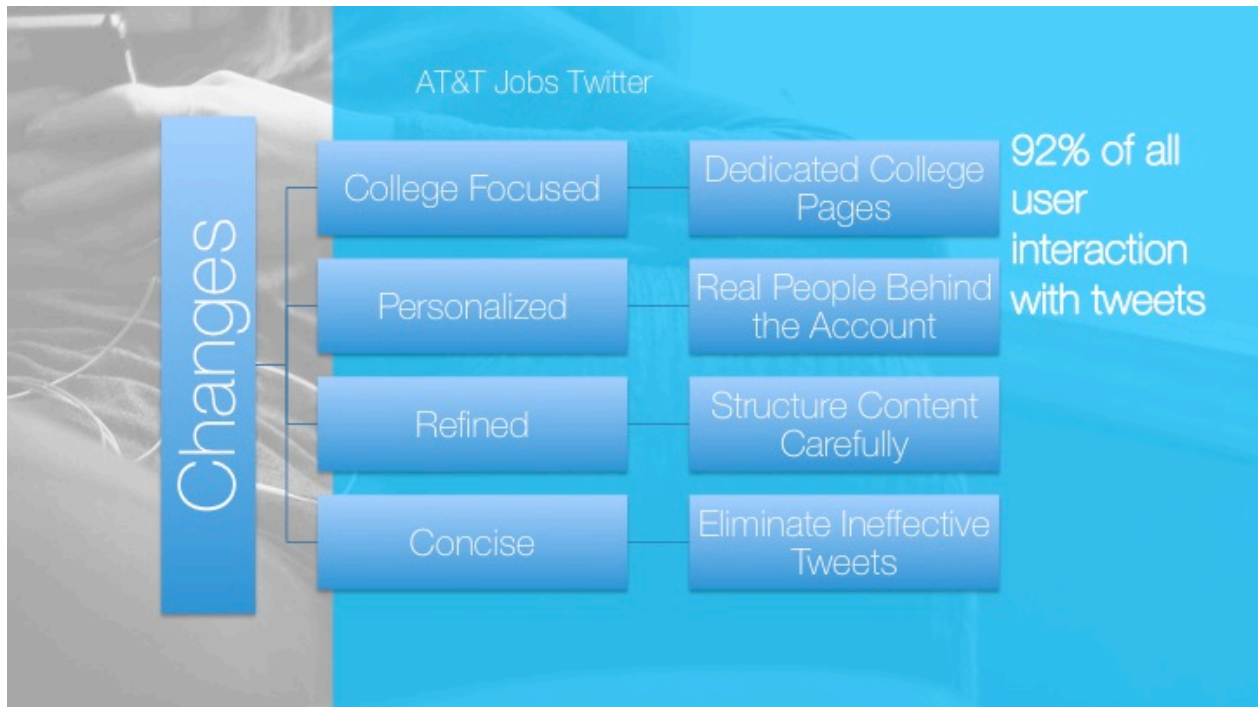Will display the real individuality and work of AT&Ters.

Will drive interest in jobs and traffic to careers site.

Will fill content vacuum in organic search and generate additional click throughs from social media.

Social Media

Changes to Social Media

Highlight Gen Y STEM workers and Innovation

Mobile Optimization

Make more personal

Purposefully structure content

Make content interactive

AT&T Jobs Twitter

33% of Gen Y uses Twitter for information

58% of job seekers user Twitter in their search

More job seekers than LinkedIn

More jobs posted than any other social media site

AT&T Jobs Twitter

Changes

- College Focused — Dedicated College Pages
- Personalized — Real People Behind the Account
- Refined — Structure Content Carefully
- Concise — Eliminate Ineffective Tweets

92% of all user interaction with tweets

Twitter: Link Clicks

Max CTR

746% more clickthroughs for infographics

18% clickthrough increase for images

32% decrease in clicks per tweet for statistics

2:00 P.M. | Th/Sat/Sun
30 min space | Link 25% through

Methods to structure links in tweets to increase CTR

Twitter: Link Clicks

Use Target Keyword
- in Anchor Text

Text Linking Variety

Description

Action Words

First-person Voice

Calls to Action

attjobs
@attJOBS

Follow

Adam built a CloudBot using his education from the UX Program at AT&T and @WUSTLEngineering. Be like Adam and experiment at work!
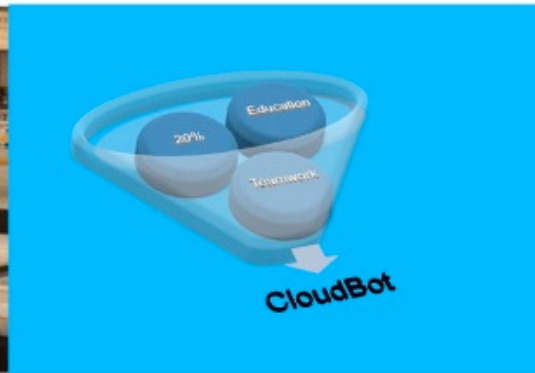
RETWEETS
6

LIKES
9

3:30 PM - 14 Nov 2016

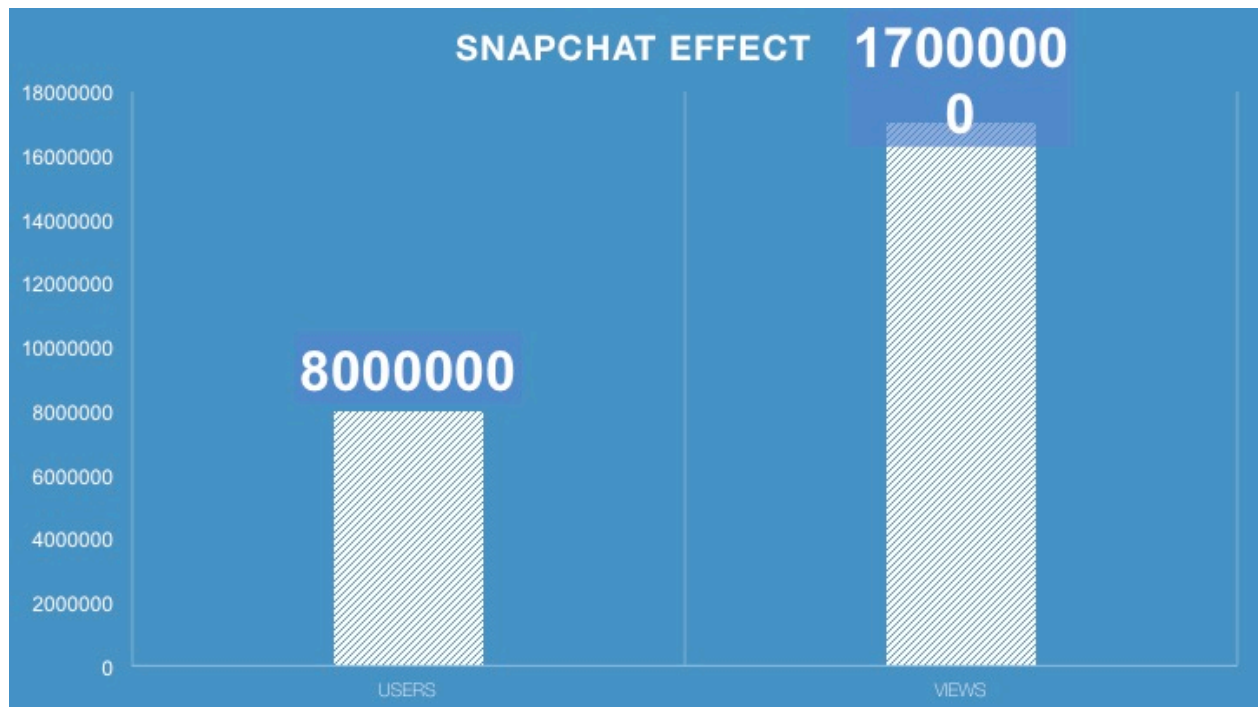Hypothetical tweet that uses inbound link, highlights student and innovation, and infographic

This is an awesome project one of our team members worked on. Maker used Arduinos and an AT&T 4g hotspot to control the bot over the cloud.

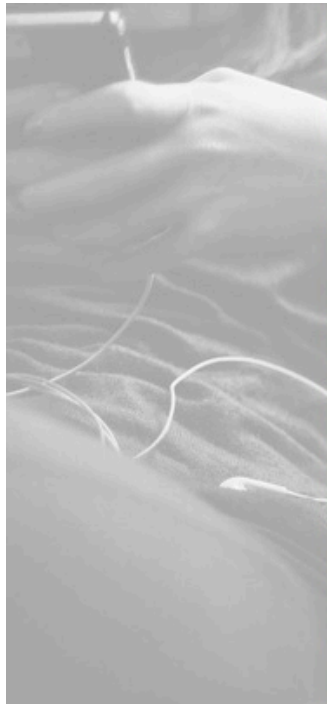Click here to learn more!

CLOSE

Snapchat

77% of college students use daily

16% of college students major in STEM

2,525,600 STEM students are on Snapchat

Snapchat

500 million daily views for ads

73% would open Snapchat from recognizable brand

69% would add recognizable brand as friend

48% using daily or multiple times per day for brands

CHANGE AFTER SNAPCHAT CAMPAIGN

Percent Change

18 — APPLICATION INTENT
40 — GLASSDOOR VIEWS
4 — BRAND AWARENESS

For 5 days AOL posted, 2 ten second snap videos

Snapchat

Highlights recruitment event

Easily seen by many users

Click to learn how to join our team and do the impossible!

AT&T
experience
WEEKEND

Dallas, Texas
November
13-15, 2014
#attexperienceweekend

FOUNDRY
VISITS

Flip the recruiting experience

Benefits

Exposure
→ We found that both stagnancy and lack of self control deter the generation we are trying to recruit
→ We can show them that neither of these will be an issue at AT&T

Breaking Expectations
→ Since AT&T has a reputation as a telecommunication company, many recruits will likely be surprised with the work environment and subject

Networking
→ Allow students to meet employees
→ Psychographics found that word of mouth is very important for Generation Y
→ Allows employees to do the recruiting for you
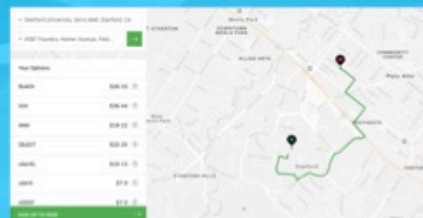

AT&T + UBER

Why UBER?
→ Shows recruits that they are important to AT&T
→ Feeling of inferiority deters Generation Y

Costs
→ Start with Stanford and Georgia Tech
→ $12-$18 round trip
→ Short rides = low risk
→ Spread to other schools if effective
→ Partnership with UBER could likely drive down costs

THE
FUTURE

Engaged. Accessible. A thought leader.

Focused on:

→ Building connections through grassroots strategies
→ Promoting concise, easily accessible information
→ Providing more immersive experiences

THE FUTURE

By creating a new, externally engaging 20% projects page, redirecting its social media efforts, and introducing foundry visits into the later stages of the recruiting process, AT&T will become a thought leader in the technological innovations community and attract more STEM recruits.

Short-term effects
- Higher click through rates and online traffic
- Establishing an engaging AT&T culture both internally and externally

Long-term effects
- Becoming a thought leader in the technological innovation spaces (online and within communities)
- Higher retention rates in the recruitment process

THANK YOU

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