

**NATIONAL BUSINESS ENGAGEMENT CONSORTIUM**

Results of the 2003 Outreach Campaign



September 2003

## **Introduction**

The National Business Engagement Consortium was organized in late 2001 to develop effective employer outreach strategies for government one-stops. It was based on a \$1.6 million US Department of Labor grant. The Consortium involved seven states: Alaska, Iowa, Kentucky, Missouri, Montana, New Hampshire, and Washington. Washington served as the lead state. The Consortium hired a consultant to facilitate the project, conduct marketing analyses, recommend strategies, and report results.

The project began in December 2001 and ran through June 2003. It started with planning and culminated with a test of new outreach strategies in the first half of 2003. This report will describe how the strategies were developed, how the test was conducted, the results, and the learning the Consortium believes can be applied to future outreach efforts.

The report is organized into five parts:

- I. Executive Summary
- II. Campaign Development
- III. The Test Campaign
- IV. Results
- V. Conclusions

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## I. EXECUTIVE SUMMARY

The strategies developed and tested by the Consortium proved very effective at increasing employer awareness and usage of one-stops. The campaign based on these strategies should serve as an excellent template for one-stops that want to improve their employer outreach efforts. The following summarizes of the Consortium's work, results, and conclusions.

### Preparation for the campaign

The Consortium developed the campaign in a series of steps dating from early 2002 to the launch of outreach activities in February 2003.

First, the group looked at the current situation for one-stop brands in the seven states. It listed employer services offered by the one-stops, reviewed several existing studies of employer usage and attitudes, and discussed past outreach programs. From this, the Consortium distilled four positioning concepts – theories of how one-stops could most effectively position themselves to satisfy employer needs.

The Consortium evaluated these concepts and gathered additional insights in a series of 14 focus groups with 104 employers spread across the seven states – the most comprehensive research exercise of this type ever conducted about one-stops. Marketing objectives and strategies were then developed. The outreach effort would target firms with at least 10 employees, in four sectors – manufacturing, retail, transportation/communications, and business services – in test regions of each state. The key message was that one-stops help employers find the right employees more quickly and cost-efficiently.

The Consortium hired a marketing agency to help develop the outreach campaign theme and a media plan. The agency proposed a direct mail effort supported by publicity and Internet components. Advertising was added in three cities to determine its effect. The agency developed three creative themes for consideration. The selected theme dramatized a crucial difference between one-stops and other hiring resources such as newspapers and the Internet: in-person, human assistance. The campaign emphasized the local labor market expertise of one-stop business representatives<sup>1</sup>, depicting them as “superheroes” for employers. *Let our team help yours* was the theme line.

To prepare for the campaign, the Consortium developed mailing lists of targeted employers and set up a system to fulfill offers, report and track leads. Internal communications were facilitated with a project website. Consortium states set up tracking measures and a bench-

<sup>1</sup> One-stop employer specialists are variously called *business representatives*, *business service representatives*, *business advocates* and *business liaisons*. This report uses *business representatives* or simply *reps* to stand for all these terms.

mark survey was conducted. Finally, the Consortium held a series of training workshops for business reps in the test areas. If their services were to be promoted as the main one-stop benefit, they had to be prepared to deliver.

## The campaign

The outreach campaign consisted of:

- A series of five mailings (about one per month) to 23,000 owners, top executives and human resource managers at 19,000 businesses;
- Publicity in local newspapers and business press, plus local events;
- Radio and business publication advertising in Anchorage, Des Moines and Spokane;
- Special Internet web pages designed to facilitate employer response;
- Outreach kits distributed to 120 business reps in the test regions.

Three of the five mailings featured offers – two, a free book; the other, a free white paper on wage norms, downloadable from the Internet. Responders to these offers provided contact information so local business reps could follow up.

Communication materials were designed and written first in single versions. Before production, they were localized with each state’s brand, along with slight content variations.

The campaign began with the first mailing in February and ended with the fifth mailing in June. In late June, a follow-up telephone survey was conducted in the same manner as the benchmark survey, to measure changes in employer awareness, usage and attitudes. The Consortium also surveyed business reps and their managers for feedback on the campaign.

## Key results

The following results, unless otherwise noted, refer to awareness, attitudes and behavior among the 19,000 targeted employers in the seven states’ test areas. The campaign’s effects were evaluated mainly with response data and the two phone surveys. Measures were taken for each state’s one-stop brand – e.g., WorkSource in Washington, NHWorks in New Hampshire, and so forth. They are summarized in the aggregate here.

1. **Employer awareness of one-stop brands increased significantly in all seven states.** Unaided awareness<sup>2</sup> increased from 22% to 41% across the seven states. Total (unaided plus aided) awareness of one-stop brands as an employer resource increased from 33% to 54%. Mailings were the key driver to the increase in awareness.

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<sup>2</sup> *Unaided awareness* refers to employers who mentioned the one-stop brand when asked if they were familiar with any statewide services or organizations where employers are able to post job openings. *Aided awareness* refers to the additional employers who said they recognized the one-stop name (e.g., “WorkSource”) when it was read to them.

2. **Employers viewed one-stops positively.** Employers became more familiar with one-stops as a result of the campaign: before the effort, 1 in 4 had an opinion of one-stop services; after, 1 in 2 did. Encouragingly, 92% of these opinions were positive.
3. **One-stops made great gains in top-of-mind awareness for hiring.** When employers were asked what resources they would use to hire, one-stops rose from sixth on the list (mentioned by 8%) to second (24%). Only newspaper ads ranked higher (48%).
4. **Employers were more likely to have had contact with a one-stop, and are more likely to use one in the future.** Past 6-month contact with a one-stop center rose from 12% before the campaign to 27% after. Before the campaign, 21% of employers said they “definitely” or “probably” would use a one-stop in the future. At the conclusion, the number had more than doubled to 51%. The portion that said they would “definitely” use one-stops more than tripled from 9% to 32%.
5. **Supplementing direct mail pieces with radio and print ads did not increase awareness and usage or response rates.** The three test markets with print and radio ads did not have better results, contrary to what was initially expected.
6. **Employer outreach staff and their managers held a generally positive view of the campaign.** About 60 percent of the 130 staff surveyed felt the campaign was effective. This percentage is lower than one would expect given the documented gains in awareness and usage intent. Reps in several test areas expected response levels that were unrealistic given the limited nature of the target audience.

## Conclusions

1. **This outreach effort represents a viable strategy to increase awareness and usage of one-stop services.** A professionally-developed campaign of targeted mailings, supported by training, publicity, and online information, is effective at increasing employer awareness and predisposition to use one-stops as a hiring resource.
2. **While mailings were the most powerful communication vehicle, a combination of integrated strategies is best.** The highest awareness, usage, and response rates occurred in states where mailings, publicity, and rep contact were all strong.
3. **Lasting campaign impact will ultimately depend on follow-up by field reps, employer satisfaction with services and state-supplied job applicants, and word-of-mouth in the business community.** The campaign sought to make a strong impact on a narrow target. Broader impact depends largely on what “early adopters” of one-stop services say to their business peers. Post-campaign research showing high satisfaction among one-stop users is encouraging.

4. **An efficient, centrally produced and managed campaign can be effective.** Local managers tend to believe outreach must be locally planned and executed to reflect unique local conditions. The Consortium’s effort proved otherwise. It used common messages and the same creative theme for all employers, with minimal localization. It ran in different regions of the country; urban, suburban, and rural areas; and areas with varying local economic conditions. It worked in every state.

## II. CAMPAIGN DEVELOPMENT

The Consortium's work on the outreach campaign can best be described in five phases. This section will discuss the first four: a situation analysis; market research; development of campaign objectives, strategies, and plans; and preparation of organization and logistical infrastructure for the campaign. The fifth phase – the execution of the campaign itself – is described in Section III. A timeline summarizes the process on the following page.

### Situation analysis

From February through May 2002, the Consortium reviewed one-stop usage data, several existing studies of employers, and the 2000-2010 Employment Outlook report. Consortium members held regular conference calls and met twice to discuss this background information. The main goal of the situation analysis was to answer two important questions:

**Which employers can we best serve?** While one-stops aim to serve all employers, the Consortium felt that an effective outreach effort would have to target a more narrowly defined group. Realistically, outreach funds and service resources would be spread too thin trying to reach all employers. It would be better to initially communicate with and serve a smaller group. Positive word-of-mouth could then enhance subsequent outreach efforts to larger groups.

**What needs do these employers have that we can meet with One Stop services?** This required listing and prioritizing employer needs; determining which needs were being met by other resources; and evaluating one-stop strengths and weaknesses.

The Consortium based its target audience decision on two factors: 1) the profile of businesses who already used the one-stop system; and 2) employment outlook indicators of sectors where business and hiring activity would create higher demand for one-stop services. The best combination of businesses similar to those who already use one-stop services, and businesses who will increasingly need those services, were private sector firms with 10 or more employees in the following sectors:

- Manufacturing (SIC 2000-3999)
- Transportation/Communication/Public Utilities (SIC 4100-4999)
- Retail (SIC 5200-5999)
- Business Services (SIC 7300-7399)

The Consortium allowed that there might be exceptions to this target depending on local conditions in each state.

PROJECT CHRONOLOGY		
SITUATION ANALYSIS	Jan 02	<ul style="list-style-type: none"> <li>Organize Consortium</li> </ul>
	Feb	<ul style="list-style-type: none"> <li>Appoint consultant</li> </ul>
	Mar	<ul style="list-style-type: none"> <li>Agree on purpose, parameters, work plan</li> </ul>
	Apr	<ul style="list-style-type: none"> <li>Situation analysis</li> </ul>
	May	<ul style="list-style-type: none"> <li>Plan focus groups</li> </ul>
	Jun	<ul style="list-style-type: none"> <li>Conduct focus groups</li> </ul>
PLAN DEVELOPMENT	Jul	<ul style="list-style-type: none"> <li>Agree on marketing strategies</li> </ul>
	Aug	<ul style="list-style-type: none"> <li>Draft campaign budget</li> <li>Select test areas</li> <li>Select marketing agency</li> </ul>
	Sep	<ul style="list-style-type: none"> <li>Develop creative/media plan</li> </ul>
	Oct	<ul style="list-style-type: none"> <li>Agree on creative theme and media plan</li> <li>Website usability testing</li> </ul>
PREPARATION	Nov	<ul style="list-style-type: none"> <li>Website usability improvements</li> <li>Write and design campaign message prototypes</li> </ul>
	Dec	<ul style="list-style-type: none"> <li>Train employer reps</li> <li>Campaign photography</li> <li>Develop prospect (targeted employer) database</li> </ul>
	Jan 03	<ul style="list-style-type: none"> <li>Develop/test administrative systems, internal communication websites</li> <li>Produce ads, rep outreach materials, mailer #1</li> <li>Conduct benchmark survey</li> </ul>
TEST EXECUTION	Feb	<ul style="list-style-type: none"> <li>Send mailer #1</li> <li>Develop mailer #2</li> </ul>
	Mar	<ul style="list-style-type: none"> <li>Send mailer #2</li> <li>Develop mailer #3</li> </ul>
	Apr	<ul style="list-style-type: none"> <li>Send mailer #3</li> <li>Develop mailer #4</li> </ul>
	May	<ul style="list-style-type: none"> <li>Send mailer #4</li> <li>Develop mailer #5</li> </ul>
	Jun	<ul style="list-style-type: none"> <li>Send mailer #5</li> <li>Conduct post-test surveys</li> </ul>
	Jul/Aug	<ul style="list-style-type: none"> <li>Report results, discuss implications</li> </ul>

The employer needs that might be best met by existing one-stop services were these:

- More effective and cost-efficient ways to find qualified workers – meaning not just those with special skills like teaching or programming, but also less-skilled workers with soft skills such as promptness, reliability, and courtesy
- Help understanding and complying with complicated business regulations
- Affordable training, especially for smaller companies and in rural areas
- Information to aid business planning – for example, economic trends.

The “one-stop” concept – that many resources could be conveniently accessed from one physical and online location – was also a potentially-compelling proposition.

Next, the Consortium needed to understand how employers would react to these offerings, so it could focus messages on benefits most likely to motivate attitude and behavior changes.

### Market research

Focus groups were conducted in May and June 2002, to better understand attitudes towards one-stops and other hiring resources (the Internet in particular), and get reactions to the above concepts. Two focus groups were conducted in each state, with a total of 104 employers representing a wide cross-section of industries, locations, and company sizes. Participants were managers responsible for recruiting, hiring and training. Key findings were:

1. **Employers need help.** Higher unemployment rates have increased the quantity of job-seekers, but focus group participants complained that quality is lacking. This increases the burden on them to screen applicants.
2. **Common recruitment resources fall short of ideal.** Newspaper ads are local and attract applicants quickly, but they are not cheap and many applicants are not qualified. Employment agencies screen applicants but are expensive. Job websites such as monster.com were not popular with most focus group participants. Their listings attract hundreds of casual applicants from all over the world – few of them qualified – and thus require too much screening work.
3. **Employers are interested in one-stop services and they want more outreach to make them aware what’s available.**

*“Every small business should know about this.”*

Iowa focus group participant, when shown the IowaWorks website

Most focus group participants were unfamiliar with services for employers. When typical employer services were listed, participants were most interested in the potential for one-stops to help them find qualified job applicants. They liked the idea of a local entity that could understand their needs and pre-screen applications.<sup>3</sup> They liked the

<sup>3</sup> Focus group participants interpreted ‘pre-screen’ to mean the objective weeding out of applications that don’t match stated job requirements. Most neither assumed nor wanted help with more subjective evaluation of candidates.

combination of “clicks-and mortar” – access via the Internet or at physical one-stop locations. They were less interested in Labor Market Information (LMI) other than local, industry-specific wage norms. They acknowledged that LMI might appeal to executives more involved in business planning.

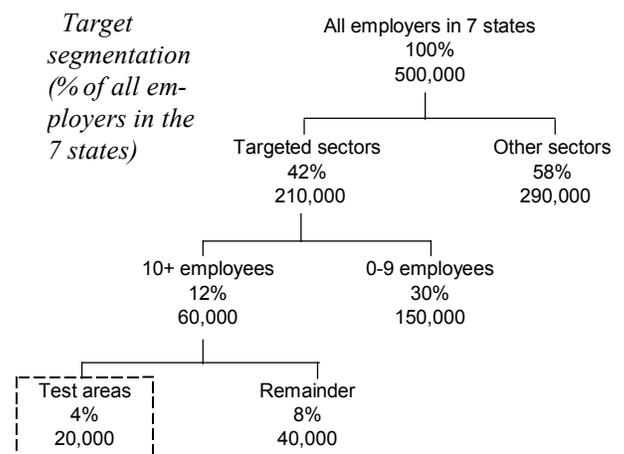
4. **However, there is widespread skepticism the government can deliver.** Most participants thought one-stops exist to service job-seekers. They doubted the government’s ability to understand and respond to business needs.
5. **Personal contact with a business rep is the antidote to skepticism.** In most focus groups, one or two participants had worked with a one-stop business rep on a hiring project. Personal contact with a local specialist dedicated to business needs made these employers enthusiastic supporters of one-stops.

### Strategy and plan development

The Consortium met in July 2002 to discuss and agree on outreach campaign objectives and strategies. It was encouraged by focus group findings which implied that one-stops offered services employers were interested in, if they could overcome concerns about government bureaucracy. A few promotion tactics would not meet this challenge. The effort would have to be an integrated campaign that not only raised awareness, but also encouraged contact with business reps and a good first experience with one-stop services.

The **target audience**, as explained on page six, was senior executives responsible for human resources decisions at private sector firms with at least 10 employees in manufacturing, retail, business services and transportation/communication/public utilities.<sup>4</sup> There are about 60,000 such companies in the seven Consortium states. They represent about 12% of all employers (but at least 30% of all *employees*).

The Consortium then selected test areas comprising about a third of each state to make sure outreach funds would not be spread too thin. Two main criteria were used to select test areas. First, Consortium members looked for regions where the one-stop system was well-run and enthusiastic about joining the test effort. Second, they tried to represent a variety of urban and rural areas across the states. The selected test areas are shown in Exhibit 1. The Consortium estimated the target size at about 20,000 firms.



<sup>4</sup> Some modifications in targeted sectors were allowed to reflect regional business conditions. For example, Alaska replaced Manufacturing with Construction.

The Consortium set the following **objectives** for the campaign's effect on key executives at these companies:

1. **Double the percentage aware** that [state one-stop brand] offers services to help employers. Achieve at least 40% aided awareness by June 2003.
2. **Double the percentage who use** state one-stop services. Achieve usage by at least 50% of employers who are aware.
3. **At least 50% who use state one-stop services should be satisfied with them**, so that they would recommend them to their peers and consider one-stops an important future resource.

The Consortium agreed on the following **positioning** statement as a basis for the outreach campaign:

*[StateBrand] is a recruitment and information resource for employers who are looking for a better way to find and hire qualified workers.*

*Unlike other resources, [StateBrand] offers:*

- *Qualified workers selected from a broad pool of local applicants*
- *Advice and help from local professionals assigned to service local employers*
- *Job listings, wage norms and other useful information, free and conveniently available online or in person*

*Add [StateBrand] to your resources and you'll be able to hire employees more quickly and cost-efficiently.*

Next, the Consortium hired a marketing agency to help develop a media plan and creative theme. After a review of agency credentials and proposals, Imagio/JWT of Seattle was selected. They were briefed about the campaign goals, target audience and positioning.

In October 2002 the Consortium met to review the agency's recommendations and approve campaign strategies.

The **media strategies** were:

1. **Use direct mail as the primary medium to increase awareness and initiate relationships.** Direct mail was by far the most cost-efficient way to reach the selective and identifiable target of 20,000 employers.
2. **Use publicity and local events to help increase awareness.** The campaign message had a public service tone – *free services that employers don't realize are available!* – that gave it excellent potential for press coverage.
3. **Test a print and radio overlay in Anchorage, Des Moines, and Spokane.** If the campaign were later expanded to a broader employer audience, mass media might play an important role. The Consortium therefore wanted to learn how it might contribute. Three markets were chosen where radio and business publication advertising could be fairly well isolated from the rest of the test areas.
4. **Improve website usability and create web pages that make it easier for prospects to respond.** The Consortium realized that one-stop websites – especially the sections about employer services – had to be easy to understand and use. Also, the mailings would use the Internet to collect responses and fulfill offers. It would be difficult to change state websites to include offers (and confusing to employers who had not received mailings). The solution was to create special web pages where employers could respond to offers, find out about services, and link to state websites if interested.
5. **Provide thematic collateral to business reps to help reinforce campaign messages.** The quality and messages of one-stops' printed materials varied. The Consortium believed new collateral materials would help business reps tell a consistent story, highlighting the most important benefits.

Media plan details are provided in Exhibit 2.

The marketing agency developed three **creative themes** for consideration. The Consortium chose the theme that best combined visual impact with a strong message. This campaign dramatized a key difference between one-stops and other hiring resources: personal assistance from business specialists who are experts in the local labor market. Communications dramatized this difference by making one-stop reps “superheroes” that help employers with their hiring needs. The theme line was *Let our team help yours.*



The “superhero” theme used a lively, colorful design approach to capture attention and counter perceptions of staid, unresponsive government services.

## Launch preparations

By November 2002, the Consortium had approved the campaign strategies and plan, and turned its attention to implementation. The marketing agency and consultant worked on copy and design for the ads, mailers, and other communication materials. Each piece was first developed as a basic template for the Consortium’s review. Once this template was approved, the agency developed localized versions for each state. These versions:

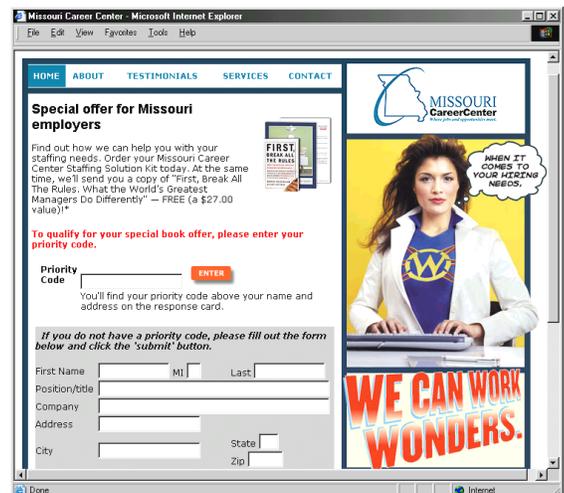
- substituted the state one-stop brand name, logo, and in some cases adapted spot colors to match the brand palette; and
- inserted state-specific website addresses, toll-free numbers, and terminology (e.g., states use different terms for business representatives).

States did not make stylistic changes in the design or copy of their local versions. This would have required considerably more time and money.

During the November ’02 – January ’03 period, the field organization and administrative infrastructure also had to be prepared for the campaign. This included the following projects:

1. **Prospect list** – The Consortium developed mailing lists using a combination of state records and national business databases. Mail is more effective when addressed to an individual, so the lists were appended with names of relevant senior executives where available (including CEO, Owner, President, Finance Executive, and Human Resources Director or Manager). Where names were not available, the mail would be addressed to a title: "Attn: President/Owner" for companies with 10-75 employees; "Attn: Human Resources Manager" for companies with over 75 employees. The resulting list totaled about 23,000 individuals (including titles without names) at about 19,000 firms. A breakdown of prospect list numbers by state is provided in Exhibit 3.
2. **Fulfillment and lead tracking system**

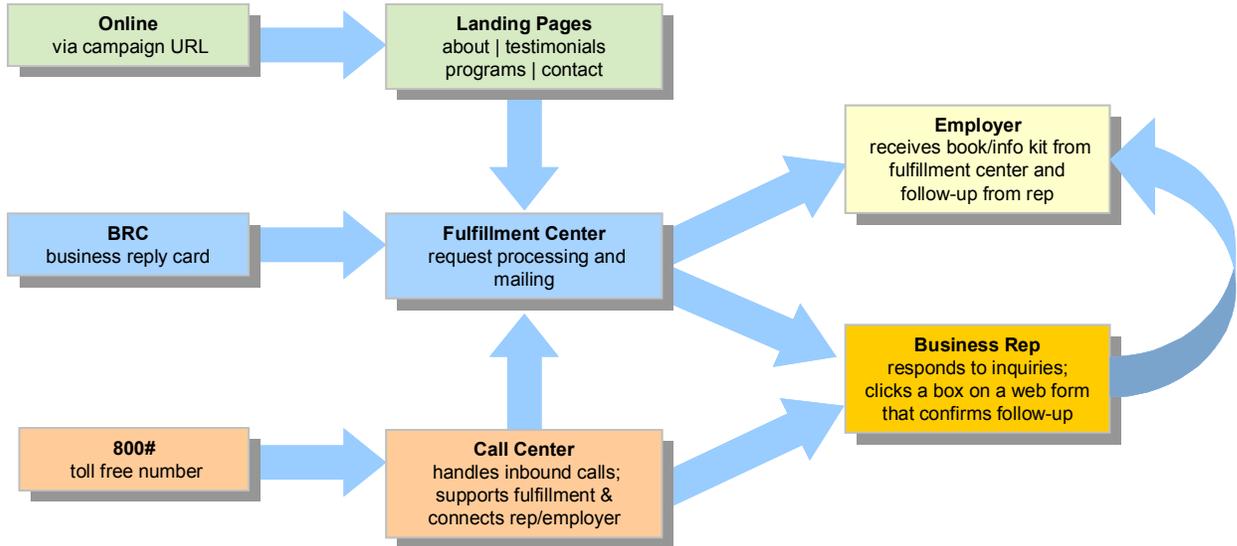
The mailings were designed not only to raise awareness, but also to generate leads from employers interested in one-stop services. Employers could respond to mailings by going to Internet “landing pages,” sending in a reply card, or calling a toll-free number. The Consortium had to set up systems to a) accept a response; b) collect information about the respondent and relay it to the one-stop field office or business rep; and c) fulfill the offer along with a packet of information about one-stop services.



“Landing pages” gave employers a way to respond to the Consortium’s mailings online.

The marketing agency handled response fulfillment. They built the web landing pages, with response forms linked to the employer prospect database. Toll-free numbers were set up for each state and a call center was contracted to handle the calls.

CAMPAIGN RESPONSE LOGISTICS



A few of the states were in the process of developing sophisticated contact management systems for their business reps. However, since none of these systems were fully operational (and since standards varied in any event), the Consortium decided to develop a simple, web-based system for lead handling. First, rules were set up so that when an employer responded, the system would know which one-stop office or business rep to assign the lead to for follow-up. When an employer responded, two things happened. An email was automatically sent to the rep or one-stop office, with the contact information the employer had supplied. The lead was also posted to a web page accessible by the assigned rep and their supervisor. Next to the posting was a check box the rep could click when they had followed up the lead.

Contacted	Last Name	First Name	Company	Position	Date	Lead Source
<input checked="" type="checkbox"/>	Havick	Brenda	Coffax Valley Travel Center LLC		6/26/2003 1:25:02 PM	response card
<input checked="" type="checkbox"/>	Bresnahan	Jacky	Midwest Mfg Co	Human Resources Executive	6/25/2003 6:10:00 PM	response card
<input checked="" type="checkbox"/>	Cron	Eileen	Rock Communications	Human Resources Manager	6/4/2003 4:14:34 PM	web
<input checked="" type="checkbox"/>	Turpen	Marvin	Rock Communications Ltd	Human Resources / Safety Admin.	6/4/2003 10:16:51 AM	web
<input checked="" type="checkbox"/>	Palmer	Bobbette	The Vernon Company	Admin Ass't HR	6/4/2003 10:07:24 AM	web
<input checked="" type="checkbox"/>	Smith	Debb	Ira Mitchell Motors	Human Resources Executive	6/3/2003 9:59:51 AM	web
<input checked="" type="checkbox"/>	Farver	Scot	Newton	Finance Executive	5/23/2003 8:06:37 PM	web
<input checked="" type="checkbox"/>	Tripp	Thomas	Newton	President	5/8/2003 3:50:42 PM	web
<input checked="" type="checkbox"/>	...	...	...	Executive Vice	5/8/2003	...

A simple, web-based lead administration system gave business reps in the test areas information about employers who responded to the campaign.

*(Launch preparations, continued...)*

3. **Business representative training** - Reps tend to be knowledgeable about the local labor market and one-stop program offerings. Most, however, had not been trained in customer relationship management. Moreover, the Consortium’s strategies called for a sequence of actions in which the reps played an important role. Messages were engineered to motivate responses which generated leads. To turn awareness into usage, reps were expected to follow up these leads and proactively contact employers who had been made more receptive by the campaign. Training was required to help reps understand this role and use the administrative tools developed to help them.

Four workshops were held in December and early January, with a total of 139 reps and managers involved:

Location	Date	States participating	Attendees
Des Moines, IA	Dec. 3-4, 2002	Iowa, Missouri, New Hampshire	32
Frankfort, KY	Dec. 5-6	Kentucky	12
Spokane, WA	Dec. 17-18	Montana, Washington	72
Anchorage, AK	Jan. 7-9, 2003	Alaska	23

Workshops were divided into three parts, taught by two presenters. The Consortium’s consultant began by explaining the campaign development process, research findings, objectives, and strategies. He introduced the campaign theme, showed prototypes of the outreach materials, and reviewed the media plan. Finally, he described the role reps were expected to play in following up leads, and the administrative tools available to help them.

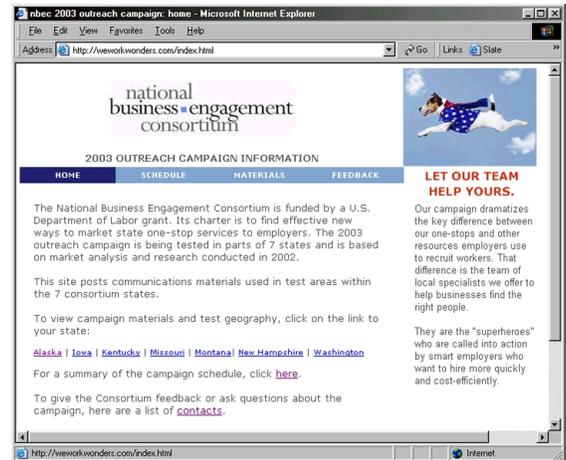
An experienced one-stop training consultant led the other two sessions, spanning about a full day. The first session covered principles and skills of customer-driven service. The second discussed customer relationship management skills as they applied to the outreach project. This provided an opportunity for reps to ask questions about their role in the campaign and discuss challenges they anticipated at the local level.

4. **Website usability** – The Consortium realized that employer sections of state one-stop websites would play an important role in the campaign. Targeted businesses would visit these sites to post jobs and learn more about services. The focus groups not only confirmed the importance and these websites; they also provided anecdotal evidence that some employers had experienced problems finding an using them. To address this, the Consortium sponsored website usability tests in the fall of 2002. The consult-

ant provided a “how-to” testing kit, including guidelines and a book, that helped Consortium members evaluate their own websites with local businesspeople as subjects. These tests identified dozens of usability problems that were corrected before the campaign began.

5. **Internal communications** – In mid-2002 the Consortium set up a project management website to help Consortium members keep track of assignments and progress. Now, a “campaign website” was added. On this website communication samples, training presentations, media plans and other materials were available for anyone involved with implementing the campaign. An internal email list was also developed to allow the Consortium to send regular updates to reps in the test areas.

6. **Tracking/benchmark survey** – Finally, the Consortium appointed an independent market research firm, RKM Research of Portsmouth, NH, to conduct surveys among targeted employers before and after the campaign. The benchmark survey was conducted in mid-January 2003. Tracking metrics were also set up in each state to monitor employer service requests, job postings, and website traffic.



*The campaign website gave everyone involved with the project online access to communication samples, important documents, and Consortium contacts.*

### III. THE TEST CAMPAIGN

The actual outreach campaign ran from early February to mid-June 2003. This section describes the communication materials and activities that took place over this period, starting with the five mailings, then advertising, public relations, and business rep contact. The media plan is shown in Exhibit 2.

#### Mailings

All mailings included letters personalized to the named recipient, or, for records with no names, to the title (either “President/Owner” or “Human Resources Manager” depending on company size). Cover letters and brochures were branded with each state’s one-stop logo. For efficiency and control, printing was centralized in Washington state.

As is customary for mass mailings, about 5% of the first mailing was returned as undeliverable. These records and subsequent returns were cleaned from the database.

Following is a description of each mailing:

1. **Governor’s letter** – The first mailing was a one-page letter from each state’s governor. It was sent on governor’s stationery. This provided a simple, inexpensive mailing that had a high chance of getting opened and read. The text introduced employers to the state’s one-stop services, emphasizing key messages about hiring assistance. It encouraged employers to either go to a website to find out more, or call a toll-free number if they wished to contact their local business representative.

The strategy for most mailings was to give employers an incentive to provide their contact data so a business rep could follow up. While the governor’s letter added stature to the campaign, the Consortium did not think it was appropriate to include such an offer in the letter. Three states – Alaska, New Hampshire and Washington – did incorporate an offer into the web “landing page” cited in the letter (the offer was the same book offer featured in mailing #2). The other four states kept their landing pages purely informational.

A sample of the governor’s letter used in Alaska is on the following page.

**FRANK H. MURKOWSKI**  
GOVERNOR  
GOVERNOR@GOV.STATE.AK.US



**STATE OF ALASKA**  
OFFICE OF THE GOVERNOR  
JUNEAU

P.O. BOX 110001  
JUNEAU, ALASKA 99811-0001  
(907) 465-3500  
FAX (907) 465-3532  
WWW.GOV.STATE.AK.US

February 12, 2003  
James B Smith  
Chairman  
Cragway Corp  
999 Big Beaver Rd  
Anchorage, AK 99501

Dear Mr. Smith:

I am writing to introduce a resource that helps companies like yours find good employees. Called the Alaska Job Center Network, it is the most comprehensive choice of services we have ever provided employers.

The Alaska Job Center Network has access to the largest database of job seekers in the state and is among the first to know when skilled workers are available. You can easily post your job openings on its website, reaching qualified applicants throughout the state.

However, the Alaska Job Center Network is more than merely a website. An Alaska Job Center near you can help you recruit workers who meet your needs. A business representative who specializes in the local labor market can work with you to find and pre-screen job candidates. They will help you understand regulations and explain how to take advantage of business tax credits. If you are downsizing, they can help your employees find new jobs.

It costs you nothing to use these resources. The Alaska Job Center Network is part of our efforts to improve the state's economy by helping business, like yours, operate more efficiently.

I invite you to check out these services online at [www.alaskaemployer.com/details](http://www.alaskaemployer.com/details). You will find a wealth of local economic data, wage trends, and other useful information to help you manage your business. Or call the Alaska Job Center Network at (888) 323-3322.

Over the next several months, you will be receiving more information about the Alaska Job Center Network. I hope you will read it, visit their website and let an Alaska Job Center in your area know if there is any way they can help you.

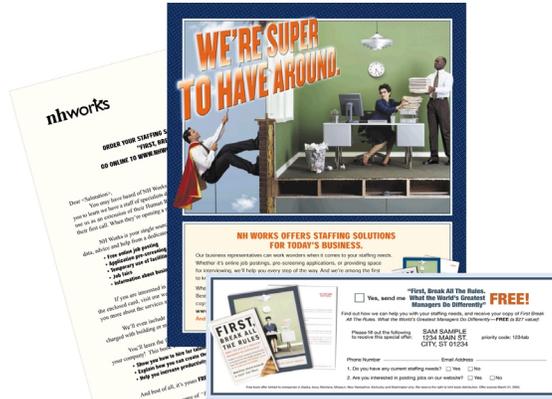
May you have a successful 2003.

A handwritten signature in black ink, appearing to read "Frank H. Murkowski".

Sincerely,  
Frank Murkowski  
Governor

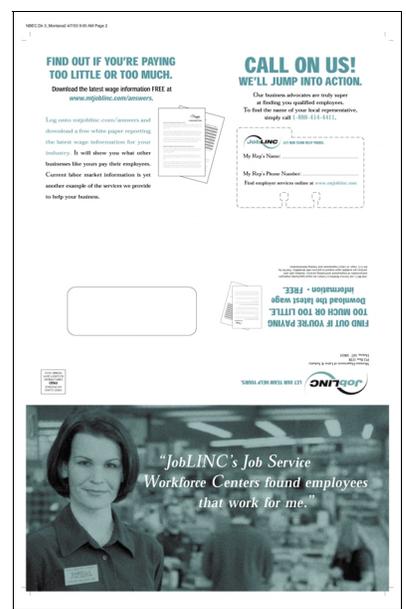
*(sample of the governor's letter that kicked off the mailing campaign)*

2. **Book offer #1** – This mailing came in a #10 envelope and had three components: a cover letter, a single-fold brochure introducing one-stop services, and a postage-paid reply card. The mailing offered a free book, *First, Break All the Rules*, a national business bestseller about hiring and managing people. Employers could order this book by returning the reply card, going to a website, or calling a toll-free number. Any of these actions captured the employer’s contact information and triggered the administration system to identify them as a lead. The fulfillment center would then mail the employer a “Staffing Solutions Kit” including the book and a larger brochure about one-stop services. The assigned field rep and their supervisor were notified by email, and the employer was added to their lead-tracking web pages.



*The second mailer offered a popular business book about managing people, as an incentive for employers to get in touch with business reps*

3. **Testimonials/white paper** – Mailing #3 was a 2-color, tri-fold self-mailer featuring testimonials from employers who were enthusiastic users of one-stop services. Each version used an impressive testimonial from that state. To generate leads, the mailing offered employers a free white paper covering the latest wage norms for their industry in their state. Employers could download the paper by going to the “landing page” website and entering their contact information. This information was then sent to the appropriate rep as a lead. The website also included additional testimonials from employers in the state.



*Mailing #3 featured testimonials and an offer for a free white paper on local wage norms.*

4. **Preconceptions/book offer #2** – The fourth mailing came in a 9” x 12” envelope with colorful “superhero” graphics on the outside. Enclosed was a large, gatefold brochure, cover letter, and reply card. The brochure addressed common preconceptions about one-stops – for example, that they exist to serve job seekers, not employers. To generate leads, the mailing offered a

free book, *Hire With Your Head*. Employers could respond by phone, reply card, or Internet. Each response generated a lead in the same manner as the other mailings. Employers who responded to the previous book offer were *not* sent this mailing. Many



*Mailer #4 used a colorful envelope to get employers to open and read a message that challenged their preconceptions about one-stops.*

would have ordered another free book, yet the previous response had already captured their contact information so a rep could follow up..

5. **5-in-1 poster** – The fifth and last mailing came in a tube, containing a cover letter and an 18” x 24” color poster. The poster displayed five federal workplace regulations employers are required to post. One-stops in some states have printed such “5-in-1” posters for employers. The Consortium wanted to finish the campaign with an actual example of service, not just an offer. A 5-in-1 poster seemed the ideal solution. The posters also offered a chance to display the state one-stop brand in order to spread awareness to both employers and their employees. The cover letter directed employers to a website where they could find links to state workplace regulations.



*The 5-in-1 poster proved very popular. Many employers contacted their local reps to ask for extra copies.*

## Advertising

The Consortium ran advertising in just three markets – Anchorage, Des Moines, and Spokane. Two print ads in business publications matched the visual style and message of the overall campaign. Three 60-second radio spots used the superhero metaphor in a fun way, to draw attention to one-stop services.

Client: NBEC  
Imagio/J. Walter Thompson  
Title: “Inductee”  
:60 Second Radio Copy  
12/6/02

*(SFX: Superhero music. Assembly noise.)*

Bird Man: Welcome Super Partners. Today’s point of business. New inductees. Captain Apollo, head of membership, the floor is yours.

Captain Apollo: Thank you, Bird Man. Let us review our first case. Please state your name.

Bob: Um, Bob. From *WorkSource*.

Captain Apollo: Bob?! That’s not a super hero’s name.

Bob: Well, it’s just Bob.

Girl Wonder: How ‘bout GoTo Guy?

Captain Apollo: Doesn’t have that certain ring. Yes, Yellow Lamp.

Yellow Lamp: How ‘bout Count-on-me Man?

Captain Apollo: Taken...he’s in our Duluth chapter. Stinger?

Stinger: Captain Incredible. Fighter of...*(pause)* what do you fight for, anyway?

Bob: Well, businesses say I’m super at finding them qualified employees. I help with job advertising, applicant screening, recruitment assistance, training services, you name it. And I do it for free.

Captain Apollo: Just Bob. Fighting for truth, justice and businesses everywhere. I like it.

Captain Apollo: All in favor?

Group: Aye.

Captain Apollo: Welcome aboard Just Bob. Here’s your cape.

Bob: My cape?

Announcer: *WorkSource*. Where to find qualified workers in a single bound. For more information, call 1-800-434-4334.

## Public relations

Each state developed its own public relations plan, based on a Consortium template drafted by a PR consultant. The plans shared the goal of using publicity and local events to increase awareness of one-stops among employers in the test areas. Key strategies were to:

- Use success stories and testimonials to show that one-stops really help employers.
- Extend the "superhero" theme by profiling business representatives and what they do to help employers.
- Take advantage of the newsworthiness of the outreach campaign itself – that an innovative, federally-funded effort is being tested locally.
- Position one-stops as a recruitment and information resource for employers who are looking for a better way to find and hire qualified workers.



*This employment law seminar in Anchorage was typical of local events organized in test areas.*

Press releases resulted in over 60 stories in local newspapers, business press, and broadcast outlets.

Many states also organized events for employers in the test areas, for example open houses at one-stop facilities or presentations about employment law. These events were typically attended by 50-120 employers.

## Contact kit for business reps

Before the campaign began, the Consortium produced a kit to help business reps introduce one-stop services to employers in the test areas. Kit components were shipped separately so reps could assemble them, add local materials, or mail individual components to employers as they saw fit. The kit included:

- A folder with pockets to hold materials and a slot for a business card.
- An 8½" x 11" two-fold brochure about one-stop services.
- A smaller card explaining the state's one-stop employer website.
- Datasheet blanks – essentially, 2-color stationery designed to be laser-printed with testimonials or other local information.



*Kits helped business reps organize their presentation of one-stop benefits to employers.*

## IV. RESULTS

The Consortium used measurements from four sources to evaluate the campaign. Each measurement is good for certain types of learning, and each has limitations.

- **Response rates** are useful to evaluate the relative effectiveness of the five mailings and their incentive offers. Together with other measures, they help illuminate some differences between states. They are *not* a complete measure of campaign impact, since employers who respond are only a fraction of those affected by the campaign.
- **State tracking data** on job postings is one measure of employer usage of the one-stop system. It allows comparison between test areas and the rest of each state. However, it measures only job postings, not other employer services. And two-thirds of jobs in the test areas are with employers who were not targeted by the campaign.
- **An online survey of the business reps** and one-stop managers involved in the campaign was done in June 2003. This survey provided feedback from people on the front lines, about how much the campaign helped them serve employers. However, this type of feedback is more anecdotal than objective, and it is heavily skewed to states with more reps (for example, Montana and Washington together had 30% of targeted employers, but 60% of business reps).
- **Two telephone surveys**, conducted with random samples of targeted employers before and after the campaign, were the most objective measure of changes in awareness, attitudes and usage. Like all surveys, though, they measure what respondents *say* rather than what they *do*. Also, sample cohorts were small in the smallest states, so differences must be large to be statistically significant when isolating those states.

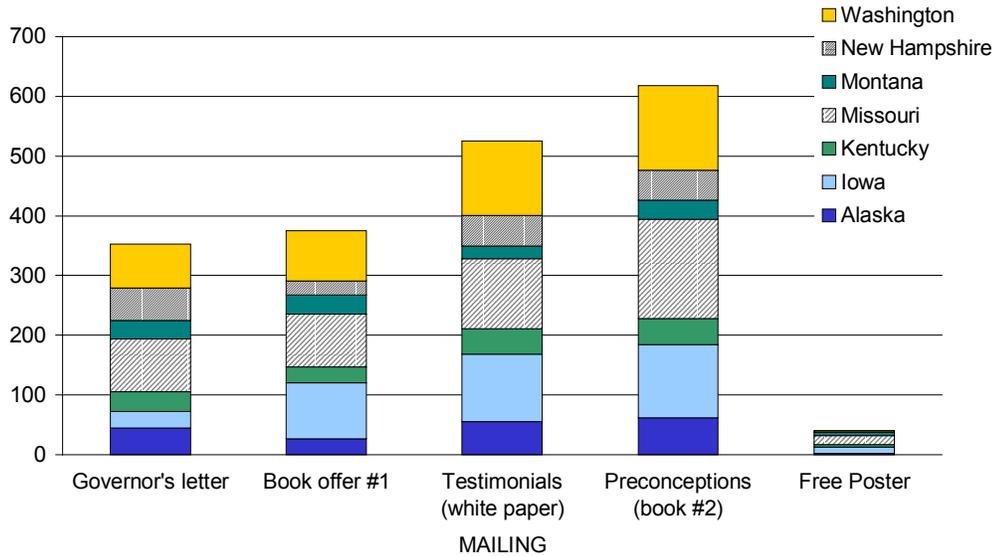
This section will report the results of each measurement. The following section, *Conclusions*, will then summarize what the Consortium learned based on all these measurements.

### Response rates

The campaign attracted a total of 2,419 responses from 1,653 unique companies – 9% of the companies mailed to. Average response rates per mailing ranged from 2% to 3%, slightly above the norm for targeted business mailings.

Response built as the campaign progressed: each mailing from #1 through #4 attracted more companies. Mailing #1 did not carry an incentive offer; its responses are employers who went to the website and acted on the book offer by three of the states. Mailing #5 did not carry an offer, but it drove almost 1,000 unique visitors to campaign websites to find out more about posters and regulations.

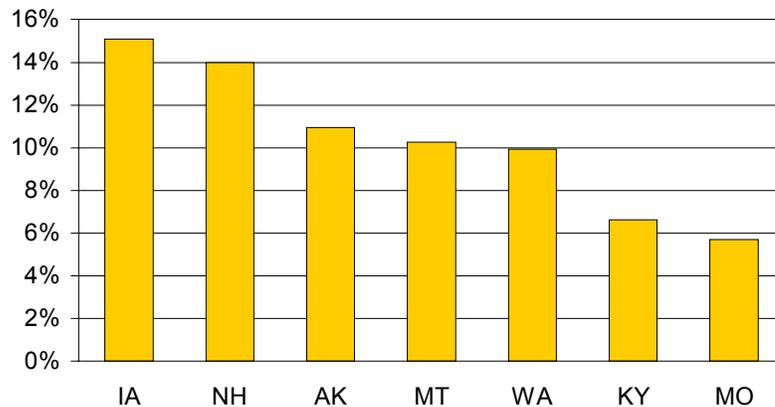
### Unique company responses by mailing



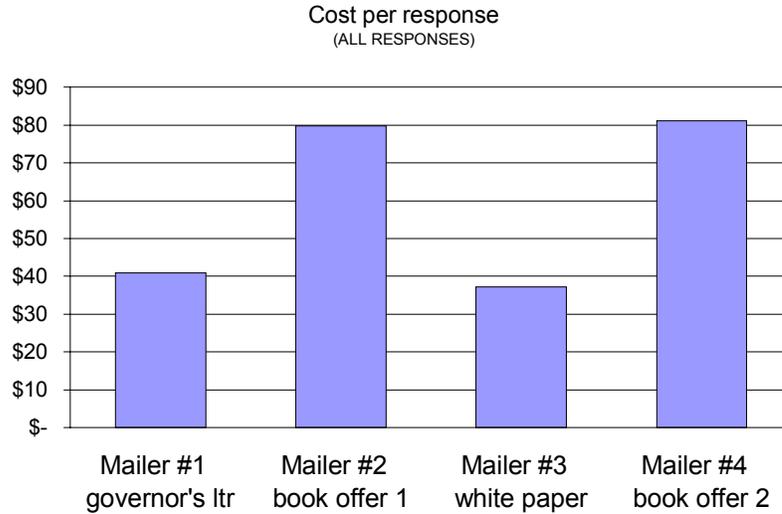
Cumulative response, as a percentage of targeted companies, varied significantly by state. Iowa and New Hampshire were highest, Kentucky and Missouri lowest. Iowa enjoyed the highest one-stop awareness and usage before the campaign began; more employers may have responded because more were familiar with the organization the mailings came from. New Hampshire's strong performance (here and in other measures) may reflect a statewide one-stop marketing campaign that coincided with the Consortium effort.

Response rates were no higher in the advertising markets; in fact, they were slightly lower.

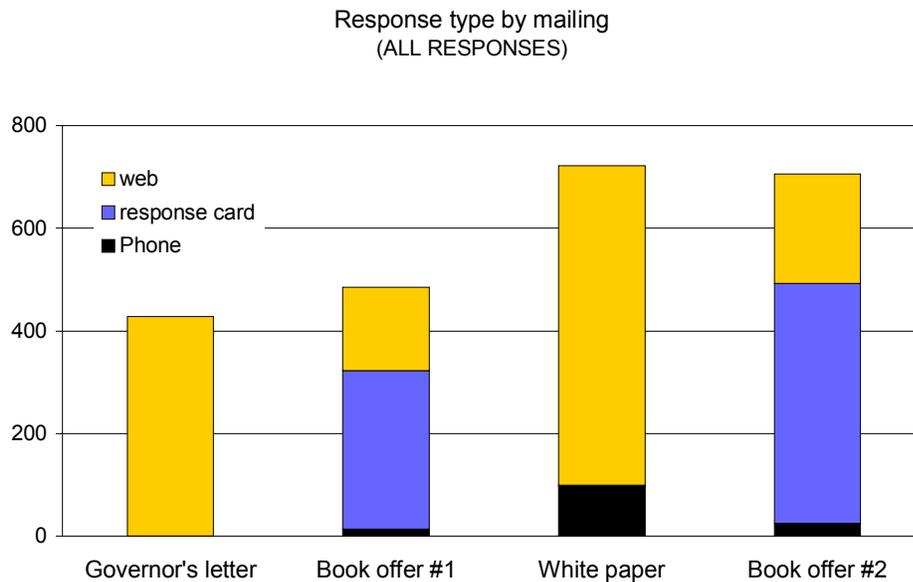
### Cumulative response rate by state % of companies mailed to who responded



Taking into account not only printing costs, but also the cost to fulfill offers (each book cost \$16), mailings #2, 4 and 5 were significantly more expensive than mailings #1 and 3. So while mailing #4 attracted the highest response, the governor’s letter and testimonial/white paper yielded more responses per dollar. Mailing #3 in particular benefited from the relative ease and instant reward of a free, downloadable incentive. Accordingly, it attracted more multiple responses within companies.



The web and reply cards were the most popular response channels. Toll-free phone numbers were not widely used. (Note that reply cards were only used for the two book offers).



## State tracking data

Six Consortium states tracked key indicators of employer one-stop usage. These included:

- Numbers of jobs posted
- Numbers of employers posting jobs (or registering online to allow them to post jobs)
- Employer service requests
- Traffic on the employer section of the state one-stop website

Most states tracked data from September 2002 through May 2003. September to January was defined as a base period; February through May as the test period. At the conclusion of the campaign in June, the consultant conducted an analysis by comparing the trend from the base period to the test period in each state's test regions to the trend in the non-test regions.

There were significant increases in employer job posting activity from the base period to the test period in every state. However, this increase appears to be mainly the result of seasonality, as it occurred in both the test areas and the rest of each state.

Three of the six reporting states had positive differences in the test areas:

- **Kentucky** test areas showed a larger increase in employer registrations and job postings in the early spring.
- **Missouri** test areas led the rest of the state in employers posting jobs and service requests, albeit not in the volume of job postings.
- **Washington** employer registrations ran about 60% ahead of the base period in the test areas, compared to a 20-40% rise for the rest of the state. The test areas also showed a bigger increase in job posting volume for February and March.

The remaining states showed no consistent differences between test and non-test regions. Even in the above three states, the differences tended to occur in numbers of employers rather than volume of job postings. The test did not significantly impact traffic on one-stop websites. There are three possible explanations for these results:

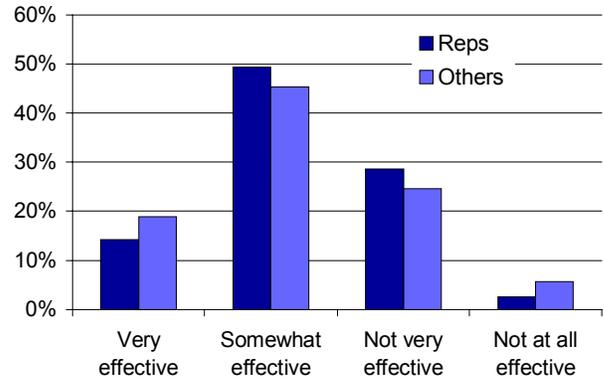
1. The campaign may have been ineffective. This seems unlikely, given consistently positive indicators in other measures.
2. The campaign may have had more impact on intent; usage may have been held back by a lack of immediate hiring needs or problems using one-stop job posting services.
3. The size of the target group may have been too small to have a detectable impact on test region and website statistics. The target represented only about 12% of firms in these regions. Based on other measures, one might expect the campaign changed awareness and intentions among 20-30% of the target. This computes to 3-4% of firms in the test areas – perhaps too small to show up in the overall data.

## Business rep survey

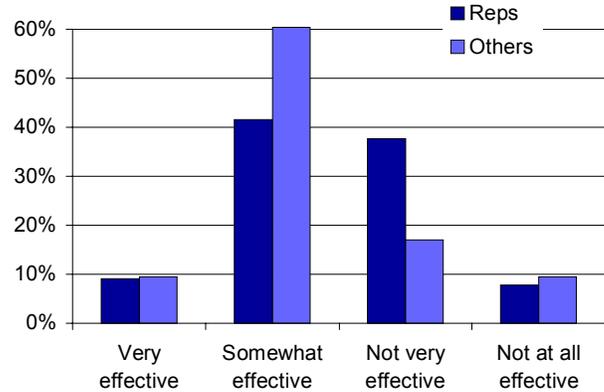
The Consortium received 130 responses to its online survey. This represented over 70% of the one-stop staff involved in the test campaign. About 60% of respondents were business reps, the rest were regional and senior organization management. Following are key findings:

- Many reps reported they served more employers per month during than they did last year. However, the estimated *total* employers served did not increase due to a small group of reps who served large numbers last year.
- About 60% of respondents felt the campaign was effective at increasing employer awareness and usage of one-stop services.<sup>5</sup>
- Almost 80% of those who participated in the training workshops felt they were effective. Of the different aspects of the training, the most valuable was helping them focus and articulate their message to employers.
- Two thirds of those who had experience with the web-based contact management system felt it was valuable and wanted to continue to use such a tool.
- The campaign components rated most valuable in helping reps reach and serve employers were mailings, local events, the training workshop, and – where they were used – print and radio ads.

Q4. Campaign effective at making employers aware of one-stop services?



Q6. Campaign effective at encouraging employers to use one-stop services?



The survey allowed open-ended suggestions about the test effort. A content analysis of these comments showed that many people were enthusiastic supporters of outreach efforts in general and this campaign in particular. There was also a significant minority who felt outreach efforts could be better designed and implemented locally.

<sup>5</sup> This percentage is lower than one would expect given the documented gains in awareness and usage intent. Ironically, states with the most reps – which dominate this survey – also had fewer leads per rep. Many of these reps were led to expect more leads, and concluded the campaign was not working when they didn't materialize.

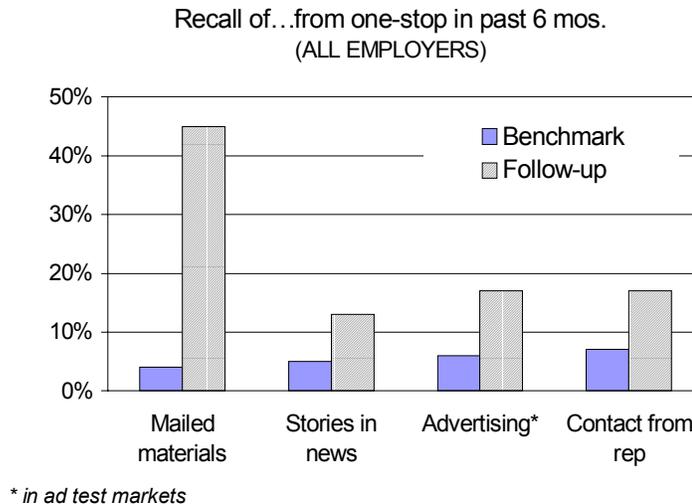
## Employer telephone surveys

An independent market research firm, RKM Research of Portsmouth, NH, conducted phone interviews in mid-January 2003 before the campaign began, and again in late-June after the campaign's conclusion. Each wave used the same questionnaire and methodology. Random samples were drawn from the Consortium's list of 19,000 targeted companies. RKM's interviewers asked to speak with "the person most directly responsible for hiring new employees." In most cases this turned out to be an administrative manager, human relations executive, CEO, president, or owner.<sup>6</sup>

The January benchmark survey used a sample of 411 companies. The June follow-up survey used a sample of 609 companies. In addition, RKM "oversampled" the advertising test markets (an extra 92 interviews in each wave) in order to get sufficient sample sizes to read the advertising effect. Sample characteristics – for example, company size, location, etc. – were comparable in the two waves. The one exception was that hiring activity had gone up somewhat, which is to be expected given hiring seasonality.

Following is a summary of key findings. The survey questionnaire is provided in Exhibit 4.

- The test campaign had more impact than local communications preceding it.** Awareness of mailings, news stories, and contact from business reps were all low in the benchmark survey. In the follow-up survey, awareness of all these one-stop communications went up significantly (as did advertising awareness in the media test markets). Almost half of employers surveyed said they received something in the mail from their state's one-stop system. The creative approach also appears to have been effective: 71% of employers who reported receiving materials said they read them.

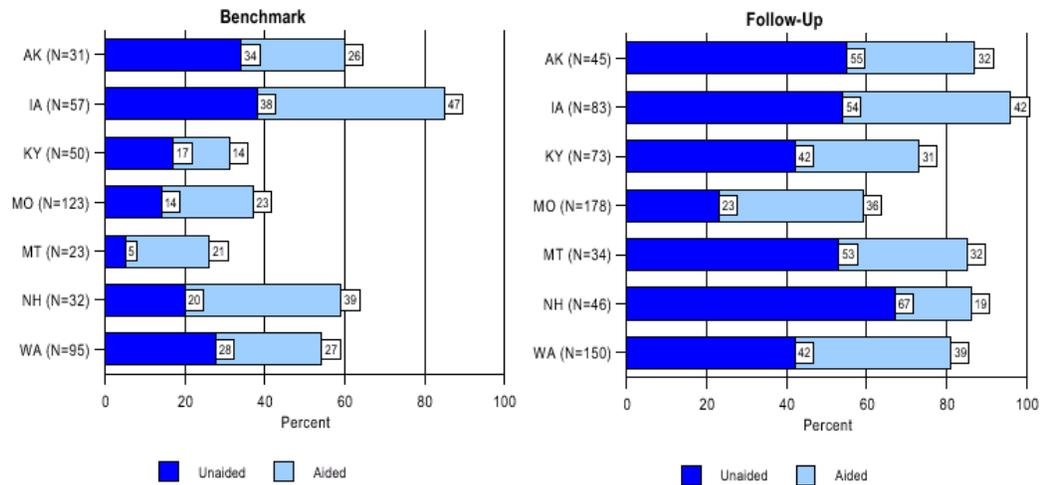


<sup>6</sup> Note that this would sometimes, but not always be the person who received the mailings. Researchers, with the benefit of an interactive telephone conversation, could seek the ideal decision-maker at each targeted firm. The mailing campaign could not afford 18,000 phone calls and had to address the best available surrogate.

- Awareness of the one-stop brand went up significantly in every state.** The survey measured two different types of awareness. *Unaided awareness* refers to employers who mentioned the one-stop brand when asked if they were familiar with any statewide services or organizations where employers are able to post job openings. *Aided awareness* refers to the additional employers who said they recognized the one-stop name (e.g., “Alaska Job Center Network”) when it was read to them. As the chart below shows, unaided awareness and total awareness (the combination of aided and unaided) went up in every state.

**Recognition of state-specific one-stop centers:**

[Among: All employers | COMPARED BY STATE]



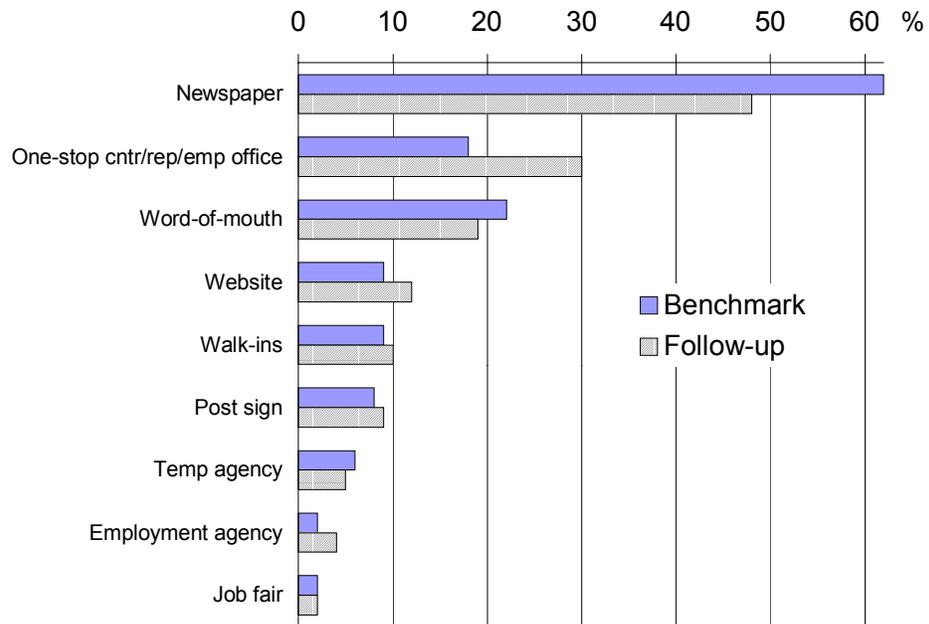
Across all seven states, unaided awareness rose from 22% to 41%. Total qualified awareness – employers who are aware of the one-stop system and that it serves employers – rose from 33% to 54%.<sup>7</sup>

- The mailings were the key driver of awareness.** Among respondents who said they received one-stop mailings, unaided awareness rose from 20% to 67%. Among respondents who did not remember receiving any mailings, awareness of the one-stop brand did not change.
- Contact with one-stops increased.** Contact with a one-stop center (in the past six months) rose from 12% to 27%. Contact with a one-stop rep increased from 7% to 17%. Job-postings were the most frequently cited reason for contact. These increases probably reflect both the campaign’s impact and the seasonal rise in hiring activity.

<sup>7</sup> *Qualified awareness* omits those respondents who recognized the one-stop name but could not think of any employer services – in other words, they knew it only as an organization for job-seekers.

- Employers familiar with one-stops viewed them positively.** In the benchmark survey, only about 1 in 4 employers were familiar enough with their state’s one-stop system to express a view about its services. Of these, 37% said they had a “very positive” view and another 53% expressed a “somewhat positive” view. As a result of the campaign, many more employers became familiar with their one-stops; 1 in 2 expressed a view of one-stop services. Of these, 47% had a “very positive” view and 45% had a “somewhat positive” view. Of employers who had had contact with a one-stop center, 93% expressed a positive view.
- As a result of the campaign, employers saw one-stops as an important resource they intended to use in the future.** In the benchmark survey, only 8% of employers mentioned one-stops as a resource they would use to look for new employees; in the follow-up survey this figure had risen to 24%. When the figure for one-stop centers is combined with those for one-stop reps and “the employment office” (what some employers still call the one-stop), the figure rose from 18% to 30%, making one-stops a strong second to newspapers as a hiring resource among the target audience.

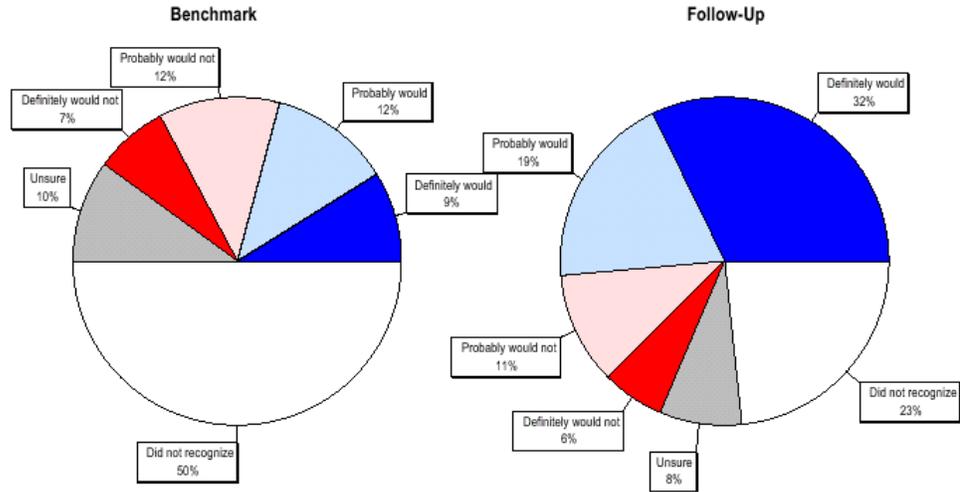
**Ways employers would look for new employees**  
(ALL EMPLOYERS)



The share of employers who said they were likely to use their state’s one-stop system to look for new employees in the future also rose sharply. In the benchmark survey, only 9% said they definitely would; in the follow-up, 32% said they definitely would.

**Likelihood of using a one-stop center in the future:**

[Among: All employers]



- **The addition of print and radio advertising had a negligible effect.** One-stop awareness and future usage intent rose in the advertising markets, but no more so than in the non-advertised test areas.

## V. CONCLUSIONS

Based on the results, the Consortium concluded the following:

1. **This outreach effort represents a viable strategy to increase awareness and usage of one-stop services.** A professionally-developed campaign of targeted mailings, supported by training, publicity, and online information, is effective at increasing employer awareness of one-stops everywhere, and especially in areas where awareness of the one-stop brand is low. The campaign theme, positioning one-stops as efficient hiring resources staffed by local specialists, attracted employers' attention and increased their intention to use one-stops to help with future hiring needs. Whether these intentions turn into actual job postings or hiring projects remains to be seen, but the campaign created strong predisposition.
2. **While mailings were the most powerful communication vehicle, a combination of integrated strategies is best.** The highest awareness, usage, and response rates occurred in states where mailings, publicity, and rep contact were all strong.

Less expensive mailings, such as governor's letters and offers of online downloads, can be as effective as more expensive offers (such as books). However, a series of different offers and creative executions, reinforcing common themes, appears to build impact and increase cumulative responses. The quality of mailing lists and careful title-targeting of intended recipients is also important.

3. **Lasting campaign impact will ultimately depend on follow-up by field reps, employer satisfaction with services and state-supplied job applicants, and word-of-mouth in the business community.** The campaign sought to make a strong impact on a narrow target. Fielding such a campaign to *all* employers in a state, and sustaining it over time, would be much more expensive.<sup>8</sup> The Consortium would not discourage ambitious outreach efforts, but it recognizes that for many states, word-of-mouth must carry the message from a limited target audience into the rest of the business community. Businesses' first experiences with reps and one-stop services must make them enthusiastic advocates. Positive ratings given by most employers who became familiar with one-stops in this campaign are an encouraging sign.

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<sup>8</sup> Estimated costs of a six month campaign based on this template range from \$10-20 per targeted employer depending on the target size. A statewide campaign targeted at 100,000 employers could cost around \$1 million.

4. **An efficient, centrally-produced outreach campaign can be effective.** This is important because of how inefficient it would be for every area to plan their own outreach effort. The most effective role for local one-stops is building relationships with employers, not designing outreach materials. Yet many local managers believe outreach must be locally planned and executed to reflect unique local conditions.

The Consortium’s effort proved otherwise. It used common messages and the same creative theme for all employers, with little customization beyond brand names and contact numbers. It ran in different regions of the country; urban, suburban, and rural areas; and areas with varying local economic conditions. And in every state it worked.

Local stakeholders will be initially skeptical of any centralized effort. Federal and state planners will not overcome this skepticism with subjective opinions. The Consortium learned that it is important for local stakeholders to see a careful process of planning to meet employer needs and develop focused communications. A rational, quantifiable case must be built for the campaign, and then most will support it. Their support, in turn, is crucial to making the campaign a success.

## OUTREACH II

The test campaign provides an excellent template for one-stop outreach efforts. Based on its learning, the Consortium recommends changes to make it even more effective and cost-efficient.

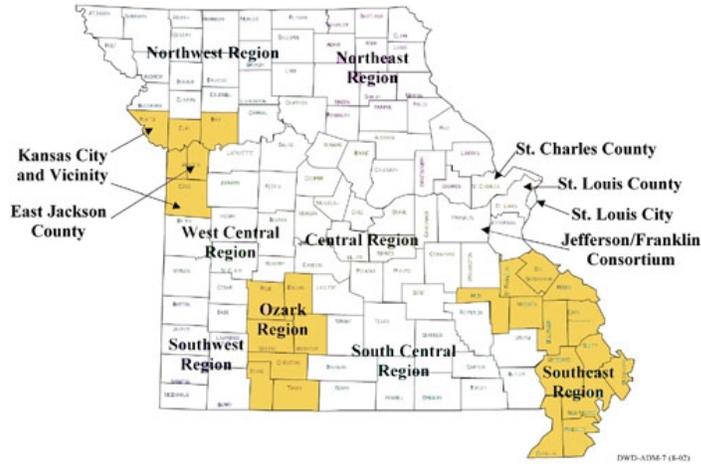
- The core of the campaign should be a series of 5 mailings over 4-6 months. They should begin with a governor’s letter. Subsequent mailings should offer a downloadable white paper on wage norms, a free book, a second downloadable white paper on state wage or employment trends, and a free 5-in-1 poster. The poster should include a reply card and web page for employers (or their peers at other businesses) who want to order additional posters.
- Lists of targeted employers should be based on the most recent available state data. Names of relevant executives should be appended from national business lists. A single field rep should be assigned to each targeted business.
- Rep training is crucial but it can take various forms. The most important components are a presentation of campaign objectives, strategies and rationale; a discussion of rep roles and expectations; and good facilitators.
- Advertising is not necessary but publicity and local events are important. Media relations efforts should target significant newspapers and business publications.
- State one-stop managers should test the usability of one-stop websites and online job posting features by watching employers use them for the first time. Improve and retest until they’re as easy to use as the local newspaper website and popular job sites.
- The campaign requires a tracking system to relay leads to reps for follow-up. A robust contact management application is not necessary (and would require extensive training). However, even a simple system must be developed and tested carefully so reps find it easy to use and reliable.

## EXHIBITS

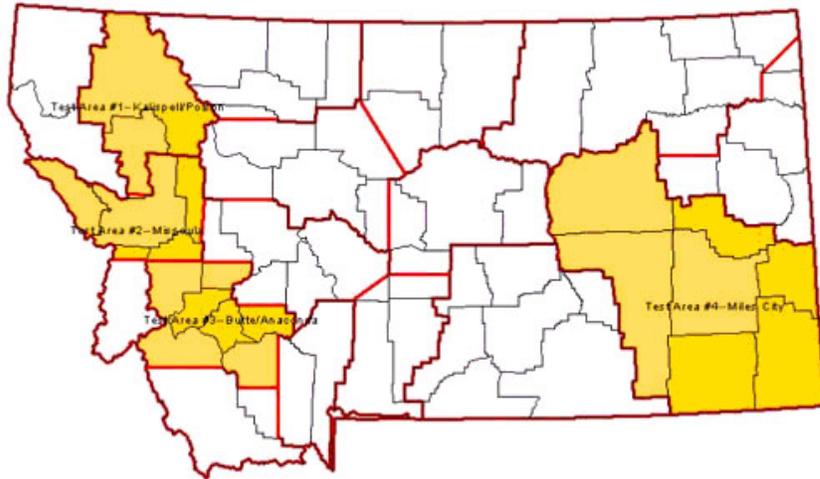
1. Test areas
2. Media plan
3. Prospect list breakdown
4. Survey questionnaire



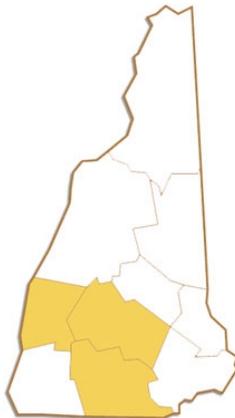
Missouri



Montana



New Hampshire



Washington



2. Media plan

		J	FEBRUARY				MARCH				APRIL			MAY				JUNE							
	Circ	27	3	10	17	24	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23		
<b>DIRECT MAIL - ALL MARKETS</b>				Drop #1					Drop #2				Drop #3					Drop #4			Drop #5				
<b>SPOKANE, WA</b>																									
<b>RADIO :60 Spots</b> <i>150 TRP's / Week</i>			150	150	150	150			150	150			150	150			150	150							
<b>THE JOURNAL OF BUSINESS</b> <i>Half Page, 4-Color</i>	9,281		1						1				1				1								
			Jan. 30						Feb. 27				Mar. 27				Apr. 24								
<b>DES MOINES, IA</b>																									
<b>RADIO :60 Spots</b> <i>150 TRP's / Week</i>			150	150	150	150			125	125			125	125			125	125							
<b>BUSINESS RECORD</b> <i>Half Page, 4-Color</i>	7,000		1	1	1	1			1	1			1	1			1	1							
<b>IOWA COMMERCE MAGAZINE</b> <i>Full Page, 4-Color</i>	4,000		1				1				1				1										
<b>ANCHORAGE, AK</b>																									
<b>RADIO :60 Spots</b> <i>150 TRP's / Week</i>			150	150	150	150			150	150			150	150			150	150							
<b>JOURNAL OF COMMERCE</b> <i>Half Page, 4-Color</i>	5,000		1	1	1	1			1	1			1	1			1	1							

3. Prospect list breakdown

	<b>Total mailed*</b>	<b>Unique business locations</b>	<b>% of locations with named addressees**</b>
Alaska	1,845	1,596	70%
Iowa	2,979	1,988	73%
Kentucky	2,266	1,944	37%
Missouri	8,093	7,297	85%
Montana	1,191	935	52%
New Hampshire	2,003	1,058	100%
Washington	4,858	3,917	67%
<b>TOTAL</b>	<b>23,235</b>	<b>18,735</b>	

\*final list, after returns deleted

\*\*remaining business locations were addressed to title, e.g. "President/Owner"

**National Business Engagement Consortium Marketing Survey (Test Market Post-Survey)**  
© 2003 RKM Research and Communications

>int1< Hello, my name is \_\_\_\_\_, and I'm calling from RKM Research and Communications, an independent research firm. We're conducting a very brief survey of leading businesses, and we would like to speak to the person in your company who is most directly responsible for hiring new employees.

I assure you that this is not a sales call. We are only interested in their opinions.

- <1> Contact puts call through [goto int2]
- <2> Contact says person is not available [setup an appointment]
- <3> Contact refuses to put call through [thank and terminate]

>int2< Hello, my name is \_\_\_\_\_, and I'm calling from RKM Research and Communications, and independent research firm. We're conducting a very brief survey of leading businesses, and we would like to speak to the person in your company who is most directly responsible for hiring new employees.

"Would that be you?" "May I please speak to him / her?"

I assure you that this is not a sales call. We are only interested in your opinions.

- <1> Yes - correct respondent [goto q01]
- <2> No (but there is someone at another location) [get telephone number]
- <9> Refusal [thank and terminate]

>q01< Before we begin, I want to thank you for helping us with this study. I also want to assure you that your business was chosen randomly to participate in the study and all of your responses are completely confidential. We're not trying to sell anything. We're only interested in your opinions.

First, which of the following best describes your position?

Read responses:

- <1> CEO
- <2> President
- <3> Owner
- <4> Office Manager
- <5> VP or Director of Human Resources
- <6> Personnel manager
  
- <8> Other (specify)

**Eligibility:**

>q02< How would you describe your role in the process of hiring new employees?

Read responses:

- <1> You are the sole decision maker
- <2> You make decisions with some input from others
- <3> You are part of a group that works together to make decisions
  
- <88> Don't know / unsure
- <99> Refused

>q03< How many part-time employees work at your location?

(PT = < 32 hours per week, on average)

- <0> None
- <1-10000> Number of part-time employees

>q04< How many full-time employees work at your location?

(FT = 32 or more hours per week, on average)

- <0> None
- <1-10000> Number of full-time employees

>tmp1< If employ less than 10 people (q03+q04 < 10):

Thank and terminate

Hiring Practices:

>q05< Has your company hired any new employees to work at your location in the past 6 months?

If yes: About how many new employees has your company hired in the past 6 months?

<0> No - none

<1-500> Employees hired in past 6 months

<999> Hired employee, but cannot recall how many

>q06< Do you think that your company will hire any new employees to work at your location during the next 6 months?

If yes: About how many new employees do you expect to hire during the next 6 months?

<0> No - none

<1-500> Employees expect to hire in the next 6 months

<999> Will hire employee, but do not know how many

>tmp2< If not hired anyone in past 6 months (q05=0) and not planning to hire anyone in the next 6 months (q06=0):

Thank and terminate

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If hired in past 6 months (q05 gt 0):

>q07< Please tell me all of the different ways that your company looked for employees, or advertised any job openings, in the past 6 months?

Do not read: (Circle all mentioned)

- <1> Newspaper classified (or newspaper classified online)
- <2> Employment Security - Unemployment Office - Employment Office
- <3> [fill one-stop center name] - **customized to each state**
- <4> Talked to someone from [fill one-stop center name]
- <5> Talked to other companies, HR director or business associations
- <6> A private employment agency, job recruiter or head-hunter
- <7> Company attended or hosted a job fair
- <8> Website (or Internet) [goto q08]
- <0> Other (specify)

>q08< Which websites did you use, or visit?

Do not read: (Circle all mentioned)

- <1> careerbuilder.com
- <2> careermosiac.com
- <3> careerpath.com
- <4> dice.com
- <5> flipdog.com
- <6> headhunter.com
- <7> hotjobs.com
- <8> jobsearch.com
- <9> jobonline.com
- <10> monster.com
- <11> nationjob.com
- <12> net-temps.com
- <66> [fill state-specific website] (eg., **nhworks.org**)
- <0> Other (specify)
- <99> Don't know / unsure ==>

Likely Future Use

>q09< Suppose for a moment that your company were interested in looking for new job applicants. Please tell me all of the different ways that your company would look for employees, or would advertise any job openings?

Do not read: (Circle all mentioned)

- <1> Newspaper classified (or newspaper classified online)
- <2> Employment Security - Unemployment Office - Employment Office
- <3> [fill one-stop center name] - **customized to each state**
- <4> Talked to someone from [fill one-stop center name]
- <5> Talked to other companies, HR director or business associations
- <6> A private employment agency, job recruiter or head-hunter
- <7> Company attended or hosted a job fair
- <8> Website (or Internet) [goto q10]
  
- <0> Other (specify)

>q10< Which websites would you use, or visit?

Do not read: (Circle all mentioned)

- <1> careerbuilder.com
- <2> careermosaic.com
- <3> careerpath.com
- <4> dice.com
- <5> flipdog.com
- <6> headhunter.com
- <7> hotjobs.com
- <8> jobsearch.com
- <9> jobonline.com
- <10> monster.com
- <11> nationjob.com
- <12> net-temps.com
- <66> [fill state-specific website] (eg., **nhworks.org**)
  
- <0> Other (specify)
- <99> Don't know / unsure ==>

Recognition of One-Stop Centers:

Unaided Recognition (UR)

>q11< Are you familiar with any statewide services or organizations where employers are able to post job openings for the purpose of recruiting new applicants?

Do not read: (Circle all mentioned)

<0> No - none

<1> Employment Office, Employment Security or Unemployment Office

<2> [fill state-specific name of one-stop centers]

<8> Other (specify)

Aided Recognition (AR)

>q12< Have you ever heard of [fill state-specific name of one-stop centers]?

<1> Yes [goto q13]

<2> No [goto q14]

<9> Don't know / unsure [goto q14]

>q13< As far as you know, what types of services are offered at [fill state-specific name of one-stop centers]?

Do not read: (Circle all mentioned)

<1> People can look for job (look for work | look for employment)

<2> Employers can post available jobs

<3> Employers can get pre-screened applicants

<4> Employers can get help recruiting

<5> Employers can get help with downsizing

<6> Information for employers

<7> Talk to a (business or employer) (specialist - representative - advocate - liaison)

<8> A website

<0> Other (specify)

<9> Don't know / unsure

**(Note.- the fill state-specific one-stop centers will be customized for Kentucky where there are 3 geographically distinct one-stop center names.)**



Utilization:

Past Utilization

If Unaided or Aided Recognition

>q16< Has your company had any type of contact with [fill state-specific name of one-stop centers] for any reason in the past 6 months?

<1> Yes

<2> No

<9> Don't know / unsure

>q17< What did you use [fill state-specific name of one-stop centers] for?

Do not read:

(Circle all mentioned)

<1> Post a job(s) by going to [fill state-specific name of one-stop centers]

<2> Post a job(s) over the telephone

<3> Post a job(s) using the website

<4> Get pre-screened applicants

<5> Get Information

<6> Got help with downsizing

<7> Talked to a business representative, employer representative or liaison

<9> Used the website

<0> Other (specify)

<9> Don't know / unsure



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Advertising: (all markets)

>q22<      Apart from anything you may have received in the mail or seen in the news, have you seen, read or heard any advertising for [fill state-specific name of one-stop centers] in the past 6 months?

<1>      Yes      [goto q23]

<2>      No      [goto q24]

<9>      Don't know / unsure      [goto q24]

>q23<      Where do you recall reading, seeing or hearing any advertising for [fill state-specific name of one-stop centers] in the past 6 months?

Do not read:      (Circle all mentioned)

<1>      Magazine or business publication

<2>      Radio

<8>      Other (specify)

<9>      Don't know / unsure

>q23a<      What do you remember about the messages of those ads?

Open-ended

====>[specify]

Contact with an Employer Representative:

>q24<      Have you been contacted by, or in contact with, a representative from [fill state-specific name of one-stop centers] in the past 6 months?

<1>      Yes

<2>      No

<9>      Don't know / unsure

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>q25< Which of the following best describes employee turnover at your business?

Read responses:

- <1> High turnover, where most employees stay only a few months
- <2> High turnover, but with a stable core, where many leave after a short period of time, but a core stays with the business
- <3> Moderate turnover, where most employees stay a few years
- <4> Little turnover, where most employee stay for many years
  
- <88> Don't know
- <99> Refused

>q26< How many years has your company been in business?

- <0> Less than 1 year
- <1-150> Number of years
  
- <888> Don't know / unsure
- <999> Refused

>q27< Please tell me what percentage of your full- and part-time employees fall into each of the following categories.

- |       |                          |   |
|-------|--------------------------|---|
| _____ | High skilled workers     | "...usually requires a college or advanced degree."     |
| _____ | Moderate skilled workers | "...usually requires a vocational or technical degree." |
| _____ | Low skilled workers      | "...does not require a technical or college degree."    |

100% TOTAL

**Conclusion:**

>conc< Thank you very much for being a part of this survey. Your answers have been very helpful.

>gr< Enter the gender of the RESPONDENT

- <1> Male
- <2> Female