

Although most recruiters are familiar with the advantages of the techniques described above, there are other media outlets that have been explored less frequently that might offer a recruiter a competitive advantage for attracting candidates. For example, BNSF Railway finds that advertising for jobs in movie theaters is an effective way to reach a diverse group of candidates who might not otherwise consider working in the rail industry. A large technology firm in Belgium experimented with a decidedly old-fashioned method of recruiting by sending handwritten postcards to potential applicants rather than using e-mail. This "strange" strategy paid off, with applicants recruited through the postcard method being more likely to reply, more qualified on average, and, among those who did apply, more likely to be invited for a job interview. In another unusual example of innovative media recruiting, the US Army has used a very popular online video game called *America's Army* to draw in thousands of recruits.<sup>37</sup>

Advertisements can be very costly and need to be monitored closely for yield. Using marketing data on audience demographics, employers can diversify their applicant pool by placing ads in media outlets that reach a variety of applicant populations. By carefully monitoring the results of each ad, the organization can make a more informed decision as to which ads should be run in the future. To track ads, each should be coded. Then, as *résumés* come into the organization in response to the ad, they can be organized according to the codes, and the yield for that ad can be calculated. This information will help the organization weed out less effective ads and focus on the more productive ones.

### Recruitment Brochures

A recruitment brochure is often sent or given directly to job applicants, or it is included as part of the organization's website. Information in the brochure may be very detailed, and hence, the brochure may be lengthy. A brochure not only covers information about the job but also communicates information about the organization and its location. It may include pictures in addition to written narrative in order to illustrate various aspects of the job, such as the city in which the organization is located and actual employees. These various means of demonstrating the features of the organization enhance the richness of this recruiting technique. The advantage of a brochure is that the organization controls who receives a copy. Also, it can be lengthier than an advertisement. A disadvantage is that it can be quite costly to develop, and because it is obviously a sales pitch made by the organization, it might be seen as less credible.

A successful brochure possesses (1) a unique theme or point of view relative to other organizations in the same industry and (2) a visual distinctiveness in terms of design and photographs. A good format for the brochure is to begin with a general description of the organization, including its history and culture (values,