

ety of media that support one another. For example, some organizations use the broad reach of advertising to get the word out to many potential candidates, and then direct these candidates to the organization's website for a richer presentation.

Advertisements

Given space limitations for some online and printed media, and the potentially limited attention spans of readers, ads are often short and to the point. Unfortunately, because of the short duration of most advertisements, they typically cannot provide rich information. Because advertisements are obvious attempts at persuasion, they tend to have relatively low credibility. They can have a very broad reach, though, so they should be seriously considered if the organization wishes to reach a broad market.

Ads appear in a variety of places other than business publications and can be found in local, regional, and national news media; on television and radio; and in bargain shoppers, door hangers, direct mail, and welcome wagon packets. Advertisements can thus be used to reach a broad market segment. There are many different types of ads:

1. *Classified advertisements.* These ads appear in the "help wanted" section of the newspaper or online at sites like Craigslist. Newspaper ads, whether in print or online, are often limited in length and style, but some online sites allow for much more information. These ads are used most often for quick résumé solicitation for low-level jobs at a low cost. Although there has been a major shift toward the use of electronic recruiting, and all newspapers have online resources as well, surveys suggest that print ads remain a significant presence in the recruiting of hourly workers.³⁶ An example of a classified ad is shown in Exhibit 5.7. The length of this ad is more typical of online sources that do not limit words or characters.
2. *Banner ads.* Banner ads are online advertisements placed on websites that an organization believes will be visited by potential applicants, including social media sites, occupation-specific websites, or news media sites. They are limited in size, but viewers can easily click over to the organization's official site for a more extensive description of the job. Depending on the website where the banner ad is placed, these can be either relatively cheap or quite expensive.
3. *Display ads.* Display ads are larger and more involved than classified ads, and they are usually developed in conjunction with a professional advertising agency. These ads allow for freedom of design and placement in a publication. Thus, they are very expensive and begin to resemble recruitment brochures. These ads are typically used when an employer is searching for a large number of applicants to fill multiple openings. They are often found in professional publications as part of a targeted marketing strategy.