



Using Strategic Communications to Attract and Retain the Best Talent

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Background

- Significant business transformation from 2020-2021
- Launched framework to define/drive culture
- Recognized that communications targeting our people could be used more strategically to influence outcomes

Key Goal

Attract and retain the best talent in exhibitions by...
utilizing effective communications
to evoke personal investment in Emerald's success
amidst a period of significant transformation

Desired Outcomes

Increase retention:

- Use comms to build a “One Emerald” culture, uniting our employees across brand and function
- Show opportunity with transparent and timely communication about Emerald’s near-term and long-term growth paths

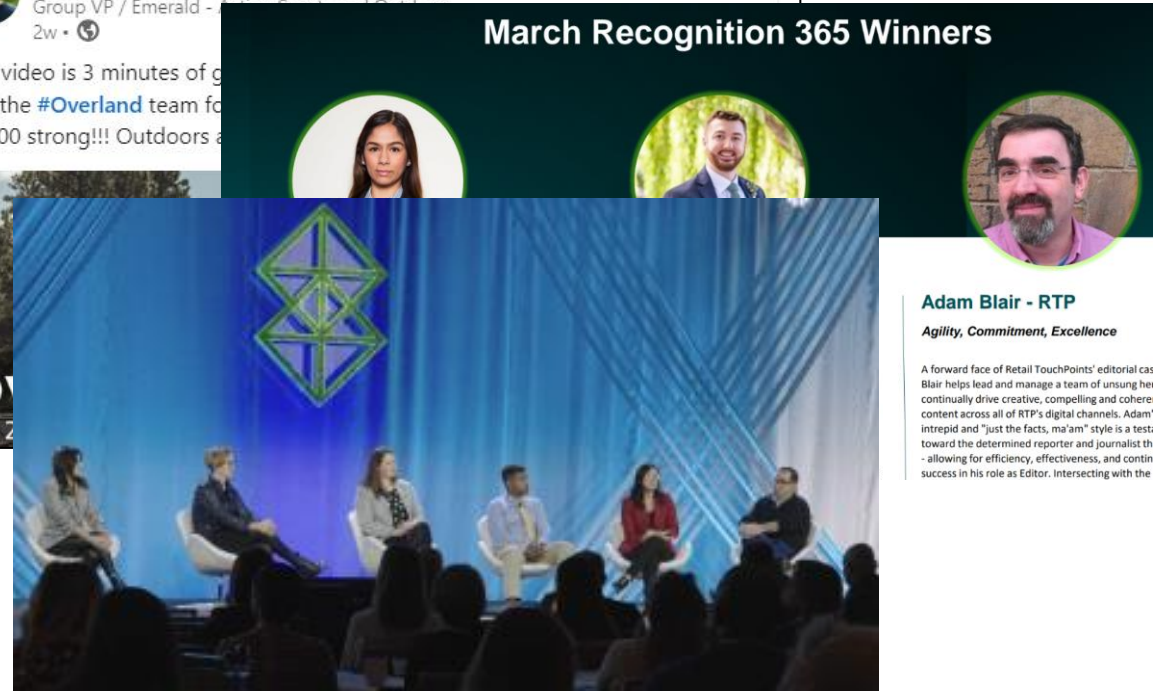
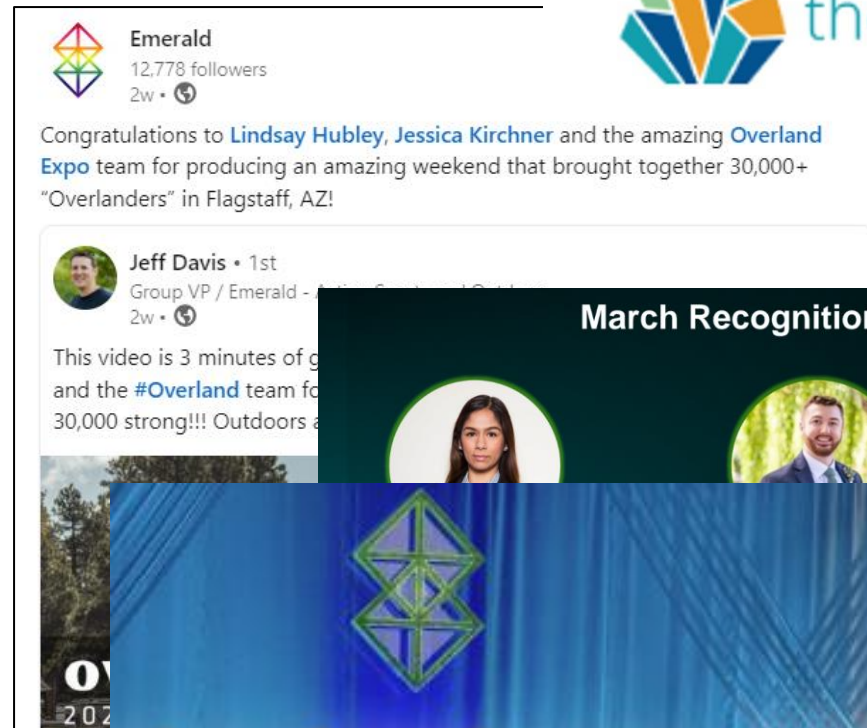
Attract highly skilled talent:

- Engage new talent with an authentic, people-focused view of our values & culture
- Highlight our growth & innovation to market roles as a career opportunity
- Explain our industry & impact to a new candidate pool

Strategy Elements: *Retention*

Leverage multiple, diverse communication channels to drive consistent engagement through:

- Monthly Town Hall Meetings
- Annual ACE Conference
- Social Media
- The MINE



Adam Blair - RTP
Agility, Commitment, Excellence

A forward face of Retail TouchPoints' editorial cas Blair helps lead and manage a team of unsung her continually drive creative, compelling and cohere content across all of RTP's digital channels. Adam' intrepid and "just the facts, ma'am" style is a test: toward the determined reporter and journalist th - allowing for efficiency, effectiveness, and contin success in his role as Editor. Intersecting with the



Outcomes: *Retention*

Leveraging multiple, diverse communication channels to drive consistent engagement resulted in:

- Decreased voluntary turnover by 4% YOY
- Deep employee engagement with ACE values, evidenced through increased nominations for award/recognition programs and a stronger identification with Emerald brand
- Successful transition to majority-remote workforce (over 75% as of December 2022) while maintaining engagement
- Increased internal NPS scores around culture

Strategy Elements: *Attraction*

Leverage multiple, diverse communication channels to drive attraction of new talent by explaining:

- What we do
- What we value
- Who we are
- Our diversified, growing business

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This week Elastic Sr. Account Managers and CSU Alumni **Gina Lundby** and **Cassie Strid**, were guests in 2 **Colorado State University** merchandising classes to share their wealth of knowledge on the principles of merchandising and hov ...see more

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Outcomes: *Attraction*

Leveraging multiple, diverse communication channels to drive attraction of new talent resulted in:

- Increased LinkedIn followers / potential candidate audience by 32% in target industries
- Provided tangible references about our business and culture to applicants for over 100 new-to-Emerald roles, expanding our reach beyond traditional exhibitions candidates **at no cost**
- Increased qualified referred applicants, reducing time-to-fill for key roles
- Created a pathway to help candidates “stay in touch” for future roles, also reducing time-to-fill
- Increased representation for women and People of Color in applications and hires with emphasis on transparency and equity values

Key Challenges

- What information to share, and when
- Broad initiative with multiple channels
- No true dedicated staff or budget
- Difficulty tracking influence

Key Learnings

- Employee-generated content is most valuable
- Keep content tied to a key theme – our ACE values
- Use multiple channels/platforms to meet people where they are

Thank you!



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