

HCM Strategy and Brand

2018-2019 Recruiting Season

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Our Team

Recruiting and Regional Recruiting Marketing Boards

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Isabelle Delouvrier
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Melissa Bianco
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Walter Fellers

EMEA

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Naomi Evans

APAC

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Other Partners

Internal

Corporate Communications
Brand and Content Strategy
Internal Communications
Media Relations
GSTV
Compliance
Legal
Creative Services

External

Creative and Media Agencies
Platforms – LinkedIn, Twitter etc.
Giveaway and Signage Vendors

The Eighth Member of our team – [Papirfly!](#)



IC. Messaging Objectives and Deliverables

Concept

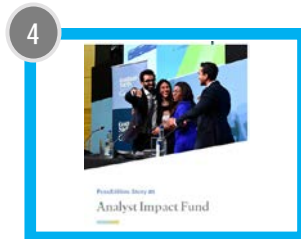
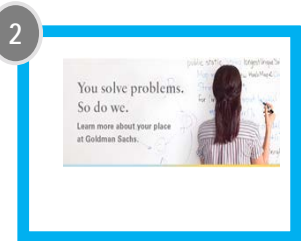
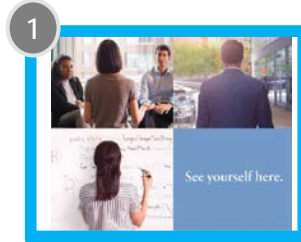
People



Environment



Approach



Unexpected Photography

- Unique vantage point (behind the head)
- Dynamic environments
- Encourages viewer to see themselves in the photo

Conversational Tone

- Less formal
- Speak in a way that's conversational, human, and engaging

Flexible Framework

- Usable across a vast array of assets including print and digital marketing materials

Stories

- Vehicle to share what we do and how we make things possible for our clients, communities and people

Deliverables

Phase 1: In Progress

Photographed employees across NY/NJ and worked with agency (KBS) to enhance materials with the new look and feel. Materials include:

- Brochure
- Event Flyers
- E-mails
- Banners
- Social Media Quote Cards
- Firmwide Campus Presentation
- Conference Booth

Phase 2: 2019

Expand campaign with more regional representation in photography and activate make things possible stories in creative ways. E.g., videos, infographics, gs.com, etc.

Overview of Communication Channels

Paid, Earned and Owned Media

1. Paid Media

Advertising on Social Media



Sponsored Content & Career Sites

2. Earned Media

FORTUNE

Goldman Sachs Will Pay for Breastfeeding Employees to Ship Their Breast Milk



War for talent on Wall Street starts early as banks begin recruiting for 2019

By Dan Snierson 27 February 2018

3. Owned Media

GS.com

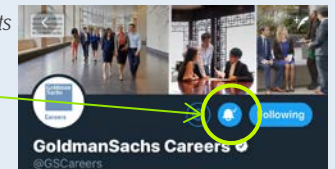
Highlights include (left to right): careers blog, program finder, prepare page

Other channels

Social Media

- FACEBOOK** 205K+ followers
Publish mostly corporate content highlighting our businesses, people, and programs. 80% video
- GOOGLE+** 235K+ followers
Post careers content on a platform native to our target audience and enhance GS search results
- LINKEDIN** 1M+ followers
Firm and careers-related content, company page + Dane Holmes LinkedIn influencer account
- TWITTER** 41K+ followers @GSCareers
Real-time short form content, focus on video and photography; other accts for corporate, 10KSB & 10KW
- YOUTUBE** 54K+ subscribers, 45.7MM+ views
Publish careers and thought leadership video content highlighting our people, businesses, and initiatives
- WECHAT** 19K+ followers
Chinese language - publish corporate content including citizenship, thought leadership and our people
- INSTAGRAM** Coming soon
More to come!

Best practice: follow GS accounts and turn on push notifications - here's how for Twitter: go to @GSCareers page → click bell icon → account notifications → all tweets



Overview of Communication Channels

Content Calendar and Best Practices

"Our People" Messaging Pillars:					
	1. Diversity & Inclusion	2. Day in the Life and What It's Like Here	3. How to Get Hired / Recruiting	4. General Career Advice / Leadership Perspectives	5. How We Make Things Possible
Purpose	Showcase that GS aspires to be an even more progressive culture, focused on diversity and inclusion in all forms, making for an open and respectful workplace	Demonstrate that GS is more fun, transparent, collaborative than one might imagine. Help close the attribute gap and correct the views that we are cutthroat etc.	Demystify the recruitment process and make applying for a job at GS more accessible and transparent. <i>Share timely opportunities and info</i>	Reinforce the ability to have a wide-ranging and long-term fulfilling career here and <i>senior leadership's investment in the firm's culture and people</i>	Dimensionalize the work we do through concrete examples to help recruits understand what happens within our walls, and how it matters for the world beyond them
Recruit Audience Benefit	I can tell GS values a diverse and representative workforce by seeing examples	I can see that GS has more dimensions to its culture than I otherwise believed	I understand how to apply my skills and engage in the recruitment process – <i>and it's not scary</i>	I understand how to apply my skills and how GS would invest in me over the course of my career	I know what type of projects I could work on at GS, and how I can make a difference early on

Key: Content Pillars (CP)

- Diversity & Inclusion
- Day in the Life/What It's Like Here
- How to Get Hired/ Recruiting
- Career Advice/Thought Leadership
- How We Make Things Possible

Week of 8/6 HCM Content Calendar			
Date	CP	Content	Channel(s)
2-Jul- 15-Aug		Application Launch - Manifesto Video	TW, FB, LI – Paid
3-Jul- 15-Aug		Application Launch - Video Interviewing	TW, FB, LI – Paid
6-Aug		Resilience at Work: An Interview with Marty Chavez	FB
7-Aug		Job Searching? 4 Email Templates That'll Make Asking for Help So Much Easier	TW, LI, G+
9-Aug		Intern Then and Now - Anusha	Blog, TW
		Back-to-School Reading list: Gregg Lemkau	FB
		Best Advice - Lisa Donnelly	TW, LI, G+
10-Aug		CTW Retweet	TW
Pipeline (Timing of Post TBC)		Lloyd Explore GS - My Best Advice	TW, FB, LI, YT, Blog
		India Diversity Week – aiming for 8/7 publishing	Blog
		Conference: ALPFA (Association of Latino Profs for America)	TW, Blog
		5 Questions: Elisha Wiesel - pending GSWeb publishing - TBD	Blog
		Affinity Network Fair Video – TBD	TBD
		Lloyd CUNY event – draft under review	Blog, TW
Key People Activities/ Events		Muse article – people/team profile	TBD
		Explore GS: Sally Boyle (filming) - Aug 6	TW, FB, LI, YT, Blog
		Women Emerging in Finance networking sessions in Business Schools – 8/10-10/20	TBD
	"Vault" Top Banking List released Aug 8	TW	

Social Media Guidance
Use of Personal Accounts for Recruiting Purposes

When using personal accounts on social media for recruitment purposes (e.g. promoting open roles and promoting specific recruiting events and programs), please keep the following guidance in mind.

- You are required to comply with t Additional Guidance:
 - Do not publicly post your fir
 - If you receive a response o
 - Refer the individua Goldman Sachs - c
 - If someone has questions c
- If you follow the firm on Twitter, Li
- Do not substantively comment on
- Do not get drawn into any social r
- Do not disclose business informa
- Exercise judgment and restraint i as you follow the guidance provid

Social Copy Submissions
Submitting Recruiting Content to GS-owned (Corporate) Social Handles

Criteria for Content Inclusion by Platform

LinkedIn: Best practice given careers focus and ability to geo-target

- Promote Recruiting Initiatives
 - Program applications and deadlines like internships / VIP
 - Conferences / events like Grace Hopper, NSBE

Twitter: Use only for compelling content with mass appeal given inability to geo-target

- Large-Scale Recruiting Initiatives with active social presence (see right)

Facebook: Used only for video content with mass appeal – discuss with HCM Marketing

Golden Rules

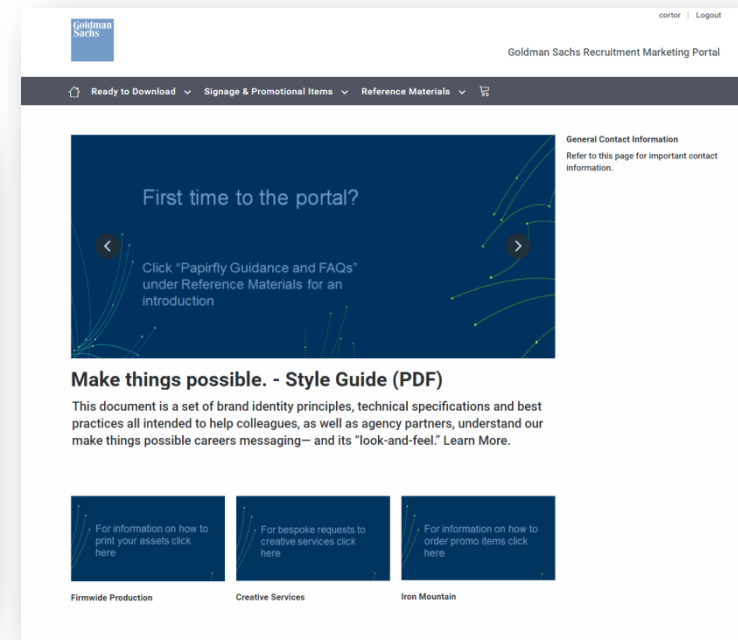
- Draft the social copy so that it is ready to post
 - Tweet space available is 280 characters. Hyperlinks occupy 23 out of 280 characters, and photos no longer occupy characters
 - Please keep in mind: the 280 character max only recently launched and there is little data around if longer posts perform better on Twitter. Pithy copy (140 characters or less) has historically driven the highest engagement across GS Twitter handles so we advise continuing this approach on both organic and paid.



Example of sharing on LinkedIn

To Create Event Marketing Materials

- To create event marketing materials – flyers, postcards, emails, etc., visit [Papirfly](#)
 - Fillable templates are saved on [Papirfly](#) under “Ready to Download” and can be updated with relevant information and used immediately
 - For any bespoke designs, please send to [gs-hcm-marketing-comms](#) for approval
- To print marketing materials, please work with [Firmwide Production](#) (*Papirfly>Homepage>Firmwide Production*)
 - Never use floor printers to ensure the quality of the assets
 - *Note: poster and A3 size files have to be sent to an offsite vendor and take 1-2 days to print and deliver back



To Make a GS Logo/ Sponsorship Ad/Speaking Points

Q: I need a Goldman Sachs logo for a job board / sponsorship ad, etc.

A: 1. Please send the following details to Lindsay Fees:

- Context on how the logo will be used including link to website, etc. – this is important as the correct logo format depends on its proximity to other logos (see [brand guidelines](#) for details) (*Papirfly>Reference Materials>External Communications>Goldman Sachs Brand Guidelines*)
 - Required file type (EPS, JPEG, PNG, etc.)
 - Any other considerations (black and white printing, etc.)
2. Please send final version back to Lindsay for approval

Q: I need a custom-sized ad (for sponsorship, etc.)

A: 1. Please fill out a [design request form](#) and work with [Creative Services](#) directly (*Papirfly>Reference Materials>External Communications>Creative Services Design Request Form*)

2. Please send final version back to [gs-hcm-marketing-comms](#) for approval

Q: I need speaking points (on a particular topic, etc.)

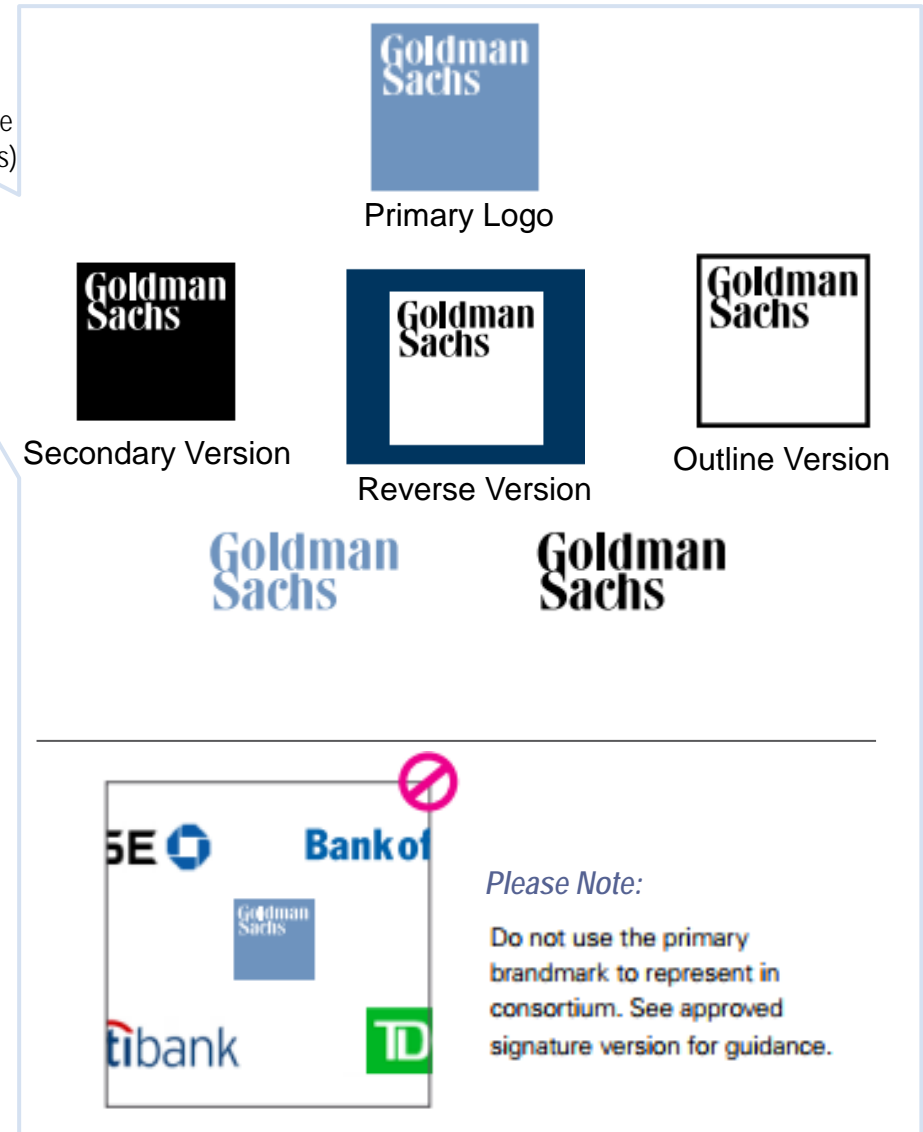
A: 1. General speaking points on GS are on Papirfly labeled FAQs for Professionals

2. We will circulate speaking points on relevant topics as available, please check Papirfly

3. If you have questions on how to message on a topic or recent event please reach out to [gs-hcm-marketing-comms](#)

4. Send any panel/external speaking requests to gs-ee-ext-speaking-engagements-america@gs.com and someone on the team should respond promptly. Please note whether press will be present.

5. All media inquiries should be referred immediately without comment, to [media relations](#) copying [gs-hcm-marketing-comms](#)



Primary Logo

Secondary Version

Reverse Version

Outline Version

Goldman Sachs

Goldman Sachs

Please Note:

Do not use the primary brandmark to represent in consortium. See approved signature version for guidance.

To Order Promo Items/Banners

Iron Mountain - Giveaway and Banner Ordering and Best Practices		
Choosing Promo Items / Banners	Placing an Order	Making a Return
<ul style="list-style-type: none"> Order from Iron Mountain for products already in stock Items in stock will be appear in black text, while items out of stock will appear in red, italicized text Lower cost items are for large events Higher cost items are reserved for specialty events (hackathons, MBA) If your event is not related to recruiting, call Margaret Tangas at Iron Mountain 609-409-7628. 	<ul style="list-style-type: none"> Maximum order quantity of a single item is 150 (contact HCM Marketing if you are unable to order quantity you need or need more than the maximum) Overnight and 2-day delivery is not approved ONLY shipping method is ground shipping (takes 1-5 days) All orders must be placed before 2:00 pm EST to be processed that day 	<ul style="list-style-type: none"> DO NOT dispose of the return shipping label-- it contains the stock code and product information necessary for restocking items Include any documents inside the box when returning items to Iron Mountain If a banner is damaged, please alert HCM Marketing and ship it back to Iron Mountain for repairs DO NOT dispose of the banner box--they are reused to ship banners back to Iron Mountain after an event

If you can't find what you are looking for in Iron Mountain, visit [Scarborough and Tweed](#), where you can purchase a wider variety of pre-approved and already produced GS branded items.

To visit either site please go to *Papirfly>Signage & Promotional Items*

Recruiting Giveaways

Our giveaways are always evolving. The below reflects what is on the list at this point in time.

These items are used at events on campus, careers conferences, and onsite events. All items available in Iron Mountain have already been paid for by HCM Strategy and Brand.

Useful basics – pens and notebooks (especially for DRT Exploratory Programs and MBA events), drinkware

Price Points:
 Drinkware \$5
 Notebooks \$3-\$8
 Pen \$0.40-\$1.00



Tech items and phone accessories used at Firmwide events and Engineering events

Price Points:
 Sticker \$0.14
 Accessories \$4-\$8



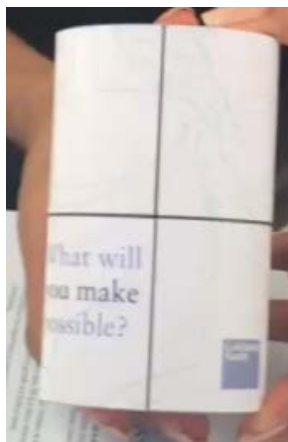
Make things possible.



Fish-eye lens kit

Laptop sticker

Price Point: \$2-\$4



Magic Ellipse Puzzle



Shirts – used at Engineering events

Price Point: \$10-\$15



Guidance on Sending an E-mail

For all materials, except the IC style guide, please go to *Papirfly>Reference Materials>Internal Communications>Email and Document Templates*

Internal Communications

Q: I need to write a "To All"

A: 1. Please review the [Communications Policies and Resources Guide for "To All" E-mails](#) (*Papirfly>Reference Materials>Internal Communications>Email and Document Templates*)

2. Download and fill out a **NEW** [approved template](#)

- Only the email date, subject and title, and body text should be customized
- Documents should be hyperlinked NOT attached

3. Send a draft communication to Courtney Riley and Evy Exime for review.

4. For communications going to over 100 people, create a ["To All" SRS form](#) to be reviewed by IC and Exchange

- Fill out all fields marked with a red asterisk
- Attach your communication in the Outlook template file format (.oft file)

5. After you receive both approvals, attach an updated version of your communication to the SRS ticket

Please reference the [Internal Communications Style Guide](#) when drafting communications (*Papirfly>Reference Materials>Internal Communications>Internal Style Guides*)

Communicating with Candidates

Best Practices:

- Ensure proper proofreading - **as a rule of thumb have at least two teammates check your work**
- Be clear and concise
- Always use the template copies available and always download a **NEW** [external email template](#)
- Review the [IC Style Guide](#) as a lot of the internal best practices correspond

Important Resources

For access to all the below resources go to [Papirfly](https://goldmansachs.papirfly.com/login/login.aspx?returnurl=%2fportal) - <https://goldmansachs.papirfly.com/login/login.aspx?returnurl=%2fportal>

External Communications

- Brand Guidelines
- "Make Things Possible" Style Guide
- Social Copy Submissions and Photo Guidelines
- Social Copy Best Practices
- Photo Release Form
- Use of Personal Social Media
- Use of Social Networks, Blogs, Wikis, Chat Rooms, Message Boards Etc.
- Firmwide Social Media Policy
- HCM Social Media Guide
- Blog Request Form

Internal Communications

- Style Guide
- "To All" Email Templates Communications Policies and Resources
- Internal Email Templates
- "To All" SRS Form

Promo Items

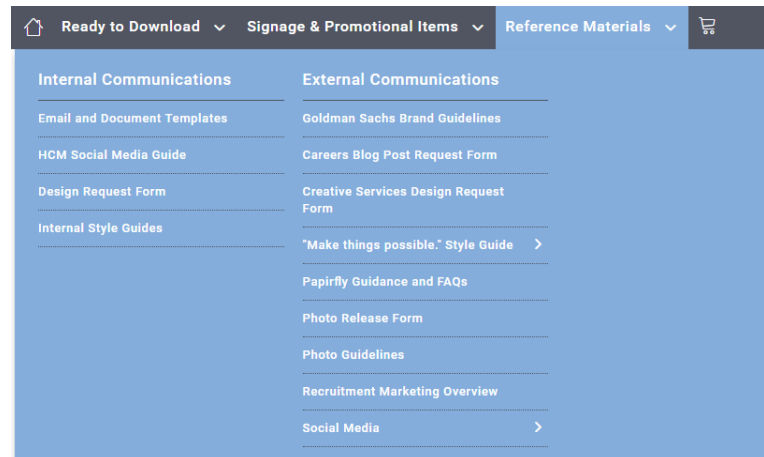
- Iron Mountain
- Scarborough & Tweed

General Contacts

- Firmwide Production
- Creative Services
- Design Request Form
- IC Services

Other Important Links

- [Careers Site](#)
- [Social Media Page](#)



➤ For guidance on Papirfly please review Papirfly Guidance and FAQs