

1	Introduction	1
2	The Labour Market of the Future	5
	References	10
3	An Overview of Talent Relationship Management	11
3.1	Talent Focus	11
3.2	TRM is Strategic and Long-Term	12
3.3	Active Employers Look for Passive Candidates	12
3.4	Target Group Focus	13
3.5	TRM Components	13
	References	15
4	Defining Relevant Target Groups	17
4.1	Key and Bottleneck Functions	17
4.2	Challenges and Competencies	23
4.3	Acceptable Competence Gaps	25
4.4	Relevant Target Groups on the Labour Market	29
4.5	Strategic Workforce Planning	30
	References	34
5	The Employee Value Proposition	35
5.1	The Target Group in Focus	36
5.2	Devising an Employee Value Proposition	38
5.3	From the EVP to the Target-Group-Specific Message	42
5.4	Conveying the Employee Value Proposition	45
5.5	Social Media	46
5.6	Employer PR	52
	References	55
6	Active Sourcing Strategies	57
6.1	Initial Thoughts and Overview	57
6.2	Social Community Recruiting	59
6.3	Employee Referral Programme	62
6.4	Campus Recruiting	70
6.5	Talent Scouting	79
6.6	Competitive Intelligence	82

6.7	Guerilla Recruiting: Unorthodox Measures	83
6.8	Summary and Final Recommendations	87
	References	89
7	Candidate Retention	91
7.1	The Candidate Retention Cycle	91
7.2	Developing a Talent Pool	93
7.3	Retention Measures	96
7.4	Documentation	101
7.5	Talent Communities	104
	References	107
8	The Positive Candidate Experience	109
8.1	Speed, Transparency and Appreciation	109
8.2	The Recruiting Process	113
8.3	Consistency	121
8.4	Measuring Success Through Candidate Surveys	122
	References	126
9	Framework Conditions	127
9.1	The Management's Obligation	127
9.2	Organisational Conditions	132
9.3	Information Technology	136
9.4	TRM in an International Context	138
9.5	The Monetary Benefits	143
	References	149
10	Conclusion	151
	About the Author	153
	About the Translator	155