WHAT MILLENNIALS WANT TO SEE: EFFECTIVE CORPORATE RECRUITING

VIDEOS FOR ATTRACTING MILLENNIALS

By

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ABSTRACT

Corporate recruiting videos are the first point of contact many prospective employees will have with a potential employer. They serve as a first glimpse into the lifestyle and work environment a firm will supply to an employee, making them paramount to the recruiting process. Existing research shows Millennials possess different internal motivators when it comes to work that they search for when viewing corporate recruiting videos. Companies primarily targeting Millennials as potential employees are broadcasting videos that possess drastically different characteristics than firms primarily employing older generations. Firms should take note of how their corporate recruiting videos are either accurately or inaccurately reflecting the internal motivators of their target employees. This exploratory study seeks to elucidate some of the differences in these videos and provide examples for managers to utilize in creating change internally in the company recruitment process.

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Millennials and Effective Motivation

Introduction

Millennials continue to flood the job market as the most educated generation to date out of four-year universities across the nation. According to the U.S. Census Bureau, Millennials (those born between 1982 and 2000) now number 83.1 million and account for more than one fourth of the nation's population. That is over 7 million more in numbers than the aging Baby Boomer generation leaving the work force. In other terms, Millennials will constitute over half of the U.S. workforce within the next decade. This new generation of eager, educated young workers poses an immense resource for managers, perhaps even superior than their predecessors. For instance, a study in the Journal of Business Psychology shows that Millennials tend to score higher in studies on characteristics such as self-esteem and assertiveness than other observed and studied generations (Deal, 2011).

Millennials also demonstrate an unparalleled ability to utilize and maximize technology in new and unique ways to accomplish business objectives. Common knowledge and observation has shown that Millennials are able to leverage "technology as a 'sixth sense' and as a fully integrated way of interacting with the world" (Hershatter, 2010). Clearly, Millennials maintain an entirely new skillset compared to other generations in the workforce. Today's competitive landscape requires businesses to incorporate technology throughout one's operational procedures. Companies who fail to keep pace with the growing trend of evolving technology tend to fail also as a company (see Blockbuster and Radio Shack amongst numerous others). Therefore, acquiring talented employees who lived in close conjunction with technology enables firms to

immediately gain a competitive advantage by maintaining an adept workforce. In light of

this increasingly important challenge facing companies today, Millennials possess

untapped potential valuable to the future and growth of firms in the global business

landscape.

However, most companies today struggle to attract valuable Millennials as

employees both in and entering the workforce. Many managers remain discontent with

the newest members of the workforce due to "stories decrying the perceived neediness,

disloyalty, sense of entitlement, and overall casualness in Millennials' approach to work"

(Thompson, 2012). Firms everywhere are prone to believe that Millennials are incapable

of becoming self-motivated, independent contributors to the company without constant

supervision and guidance. Moreover, managers today are frustrated by Millennials'

perceived air of entitlement, demanding higher pay and greater work-benefits than ever

before. Research has demonstrated that differing generations create tension and

misunderstandings with firms simply because they hold differing (and often inaccurate)

perceptions of each other. These caustic stereotypes create misunderstandings between

manager and prospective employee which bleed into companies' attempts to recruit and

retain talented young Millennials. Managers attempting to create talented, synergetic, and

a cross-functional workforce should seek to understand these deep-rooted biases and

incorporate them into their messages directed at Millennials. It is imperative for effective

managers to adequately understand the differences that arise when attracting and

retaining Millennials.

At the same time, many Millennials exiting universities to join the workforce hold

unprecedented amounts of student loan debts and are eager to find employment. This has

created a competitive environment where the brightest among the Millennial generation are vying for employment with top companies, and top companies are likewise vying to recruit the brightest Millennials. Combine this with a technologically adept generation and one can see how managers are forced to evolve their recruiting tactics from traditional approaches. This scenario then begs the question, how are companies today using technology to reach talented members of the Millennial generation?

This thesis serves to first identify the motivating factors compelling Millennials to behave in the observable ways we see in the workforce today. Then, I will use this information to determine whether or not the recruiting efforts (specifically corporate recruiting videos) for major firms reflect these values. In other words, are corporations showing Millennials what they want to see in their recruitment videos in order to attract top performers?

Literature Review

Generational Studies

Many major researchers have studied cross-generational behaviors, comparing and contrasting different generations to find correlations between them. Managers continually seek newer information to better understand their subordinates by funding large, sophisticated studies examining potential differences between generational cohorts based on their work-related attitudes, values, wants, and needs. It is worth noting that the main body of research available on the behavioral dispositions of different generations falls into two categories: comparisons of two generations or a thorough examination of the existing and observable traits of a specified generation.

Comparative Studies

The first type of study conducted on this topic is a comparison of two generations to highlight potential points of difference that may arise in the workplace. Most often, this field of study examines an older generation stereotypically placed in the management role while the younger generation is positioned as the reporting, subservient role. The hypothesis behind the research is that substantive differences exist between employees of different generations in today's workplaces that can be understood from careful observation and objective testing. Moreover, these generational differences generally stem from people who have lived through the same events at the same stages of life, shaping their values and beliefs. Therefore, one is compelled to believe that large groups of people of similar age and life experience will exhibit similar tendencies, preferences, and modes of thinking. These similarities make generational cohorts more quantifiable, uniform throughout, and comparable as individual generations. However, the existing research is not as objective as one would hope. The majority of existing research utilizes non-empirical sources which ultimately amounts to faulty, subjective conjectures published about Millennials that are confusing, contradictory, and misleading. Businesses relying on these studies pour hundreds of thousands of dollars into recruitment campaigns and videos that feature in-house gyms, on-site laundry and massages, meditation rooms in hopes that these videos will attract young talent. Clearly, managers in businesses today are relying upon scant information to take educated guesses on motivating factors for Millennials entering the workforce, and subsequently broadcasting these "perks" as the most enticing reasons for joining the firm. Moreover, if these studies show Millennials are vastly different from previous generational cohorts, then the way firms spend money

to attract Millennials should be vastly different as well. In this way, managers make flawed assumptions that cost millions of dollars annually for little return in employee attraction or retention.

Observational Studies

The second broad category of research available in the field today is observational studies of Millennials. These studies target identifiable characteristics demonstrated by Millennials as reported by managers nationwide. Specifically, highly problematic characteristics for managers such as disloyalty, lack of self-reliance, and neediness become the primary focus of these studies. Researchers empirically obtain and screen a group of Millennials to then inquire about specific aspects of their occupations. These surveys yield quantitative data sets that are manipulated through complex statistical analysis to generally fit the hypothesis of the writer. Consequently, multiple research projects returned results that are hardly compatible or in alignment with other research projects.

Furthermore, these observational studies generally omit feasible, tangible solutions to managers struggling to attract Millennials; researchers have the information necessary to make valid and supportable recommendations to current businesses, yet simply fail to do so. This fact is a major reason we observe companies taking extraneous measures to attract Millennials who are the sufferers of disorganized and inconsistent research.

Findings from Comparative and Observational Studies

Comparative studies show that Millennials place higher priority on different aspects of their occupation than other generations currently in the workforce. Each study

consulted denotes slightly different primary motivators for Millennials, yet highlight the disparity between Millennials and other generations. One study by Seleste Lunsford asserts that Millennials of all generations surveyed exhibited the weakest desire for schedule flexibility and time off work, yet demonstrated the strongest for opportunity in professional and career advancement at work. Another study from the Journal of Management states that Millennials are less altruistic in their understanding of their job than other generations. Contrarily, the study reported by the UNC Executive Journal shows Millennials value meaningful work more so than older generations who placed a priority on high pay when considering their occupation.

Observational studies also report the contrasting dispositions of Millennials and older generations, but also attempt to provide advice to firms on how to better manage their young employees. These studies promote altering the traditional boss-employee relationship to resemble a close knit, coaching style mentorship with continual feedback opportunities. Moreover, these studies encourage managers to tailor their own leadership style to that of employees, placing the onus on managers to mend relationship with their employees. While inspiring for managers, the advice from these studies is vague by nature and does little to illuminate how companies are working to attract new employees to the company. Rather, the focus is on existing employees and working to provide them the best experience possible at the firm.

General Psychology Influencing Millennial Thought

Additionally, one should note several several foundational concepts of human psychology that are significant influencers for any viewer of corporate recruiting videos.

The overarching concept of human psychology relevant to this study is perceptual bias, which is any predisposition one carries causing them to perceive the world around them differently. More specifically, perceptual bias manifests itself in two distinct forms when viewers watch corporate recruiting videos. First, viewers are subject to the similar-to-me bias, a mode of thinking where one is naturally drawn to like those with those who physically look similar to one's self. Viewers are innately driven to like videos that feature people who look similar to them in race, gender, age, etc. Firms who display employees that resemble their audience will have greater success than firms who do not. Secondly, firms should understand the first impression error. This bias compels one to make initial judgments about someone or something, whether positive or negative, and subsequently collect evidence to support their conviction while ignoring any countering evidence. Since corporate recruiting videos are the first touch point for many potential employees, the first impression bias can either direct these employees towards or away from the firm based on how they feel watching that single video.

Research Methodology

I chose to conduct an exploratory research study investigating the strategies companies use to recruit employees to their firm specifically through the use of videos. My goal was to understand the different ways companies sell the opportunity work at the firm, and determine the effectiveness of these videos when viewed by different generations. Therefore, an exploratory study allows for the careful consideration of both factors when collecting and viewing these videos.

Selecting and Gathering the Videos

To begin, I sought to identify several corporations that have been known to effectively recruit and retain Millennials as well as several corporations that target and retain older generations. Theoretically, this would allow for distinct points of similarity and difference between the two data groups to demonstrate how these corporations' recruitment videos are actively influencing their workforce generational makeup. I then consulted contemporary articles created by Forbes delineating the most attractive places for Boomers to work as well as the most attractive places for Millennials to work. I also informally interviewed my colleagues who by age are a part of the Millennial generation to gather an understanding of where they would enjoy working after college. Additionally, I consulted Texas Christian University's primary career advisor for her breadth of knowledge on companies that have typically recruited heavily in the Millennial or other generations. Through this process, I created a list of 10 companies from each data group (Millennial oriented companies and older generation oriented companies), summing to 20 companies in total. I then attempted to recreate the typical research process for Millennials seeking to learn more about a potential employer by searching the firm's name along with "recruiting video" in the search bar. From there, I identified the overarching video that most accurately depicted employment at that corporation as a whole. Unfortunately, several of the companies I had chosen did not have corporate recruiting videos to be viewed on the Internet, and were therefore excluded from this study. It is worth noting, some of the corporations targeted had multiple recruiting videos organized as a series to highlight specific aspects of the work environment. For comparability's sake, these videos were excluded as well from the

study in order to maintain objectivity in comparing one corporation's recruiting video to the others. The final list of companies observed numbers 13 in total and is broken down further as seven Millennial oriented companies and six older generation oriented companies. Twitter, Dropbox, Starbucks, Facebook, Air BnB, H&M, Lululemon constitute the Millennial oriented companies studied. Robert W Baird, Ford, PepsiCo, First American Financial, Ernst & Young, and Credit Acceptance constitute the older generation oriented videos.

Coding

In this project, the goal is to compare and contrast the main corporate recruiting video for multiple companies in multiple categories. Therefore, the first step in creating a viable study is to define factors influential to the attractiveness of these videos to different generations that can be observed, recorded, and compared. I consequently enumerated 22 unique elements common to these corporate recruiting videos that have the potential to attract or disenchant Millennials and older generations based upon the findings of existing research. These elements range in what they address, but each element addresses a portion of observed motivational factors for these different generations.

The elements fall into four categories: the people, the place, the intangibles of the work environment, and the qualities of the video itself. Underneath the umbrella of the people, I observed and coded each video for the visual representation of race, age, gender, and overall attire of the employees shown. This portion specifically targets the potential for the similar-to me bias to take effect in recruiting Millennials. Moreover,

according to this theory, Millennials should be more attracted to corporations whose videos show people who look to be in the same age group.

Secondly, the place category refers to the physical location shots shown throughout the video: indoor locations, outdoor locations, casual meeting spaces, formal meeting spaces, board rooms, outside work functions, and eateries. These elements reflect the work environment of the company as well as the relative importance to the company of certain aspects of employment. For instance, videos containing more footage of highly social areas such as outdoor areas, outside-work functions, and eateries suggest that these companies value work-life balance and teamwork more so than self-reliance, hard work, and leisure time. Consequently, the setting of these videos alters the message portrayed to the viewer.

The third element of these corporate recruiting videos, and the most crucial, are the intangibles of the work environment advertised both directly and indirectly. These coded factors quantify the firm's promotion of work attitudes like fulfillment, community, opportunity for advancement, work life balance, corporate culture, industry expertise, and global reach. These coded factors are in essence the primary messages these firms are attempting to portray through their videos to prospective employees. How effectively these corporations at communicating these ideas can be noted and compared through careful observation.

Finally, the last coded category includes the objective characteristics of the videos and includes the video's length in seconds and the title of the video. This category is easily comparable objective in nature, but has the potential to again illuminate subtle differences between the messages of these companies.

Hypotheses

My hypotheses entering this exploratory study are separated by addressing the

Millennial oriented corporations and the older generation oriented corporations

separately, to be compared for differences at the conclusion of the study.

Based on the research I discovered, I formulated my first set of hypotheses about

the Millennial oriented corporate recruitment videos and they are as follows. Hypothesis

A_1 – Millennial oriented corporate recruitment videos will demonstrate a relaxed work

environment populated primarily by Millennials. Hypothesis B_1 – Millennial oriented

corporate recruitment videos will demonstrate a heightened focus on coaching

relationships between boss and employee. Hypothesis C_1 – Millennial oriented corporate

recruitment videos will demonstrate an emphasis on work-life balance. Hypothesis D_1 –

Millennial oriented corporate recruitment videos will demonstrate the ability for

employees to make a large impact. Among other differences, these set of hypotheses

represented my educated assumptions about the main themes to be found throughout the

Millennial oriented corporate recruiting videos. Likewise, I developed a set of hypotheses

about the older generation oriented corporate recruiting videos that state the following.

Hypothesis A_2 – Older generation oriented corporate recruitment videos will demonstrate

a focus on security for the employee. Hypothesis B_2 – Older generation oriented

corporate recruitment videos will demonstrate an emphasis on enhanced title and prestige

at the firm. Hypothesis C_2 – Older generation oriented corporate recruitment videos will

demonstrate a traditional work environment. Hypothesis A_2 refers to all aspects of

security in the workforce such as employment security, retirement security, and

workplace safety. Hypothesis C_2 refers to the traditional workplace design in corporate

America like business formal attire, luxurious boardrooms, expansive corner offices for managers, and cubicles for lower level employees.

Research Findings

The People

Overall, both the Millennial oriented and the older generation corporate recruiting videos demonstrated a similar emphasis on representing all genders and ethnicities throughout. Dropbox remains an anomaly in this respect because this company took the creative liberty to substitute their actual employees with hand puppet look-alikes. Real audio from interviews conducted with employees, managers, and C-level executives was overlaid with footage of these puppet characters in various locations in an admittedly entertaining fashion. First American Financial as well as Twitter also defied the norm by displayed only Caucasian employees. However, since these companies represent both Millennial oriented and older generation oriented firms, this exception is of little significance in this comparative study.

On the other hand, the age and attire of the people shown in these videos is highly divergent. Millennial oriented companies depicted men and women in their early to late twenties in casual to business casual attire. T-shirts, jeans, sneakers, untucked button-downs, hooded jackets, and visible undershirts are prevalent in these videos. Twitter at one point in their video shows the CEO, Dick Costolo, sitting behind his desk in a striped button down shirt to engage in an impromptu meeting with two employees wearing jeans and flannel shirts with the sleeves rolled halfway up the arm. Women in these videos were shown in sleeveless tops, sweaters, and tight fitting pants. No employee shown in

any of the Millennial oriented videos was shown wearing even a sport coat. Contrarily, those employees shown in the older generation oriented videos were shown wearing a conservatively colored (grey, black, navy) sport coat at minimum often in addition to a tie for the men or a blouse for the women. The age of employees shown in these videos generally ranged from late thirties to early forties based solely on appearance. Age and demonstrated attire of the employees stand as clear distinctions between the two data groups.

The Place

Indoor/Outdoor Locations

The majority of companies in the Millennial oriented category demonstrated employees functioning in non-traditional work environments indoors; brightly lit arcade rooms, employee lounges with cushioned seating, and glass-walled meeting rooms are prevalent in this data group. Seldom did these videos depict employees working at a desk in front of a computer screen like one would typically think of the average day for the low-level employee. Rather, these videos omitted the workspaces assigned to each employee in favor of demonstrating the collaboration spaces and unique peripheral amenities offered at the company like on-site gyms, coffee bars, juice bars, and employee lounges. Millennial oriented videos also featured footage taken of natural landscapes and scenery like oceans, sunrises, and lush parks with employees playing with their dogs, all of which notably have no correlation to the core capabilities of the company. What these videos ostentatiously omitted was showing boardrooms for important meetings of large groups. Older generation oriented companies allotted their screen time to showing sweeping shots of rows of cubicles and busy office spaces. They depicted high level

executives gathered around long, dark wooden tables in luxurious boardrooms focused on

a sole presenter at the front of the room. Shots taken outside the office building primarily

consisted of slow-moving panoramas of the façade of the firm's towering headquarters

building. Watching these videos, one garners a sense of formality and grandiosity for the

firm and their workspace.

Furthermore, footage in these recruitment videos of employees engaging in

activities outside of work proved to be almost exclusively a characteristic of the

Millennial oriented videos. Community service events, picnics at the park, and casual

jogs along the beach are just a few of the scenes shown in the Millennial oriented videos

to stress the holistic work experience offered at these companies. Contrarily, the only

scene taken in the older generation oriented videos was a handful of men in suits drinking

cups of coffee and tweeting to each other about the net worth of their company making

headlines in the news.

Eateries

Another notable element of the Millennial oriented videos is the prevalence of

footage demonstrating Millennials eating food or engaging together over meals at eateries

and in the office. Dropbox features in their video a tea and scones cart that delivers these

free treats to employees at their desk throughout the day. Lululemon shows employees

conversing after work at a juice bar. Put simply, the availability and prevalence of food is

a trend permeating the Millennial oriented videos studied.

Intangibles

Video Qualities

In examining the face value qualities of the videos in this exploratory study, two

main features are of considerable difference: the average time per video and the title

given to each video. Moreover, the older generation oriented videos are on average 235 seconds (about 4 minutes) long. This average video length is 83 seconds longer than the average time for the Millennial oriented videos, which averaged to 152 seconds (about 2 and a half minutes) long. In an age where information is moving faster and in more condensed forms, the extra minute and a half of run time can make a large difference in the mind of prospective employees.

Additionally, the titles for Millennial oriented videos offered a touch of creativity when compared to the older generation oriented videos. For instance, some of the titles for the Millennial oriented videos are "What It's Like to be a Starbucks Partner," "Place of Possible – Careers at H&M," and "Life at Lululemon." The older generation videos took a straightforward approach in naming their videos with titles such as "Why Work at Ford?" or "Why Work at PepsiCo" and "Why work at First American." This way of titling the videos provides a clear answer to what the viewer is about to watch, but lacks the appeal an intrigue in more unique title like those of the Millennial oriented videos.

Other Notable Findings

In several of the older generation oriented videos, the main recruitment video was supported a series of additional videos focusing on particular elements of the corporation. Each of these videos averaged about a two and a half minutes in length, and touched on elements such as global focus or fulfillment. While effective in pinpointing aspects of the firm, these video series require a large amount of time and attention from the viewer to watch the entire video series to gain a thorough understanding of the company. In light of this exploratory study, these videos were omitted from comparison, but arguably add to the average length of video content for each company. In this way, companies are

potentially losing younger prospective employees simply because these young viewers are unwilling to forfeit so much time to viewing these videos in their entirety.

On another note, several of the older generation videos approached the recruitment video process in a cinematic point of view. Moreover, the recruitment videos for Ernst & Young, PepsiCo, and Ford demonstrated high production value and felt more similar to a movie trailer than a recruitment video. They designated more time to creating a story for the viewer to follow than providing a realistic snapshot of the life of an employee inside the company. Admittedly, this tactic incites more excitement with the viewer, yet lacks the transparency given with the realistic interview-style videos common among the Millennial oriented companies.

Discussion

Hypothesis A_1: Supported

Opposite of hypothesis C_1, this hypothesis submits that the Millennial oriented videos will demonstrate a relaxed work environment, both in workspace layout and attire, that is populated primarily by Millennials. Every video studied supported this hypothesis. Employees were shown in casual dress casually conversing with each other in armchairs, futons, ottomans, beanbags, high tables, on patios, or in parks. Meetings with managers occur informally over food or via impromptu encounters while roaming about the office. Entry-level employees are shown working at desks that closely resemble contemporary open floor plans where only small dividers signify the boundaries of one's workspace. Overall, nearly all employees shown or interviewed in the videos have the aesthetic appearance of a Millennial, which adeptly plays to the similar-to-me bias inherent in the cognition of the viewer of these videos.

Hypothesis B_1: Supported

Hypothesis B_2 proposed that Millennial oriented videos would exemplify a coaching, mentor-style relationship between manager and employee in accordance with the findings of existing research. Multiple examples of this hypothesis manifested throughout the Millennial oriented videos; AirBnB interviewed one employee who profoundly stated there is "little hierarchy" at the firm while Starbucks deliberately referred to all employees as partners. At Twitter, the entire video centers around an unannounced meeting between the CEO, Dick Costolo, and two low-level employees reporting back on their progress creating a recruitment video. In another scene for AirBnB, young employees sitting on long benches lean over a picnic-style table to listen intently to their collective manager who is shown wearing jeans and a short sleeve, pink t-shirt. The managers in these videos are also presented in a relatable, often comical light that connotes a lack of formality between manager and employee. For example, in the Dropbox and Twitter videos, the CEO's are humorously recreated as puppet characters and a 2-D whiteboard drawing. Quite clearly the distinction between boss and direct report is lessened in these work environments, appealing more so to a coaching style relationship.

Hypothesis C_1: Supported

Reflective of existing research, hypothesis C_1 states that Millennial oriented videos will demonstrate work-life balance for all employees at the company. Not surprisingly, Millennial oriented videos portioned chunks of their recruiting videos to show elements of life that have little to do with the core functions of the firm, yet signify a complete life for the employee. For example, these videos depicted employees enjoying the company of dogs in the office while appreciating the free food, coffee, and drinks

supplied to the employees by the firm. Employees are also shown exploring the city outside their office and posing with friends in parks or in front of notable landmarks like the Golden Gate Bridge. Firms purposefully detail all of the added benefits the company offers for their employees like onsite gyms, happy hours with coworkers, full range of benefits, and the pursuit of hobbies with coworkers.

Hypothesis D$_1$: Supported

This hypothesis proposes that Millennial oriented videos will denote the ability for employees to make an impact on their environment through their work. This hypothesis was supported in the videos studied, albeit not as strongly supported as some of the other hypothesis. Millennial workers at these firms are shown participating in community service events through their work such as park clean ups, parades, and working with children in a school playground. Testimonials by employees also mention instances where customers stop to thank employees for their work because of the impact it has made in the life of the customer. However, this element proved to be more difficult to demonstrate in a video for some companies, and for that reason this hypothesis is weakly supported by the videos studied.

Hypothesis A$_2$: Refuted

The hypothesis that the older generation videos would place a heightened emphasis on job, life, and retirement security was refuted. The thought was that those in older generations would seek elements of security in their work that could carry them safely to retirement with as little risk as possible. After studying the videos, the opposite is true; these videos demonstrated the difficulty of the occupation, the perseverance needed to succeed, and the rewards given to those who work tirelessly. Interviews focused primarily on how the firm prepares and mentors employees for difficult projects

and elevated responsibilities. Extrapolate this fact and one could see that staying-power

(how effectively one can retain employment with a firm) is dependent on work product at

these firms, which does not bode well for those looking for security in the workplace.

Hypothesis B₂: Supported

        This hypothesis proposed that older generation oriented videos would place

increased emphasis on title and prestige gained from working at the firm.

Overwhelmingly, this hypothesis was confirmed. Firms boasted firm statistics such as

"$66 billion firm worth with over $100 billion in client assets" and exhibited sweeping

shots of the firms' high-rise building all intending to incite amazement in the viewer.

Older men and women in the workforce generally find more importance out of their work

and often place personal value in their occupation. The research supports this hypothesis,

denoting clear importance to the demonstration of title and prestige for older employees

in these recruitment videos.

Hypothesis C₂: Supported

        This hypothesis stated that older generation oriented videos would demonstrate

characteristics of a traditional work environment such as business formal attire, corner

offices for managers, cubicles, and formal meeting rooms. This hypothesis was supported

by the footage shown throughout each of the videos; managers and employees alike wore

suits and ties in the office while busy at work in their assigned cubicles or gathered in

lavish wooden boardrooms. Additionally, employees were interviewed inside the office

and one can see in the background closed office layouts with high walled cubicles and

doors separating each employee as opposed to an airy open floor plan customary to more

contemporary workspaces. This traditional workspace is important to older generation

employees who are accustomed to this environment, offering comfort at work that would

otherwise be disrupted by an open floor plan with more casual and functional design. In a similar point, employee socials for these companies depicted in the videos were held exclusively in the office. This connotes a sense of formality in the workplace where even the office social events have an air of formalness to them.

Limitations

This exploratory study includes several limitations that could influence the results and findings presented. First, this study works with a small sample set of relevant videos from companies known to attract Millennials or older generations. Many companies exist and are coming to fruition every quarter, so to study only a handful of companies limits the reliability of the findings. Second, companies today utilize recruitment videos as one of many different mediums of marketing to attract top talent today. It is entirely possible that some companies pour more resources into developing other marketing avenues like job postings, face-to-face recruiting, and third party recruiting companies while neglecting the recruitment videos. This could cause the recruitment videos to be lacking in some of the aspects studied, leading again to biased results. Similarly, my research was also limited by the availability of recruitment videos for these firms. As stated before, when collecting the videos for study some firms simply did not put forth a recruitment video for viewers. This could be caused by the immense capital needed to produce a video of quality that would help attract talent. Smaller companies that would have aided this exploratory study most likely have better uses for those funds than creating recruitment videos. Likewise, the need for hiring is less for these companies compared to large Fortune 500 companies, meaning recruitment videos become less important to the smaller firms.

Third, there exists a myriad of different external influencers that could alter the presentation and construct of these recruitment videos beyond the firm's targeted demographic. For example, in presenting this research, the question was asked: "Why are many of the Millennial oriented videos are headquartered on the West coast of the United States?" This in turn begs the question, "Are Millennials attracted to these companies because they are on the West Coast, or are these companies more adept at recruiting Millennials?" One could also argue this fact is coincidental in that neither influences the other, but both are factors drawing Millennials there to work. The year in which these videos were created could also influence its value and attractiveness today. Presumably, more recently created videos will more effectively attract top talent than older videos. Another external influencer could be the type of work performed by these companies demonstrates differences overall. For example, many of the older generation videos offer financial services, while the majority of Millennial oriented videos studied offer technology products and services. This fact could be a greater driver for Millennials and older generations to apply at those companies respective of the work type rather than the recruitment video quality and focus.

Opportunities for Future Study

Opportunities for future study are numerous and immense. This exploratory study scratches the surface of the larger problem that is the need for reformation of the recruitment tactics of firms seeking to lead the cutting edge of business today. The first and most obvious opportunity for study is to gather a larger sampling of recruitment videos and look for similarities and differences. In fact, an experimental approach might yield intriguing results as well; a future study could create two mock recruitment videos that exemplifies qualities of a Millennial oriented video and of an older generation

oriented video as delineated in this exploratory study. Then, subjects from differing generations would watch both videos and complete a survey to garner their thoughts, emotions, feelings, likes, and dislikes for each video. The results would then be analyzed for patterns to see if the videos incorporating Millennial oriented values are actually more appealing to Millennials than the videos demonstrating the values of older generations.

Similarly, a study examining the construct of job postings for positions targeting Millennials or older generations would yield an exceptional sister-study to this exploratory study. Job postings from various forums online would be gathered and analyzed for length, word counts, and the appeal to certain values. The results would be analyzed and compared to existing research on motivational factors for different generations to find correlations and differences. One could utilize the same approach as the mock recruitment videos approach and create hypothetical job postings and survey experiment participants to gather their thoughts on the job postings.

This project could also spur research in the field of film and digital media to understand how certain filming styles and methods generate either more or less intrigue for different generations. For example, one could study whether creating a story line and following an employee through a "day-in-the-life" script would be more effective than casual testimonials from employees in the workplace.

Implications

Real Life Relevance
As alluded to throughout this paper, the implications of this exploratory study are vital to the bottom line and future viability for any company today. Companies now

spend hundreds of thousands of dollars annually to attract top talent to their firm. Firms that are able to attract and retain top talent will naturally perform more efficiently, effectively, and inventively compared to their competitors. At the heart of this issue is the ability for companies to invest in their future through the recruitment of young employees who can carry the torch well past the retirement of the older generations in the workforce today.

Consequently, managers in every field should take careful notice of the dollars spent on recruiting new talent and how they are selling their company through mediums like recruitment videos. In a digital age where videos can go viral overnight, managers need to realize the reputation their company purports online and how that will aid or hinder the firm's plans for growth.

Actionable Items for Companies

Based on the findings of this study, companies ought to tailor their recruitment videos to match the job elements that motivate and attract the targeted demographic. While this study focuses primarily on the Millennial generation, companies can adjust their message to accurately target the desired demographic. For example, if a company needs to fill a mid-level manager position, the video director should focus on finding shots of a traditional work environment with testimonials and evidence of the prestige generated by working at the firm. Managers should then choose a platform for sending this video to the older generations, taking into account where it will be viewed the most and where it will be viewed in the most favorable environment. Companies should also take into account the minute details that will effect to what degree a Millennial or any other generation will want to watch the recruitment video. For example, shorter, concise

videos resonate better with younger audiences who are accustomed formulating opinions rapidly based on the rapid intake of information.

Companies should also understand that traditional recruitment videos simply no longer resonate with potential employees the way they used to; prospective employees, especially in the Millennial generation, are seeking a job environment that fits seamlessly with their current lifestyle. Therefore, companies must demonstrate the added benefits and amenities available to employees of their firm that make working there unique. Consequently, firms need to invest in providing these benefits for employees, revamping the traditional expense structure of firms to suit the next generation of employees. Further, companies should consider devising some element to their video that makes it unique, captivating, and entertaining to the Millennial viewer. The videos that proved most effective in generating appeal and intrigue were those that incorporated humor or artistic influence in a way that set them apart from other videos, yet did not detract from the actual content. Not surprisingly, the videos that incorporated a unique element are the ones that are most memorable as well.

Conclusion

This exploratory study illuminates the different ways companies today target this generation through their corporate recruiting videos. Thousands of dollars are poured into creating these videos every year to serve as the first point of contact for prospective employees. Existing research demonstrates how drastically different Millennials are compared to other generations, especially when considering motivating factors of one's occupation. Time and time again, surveys and studies reinforce this difference making

this a well know fact, but corporate recruiting videos still reflect firms who are effectively and ineffectively targeting Millennials. Millennials are the newest and largest generation entering the workforce. Companies seeking to maintain a competitive advantage for the future must invest in recruiting and attracting talented employees from the Millennial generation.

This exploratory study elucidates the distinctive methods companies are utilizing to reflect the motivating factors for Millennials. Some firms are changing to adjust to this new generation and reaping success as a result. The focus on a balanced lifestyle through work and not apart from it demonstrates how Millennials today view work differently than previous generations. This study also shows how the work environment is changing to a less formalized environment where the gap between boss and employee is shrinking. Firms attracting primarily older generations display work related attitudes and environments in their corporate recruiting videos that reflect traditional values. These firms are quickly approaching staffing issues as older generations continue to leave the workforce, replaced by young Millennials. Consequently, this exploratory study attracts attention to the issue of changing existing workplace systems to align with the motivators, needs, and desires of Millennials.

There exists ample opportunity to conduct further research to better understand Millennials and their performance in the workplace. Moving forward, corporate recruiting videos may become an outdated recruitment medium. However, it is imperative for firms to reassess how their message is being broadcasted and subsequently interpreted by Millennials and generations to follow. Firms that evolve will succeed in finding the most talented, driven employees. Firms that remain stagnate will fail.

Therefore, firms need to begin transforming from the inside out to take advantage of this change in the workforce domestically.

Appendix

Literature Review

	Article Title	Author Name	Hypothesis	Result
1	Employee Motivation by Generation Factors	Lunsford, Seleste	Generational trends can provide some logical direction for an organization-wide approach to employee motivation.	
2	Understanding the Millenial Generation	DeVaney, Sharon	Suggestions for successfully engaging millenials in the workplace	Many millennials prefer to work at smaller companies where they believe they will be able to have a hands-on role and make a bigger impact.
3	Maximizing Millennials in the Workplace	Brack, Jessica and Kelly, Kip	Examines the positive characteristics Millennials bring to an organization. Explores what this generation feels is important in a job and what they expect from their employers. Offers HR and talent development professionals some practical tips on how to keep this generation engaged. Provides examples of what leading-edge organizations are doing to leverage this generation's strengths and to integrate them into a multi-generational workforce.	
4	Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing	Twenge, Hoffman, Campbell, and Lance	This study examines the work values of a nationally representative sample of U.S. high school seniors in 1976, 1991, and 2006	Leisure values increased steadily over the generations (d comparing Boomers and GenMe = .57), and work centrality declined. Extrinsic values (e.g., status, money) peaked with GenX but were still higher among GenMe than among Boomers (d = .26).
5	Managing Millennials: A Framework for Improving Attraction, Motivation, and Retention	Thompson and Gregory	Consider common stereotypes of employees from the Millennial generation in the context of the educational, political, economic, and social contexts present during their formative years, suggesting that management style may be the key to successfully leveraging Millennial employees' talents.	Managers who adopt an individual consideration approach to work-ing with their employees will offer the personalized, development-orientation attention (Eagly, Johannesen-Schmidt, & van Engen, 2003) that seems to be so desired by Millennials.
5b			Adopt a coaching approach to working with their employees. While we are not advocating coaching as a blanket solution, we do believe that a coaching approach centered on developing, growing, and giving decision rights and personal responsibility to employees will appeal to Millennials' desires for feedback and autonomy. We also suggest that Millennials who are simply "looking to be given an answer" will gain new skills in critical evaluation and seeking out answers on their own with frequent coaching.	Assume an individual consideration approach to working with their employ- ees. Specifically, managers should work to tailor their relationships and interactions to the unique needs of their individual employees. Previous research has shown that managers who lead with individual considera- tion cultivate more effective coaching relationships with their employees (Gregory & Levy, 2011) and have employees who are inclined to seek more feedback on their performance (Levy et al., 2002).
6	Millennials in the Workplace: A Communication Perspective...	Myers and Sandaghiani	We discuss Millennials' communicated values and expectations and their potential effects on coworkers, as well as how workplace interactions change among Millennials.	Conclusions are only cross-generational differences.
7	Generational Differences in Work Ethic	Meriac, Woehr, and Banister	Examines the difference across three generational cohorts (Millennials, Gen X, and Baby Boomers) on dimensions of the work ethic construct using the multidimensional work ethic profile	**Table 2** Differential test functioning values among generational cohorts <table><tr><td>Dimension</td><td>Boom—Gen X</td><td>Gen X—Mill</td><td>Boom—Mill</td></tr><tr><td>Self-reliance</td><td>.152</td><td>14.580</td><td>.870</td></tr><tr><td>Morality/ethics</td><td>289.448</td><td>199.609</td><td>.295</td></tr><tr><td>Leisure</td><td>.076</td><td>.926</td><td>.013</td></tr><tr><td>Hard work</td><td>.961 (.385)</td><td>31.234</td><td>.190</td></tr><tr><td>Centrality of work</td><td>.044</td><td>57.776</td><td>.329</td></tr><tr><td>Wasted time</td><td>.239</td><td>38.554</td><td>.633</td></tr><tr><td>Delay of gratification</td><td>.014</td><td>7.131</td><td>2.021 (.087)</td></tr></table>Values in italics were not equivalent across cohorts. Values in parentheses represent DTF indices after removing items. Complete DTF indices are presented in the appendix. *Boom* Baby Boomers, *Gen X* Generation X, *Mill* Millennials
8	6 Recommendations for Successfully Hiring (and Retaining) Millennials	Joyce and Barry	By adopting recruitment and human resource practices that appeal to millennials, financial planning firms can create a work environment that new employees won't want to leave.	Create a strong internship program, 5. Increase the firm's social media presence, 6. Throw in some fun

Employers and managers need to provide meaningful work, allow the millennials to provide input, and help the millennial feel that he or she is a good fit on a good team	
Job Factors Valued as Important ■ Millennials ■ Managers (bar chart: Meaningful Work, High Pay, Sense of Accomplishment, Responsibility)	1. Coaching. Millennials were raised with constant coaching and feedback and expect it to continue in the workplace. Coaching will keep Millennials engaged in their work. Spiegel notes that coaching does not need to be time consuming or overly formal. "Coaching," she states, "can be as simple as a quick e-mail response, a text or a two-minute conversation."
	2. Collaboration. Millennials are natural collaborators, particularly when the group's purpose and goals are understood. Spiegal recommends that employers be clear about deadlines and any business boundaries the group should be aware of.
	3. Measures. Millennials were raised with a lot of structure and measuring systems and are accustomed to understanding how they will be judged and assessed. They expect these metrics to continue in the workplace, so employers should define clear and consistent job assessment criteria.
	4. Motivation. Millennials want a work environment that is comfortable and which inspires them to contribute without fear of being criticized. Spiegal suggests throwing a pizza lunch or giving time off for a job well done (Spiegal, 2011).
Contrary to popular press reports, GenMe does not favor altruistic work values (e.g., helping, societal worth) more than previous generations. Social values (e.g., making friends) and intrinsic values (e.g., an interesting, results-oriented job) were rated lower by GenMe than by Boomers.	
Similarly, because of its foundations in development, positivity, and maximizing potential, we believe that a coaching approach to managing will also result in successful motivation and retention of Millennials. Past research has demonstrated strong relationships between individual consideration, coaching behaviors, and effective use of developmental feedback	
Invest the time and effort in cultivating genuine and meaningful relationships with their employees. Past research has demonstrated that such relationships provide the foundation for effective coaching (Gregory & Levy, 2011).	Engage in behavior that builds mutual trust with their employees. Trust has been shown as a critical factor for establishing strong relationships with employees (Brower, Schoorman, & Tan, 2000; Gregory & Levy, 2011) and also has significant implications for how inclined employees are to accept and further seek feedback (Ilgen et al., 1979; Steelman et al., 2004).
	Millennials demonstrate large differences in Self-reliance, morality, hard work, centrality of work, wasted time, and delay of gratification compared to Gen X. They however are fairly similar to Baby boomers.
<-- These suggestions really reflect a lot of what firms should be demonstrating in their job postings and recruitment videos!	

Coding Spreadsheet for Corporate Recruiting Videos

		MILLENNIAL FOCUS		
		1	2	3
	Company Name	Twitter	Dropbox	Starbucks
	Hyperlink	https://www.youtube.com/watch?	https://www.youtube.com/watch?	https://www.youtube.com/watch?
	Video Title	At Twitter, the Future is You!	Working at Dropbox	What It's Like to be a Starbucks Par
People	Age	Late 20s to early 30s	N/A they're all muppets	Late 20's to early 30s
People	Race	Predominantly white	N/A they're all muppets	White, Asian, black, and hispanic represented
People	Gender	Equal	Equal	Equal
People	Attire	Casual, rolled up sleeves, button down shirts untucked with crew necks showing under/ jeans/	Casual tshirts, sweaters, hoodies	Store uniform for some, others in smart casual (polos, button downs, nice jeans)
People	Suits	None	None	None
Location	Indoor Setting	Casual office meeting with the CEO/ couches to sit and chat with/ casual think tank room with green walls and mounted deer head on the wall/	Work kitchen/ coffe bar/ cafeteria/ lounge/ all glass team meeting room/ bookstacks/ dive-bar for band gig	Store café/ computer labs/ laboratory for coffee testing
Location	Outdoor Setting	None	Standing in front of Golden Gate/ Giant's Stadium	Rooftop with sun shining/ Façade of 9 story brick Starbucks building/ casual outside patio
Location	Board Room	None	No	Yes with everyone smiling and chatting congenially
Location	Open Floor	Yes, desks with small dividers you can see others over sitting down	Yes, always well lit and open	Not open, but walks through the office halls
Location	Casual/Outside Work	Break room/ Couches next to o	Goldent Gate bridge/ @ dive-bar playing music with coworkers/ coffee bar/ fun walk outside with cityscape in the background	Community service event
Location	Cafeteria/Café/Food	Coffee, catered breakfasts lunches and dinners, **BEER**	Yes via the kitchen, cafeteria, and coffee bar, **But also the tea and scones cart!**	Not specifically for employees, but Starbucks serves food so it is shown

The Intangibles	**Fun**	Playing video games and Settlers of Cataan at work/	Coworkers playing in band after hours	
	Fulfilment	Helping to change the world	Customers stopping employees to say how much they love the product/	Customers leave a mark on our hearts and minds/ we are involved in the community/ part of something big/ not just about making coffee
	Community/Connection	"Friends for life!"/	Positive/ no bad apples/ human and down to earth/ magical/ diverse/ Home	Coworkers are a second family/ bonding happens at work
	Opp for Advancement	"Opportunity"/ lists out all different job openins (engineering managers, front and back end managers, hadoop reliability engineer, sales, HR) then a fast huge list of other jobs/	Empowerment and initiative/ place I come to grow	Being my personal best/ opportunity to expand/ Starbucks is an area for growth
	Work-life Balance	Benefits: own computer, health and dental coverage,	Don't' take themselves too seriously/ respectful of my time/ seemless integration of work and life/ on site gym	
	Culture		I love dropbox (whole video plays at what a closeknit group of people work here)	PARTNER (mentioned several times throughout that each employee is a Starbucks partner)
	Global Reach	Yes, dorky but shows clocks of times from around the world	No	
	History	No	No	
	Expertise/Skill	Get to work on small teams that effect hundreds of millions of users/	Dedication/ hardwork/ all-star/ synergy	Ownership of work
Length	**Total**	3:10	2:30	1:32
	Total (secs)	190	150	92
		Quirky funny concept. It's painfully awkward which is funny but they do sneak in a lot of great info about who they are and what they do.	Hilarious! This is as entertaining to watch as it is informative. And who wouldn't believe a muppet?!	Focused on partnership and how Starbucks allows you to grow in the company and the community

*Same columns continued

4	5	6	7
Facebook	H&M	AirBnB	LuLuLemon
https://www.youtube.com/watch?	https://www.youtube.com/watch?	https://www.youtube.com/watch?	https://www.youtube.com/watch?
Facebook Recruiting Video: What d	Place of Possible - Careers at H&M	Interning at AirBnB	Life at LuluLemon
Mid to Late 20s	Late 20s	Late 20's to early 30's	Early 30's
White, asian, and indian represented	Representation of all races	Equal representation among white, black, indian, asian, and hispanic	Indian, White, Asian (all in Canada location)
Male heavy	Equal	Equal	Equal representation
CASUAL, Tshirts and jeans, hoodies	Edgy jeans, tatoos and peircings, non-traditional collared shirts, trendy, rolled up sleeves, leather	Casual tshirts, hoodies, sleeveless tops for the girls, jeans	Yoga or athletic type clothes
None	None	None	NONE
Brainstorming in front of whiteboard/ causal ottomans for team meeting/ Meeting in a park	1 set for entire video, just a grey blank background (whole video in B&W	Arcade/ feet kicked up with laptops while sitting in armchairs/	Yoga class/ open floor office space/ cutting fabrics in back room
Park, busy street outside the office	N/A	Parade!/ casual outdoor patio meeting space/ backyards of houses presumably under AirBnB	Ocean wave/ yoga on shoreline/ biking in a forrest/ picnic in an outdoor park/ mountains with
No	None	None	None
Yes, very open floor plan with desks butting up against others	N/A	All casual meeting spaces (no offices) with big open rooms for seminars or presentations	Open desk with photos on the walls and inpirational exercise pictures
City park	N/A	Outdoor backyard potluck	Group retreats/ runs on the beach with coworkers/ after hours hang outs at a juice bar
	None	Alcohol in background./ Yes! Many shots show people coming together to meet over food. Sometimes subtly food is in the	Visiting with coworkers at a juice bar

*Altruistic feel to this video. Facebook comes across as more than just social media, it's helping the world	Quotes: upbeat/ fast-paced/ hate red-tape/	DOGS/ painting/ video games/ playing FIFA and everyone has their laptop with a multicolor discoball hanging from the ceiling	sports together/ lots of energy/ DOGS/ "cool place to be"/ 3D imaging of heat signatures shown in real time
Touches the lives of 100s of people/ Facebook helped people to fight for peace in Irani Election/ People have adopted babies via Facebook	Everyday is different/ "retail is awesome"	Impactful large projects/ work on something millions of customers will use	Passion for doing what you want
Individuals connecting/ human connections happening everyday	Family/ one team/ you make friends at work who are the best friends you've ever had/ HOME	"Welcome Home!"/ open and welcoming people/ family and support/ close knit/ small company feel/ working with friends/ coworkers are cool	"Community"/ super supportive/ "The magic is our people"
Facebook is not a top down hierarchy/ full of self starters	No college degree turned into a career/ my future at H&M is bright/ definitely gonna go somewhere/ Senior level position after less than 1 year	Progressive/ innovative/ little heirarchy/ learning from each other/ learn new skills and technology	All about chasing your goals/ constantly changing and evolving/ pushing ourselves daily
	Fell in love with H&M/ freedom to do what I want	Mentorship from senior managers/ AirBnB is a great work and a great home	See Fun category for outside activities to balance life and work
Bold, inventive, imaginative (All about Connection)	Different cultures and backgrounds at H&M/ don't have to put on a mask/ 1st co. where	Hosts and guests connect/ All about COMING TOGETHER	"I dreamt about this place to work"/ we can be different/ the magic is our culture
	Lots of travel opportunities domestic and international	Worldwide reach	No
	No	No	No
	Be ready to hit the ground running	Passionate people who want you to excel	We can do anything
3:31	2:30	2:38	1:52
211	150	158	112
	Heavily focused on the diversity aspect and accepting all as they come		

*Same columns continued

		OLDER GENERATION FOCUS
1	**2**	**3**
Robert W. Baird*	**Ford***	**PepsiCo**
https://www.youtube.com/channe	https://www.youtube.com/watch?	https://www.youtube.com/watch?
Our Global Brand	Why work at Ford?	Why work at Pepsico...
40's-50's (senior execs), interviews all with people over 45	Mostly 40s, those interviewed high ranking people probably in their 50s	40's to 50's, also a lot of children aged 8-14 shown in various scenarios
Predominantly white older folks with grey hair. Asian and black make appearance only momentarily w/o speaking	Very inclusionary of all races, black, white, asian, hispanic. Key point of their video was this inclusionary idea	Shows people from around the world at their respective offices
Interviews half and half women to men. Women talked about culture only	Men and women interviewed at high ranking positions within co.	Even gender split
B-casual to formal, lots of men and women in suits	Suits for those interviewed, in office business casual-formal, assembly workers in uniform	Assembly workers in uniform of polos and hairnets, all interviewees on business side at least in b-casual to b-formal
Yes	Yes, CEO and pres of Americas in suits for interviews	Yes, interviewed execs are in suits
walking through hallways of closed door offices and high walled cubicles/ looking through glass door @ people working behind desks/	Views of assembly line or meetings in formal office spaces between cubicles/	videos of large assembly lines processing food and drink/
Façade of Chinese location entrance	Opens with sky view of façade of massive 12 story Ford HQ office/	Shots of countrysides for farming and communities in nations internationally
Formal meetings in board room with serious faces (no smiling)		Serious board room meeting
None	None	No, but scenes of factory floor
Men in suits looking at their phones tweeting about Baird's +$1 billion in revenue/	Limited snapshots of office events	
No	No	No

Christmas party picture in office/	Women singing karaoke	Lots of clips of celebs in pepsico commercials
Fortune 100 best places to work/Bond buyer's deal of the year/ Pension & investments best places to work/ Barron's top 40 wealth managers 7 years going/ Real deals top private equity co./	None	Makes you feel a sense of pride/
"No asshole policy"/ shows people working in community service projects	"strong functional skill teams"/ Ethnic diversity important to the company/everyone is respected, valued and included (sounds rehearsed and playing at Title IX)/	Giving back and volunteering in communities internationally highlighted
Seasoned tenure average of 17 years/	New technologies in cars, new infotainment systems, and lots of growth/	No
50% of employees have flexible hours	No	No
Entrepreneurial Spirit	Shows timeline of Ford's progression, spent 30 sec explaining this/	Environmental conscientiousness/ Sustainability very important/
Mapping global offices [Frankfurt, London, Shanghai, Mumbai, domestic offices	none	Beatiful scenery from nations around the world (india, mexico, China, Russia, Brazil)/ Global leader/ 1 billion consumers daily
	none	A century of refreshing the world
Stock up 29% in last decade/ 10-yr performance graph/ CNBC appearances/ people come away with a wow factor from our technical expertise/client assets over $100 / billion/ 55,000 resumes per year	"technical excellence at the highest level"/we attract the best and brightest	"world premeir food and beverage company"/ pace-setter in R&D/ 2 prestigious awards for water conservation/ $66 billion firm/ 22 different billion-dollar brands
4:05	2:52	4:47
245	172	287
*overall mostly music over sliding pictures or short clips, very little dialogue except for the interviews	Automated voice (like Siri) narrating the majority of this video. Felt automated and inpersonal	This felt like a movie trailer more than a real glimpse at PepsiCo work.

*Same columns continued

4	5	6
First American Financial*	EY*	Credit Acceptance
https://www.youtube.com/watch?	https://www.youtube.com/watch?	https://www.youtube.com/watch?v=wybt-pPO79g
Why work at First American	The Exceptional EY Experience	Credit Acceptance…a Great Place to Work!
Mid 30's, also some young Millennials (maybe 25-30)	Late 30's to early 40's	Late 30s to early 40s
100% White	white, asian,	Split between black and white
Even split	Equal	Equal
Suits and ties, also business casual in more day to day interactions/	Business professional in the office	Business casual
Yup, large majority in suits	Yes	Occasional but most in b-casual
Luxurious board room (empty) overlooking city from inside the upteenth story/ defined office spaces and cubicles	Coworkers in a board room, accidentally spills coffee and they all laugh/	Break room with arcade game, couch, and PCs for "sufing the internet"/ kitchenette with employees making food/ NAP ROOM w SOOTHING FISH TANK/
Sunrise, nothing to do with company/	Starts with woman on her porch looking out on a town getting call for job offer/ Façade of high rise office in the city/	Time lapse façade of high rise office building/
All glass walls, very formal/ Large round oak table surrounded by a dozen middle aged people in dark suits	Yes, function as group think tanks	None
No, cubicles and standing desks	No, cubicles mostly and corner office	Traditional cubicles
All in office. None.		Employee talking from the driver seat of his car/
No	Cocktail party	Coffee and big deal that flavor coffee cream was brought up as a compaint and now they have it/

Blooper real at the end with all their interviews that went awry	Bon voyage party for Daniel in the office (same guy whose coffee she spilt in first scene)/ cocktail social/	We can have fun here!/ very laid back and fun/ coworkers are pretty funny (interviewee gets hit in head with stress ball from someone off camera)/
We help finance medical equipment at a hospital to save lives/ so what we do is truly affecting out world/ get to work on new projects and roles/	Fulfilled in watching herself and her colleague succeed/ Paying it forward to help guy whose shoes she was in just years ago	Slogan: we change lives one at a time.
I want to work with and learn from others/ "be a team player"/	Shows protagonist interacting and working alongside coworkers in enjoyable manner/	I love coming to work everyday because of the people (working with the cast of characters I work with)/ people go out of their way to make a great mood & environment/ I feel like I'm part of the family here
Will stay at First American probably until I retire/ I want to be the best this company has ever had/ a company where there is no limit to what we can do/ for all the young people, I hope FA is a place where they feel they have accomplished more than they could have anywhere else/	Receives text saying she passed exams/ gets a corner office and makes partner just "several years later"/ receives EY entrepreneur of the year award at international conference/	Nope
	Comes home to husband cooking to share success of work/ long hours in hotels, at home, in the office/ boss comes over to her cubicle and they look at picture of her kid together/	"able to create a living without compromising my personal or family life"/
Providing best service to customers/ **the work is difficult, but we do what it takes to get there**/	This video promotes the community and personal relationship created at EY, also a pay it forward mentality	Spend a lot of time demonstrating how fun this place is to be.
They show pictures of the universe and sun rises and open roads to maybe connotate they are global?/	Protagonist travels internationally to attend business conference that her old coffee friend is attending/	None
none	None	None
Colleagues constantly looking to be the best at what they do/	Long hours of work, nothing direct to this point.	None
5:14	4:52	1:38
314	292	98
Interviews are shot very close and only show from the person's armpits up and only from straight on view	No words spoken! Created a story, very unique from the boomers. Followed a woman through her upward progression	*This one was a lot of fun and did well highlighting the people that work there. As far as selling the business, not so much. But fun group to be around!

*Same columns continued

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