

Job Board & The Gig Economy

Job G8 | Nashville 2018

The Uber logo, consisting of the word "UBER" in a bold, black, sans-serif font, centered within a white square. The square is positioned on the right side of the slide, overlapping a vertical decorative pattern of light blue geometric shapes.

UBER

Melissa Miller - Marketing Manager @ Uber

Melissa Miller

Marketing Manager @ Uber

- Background in math and economics
- Experience in talent acquisition
- Growth Marketing at Uber
- Focus in the intersection of talent acquisition, marketing and labor economics

The Uber logo consists of the word "UBER" in a bold, white, sans-serif font, centered within a solid black square.

UBER

2017 Facts and Figures

- 75 Million Riders
- 3 Million Drivers
- 600+ Cities Worldwide

Agenda

- The Labor Market
- Job board acquisition models
- Talent Acquisition learnings from the Gig Economy

Changing Labor Market

Changing Labor Market

Themes within the evolving labor market



1. Employee Values



2. Increasing Skills Gap



3. Independent Work

Employee Values

Employment values candidates are prioritizing are shifting towards flexibility

Be your own boss - 72% of millennials want to choose when, where, how and for whom they work



Where - Flexibility of location



When - Ability to set schedule, improve work/life balance



Who - Report to self, uninvolved from big business and politics



What - What skill set you want to utilize

Increasing Skills & Location Gap

There are gaps in market skill set and proximity of job opportunities

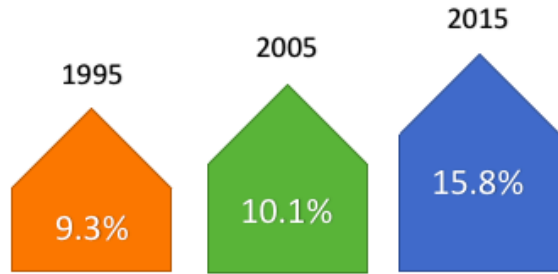
60% of workers

say the hardest part of a job search is finding one that matches their availability and location.

Traditional labor market factors that make traditional employment less enticing

- **Unemployment**
- **Underemployment**
- **Mismatch of location**

Independent Work



By the numbers:

The number of on demand workers in the US is expected to nearly **double in 4 years**.

- By 2021 **9.2 million Americans** are expected to work in the gig economy



The impact of referrals:

78% of freelancers would recommend it to a friend

**How does this affect job
seekers as a customer base?**

Job Search Polarization

Job seeker behavior by opportunity

Independent Workers & Gig Seekers

- **Location** = Want a flexible location
- **Hours** = Want to choose their hours and amount
- **Search terms** = Varied: Blank, value proposition, skill level
- **Industry** = Open to various industries
- **Title** = Lower percentage of candidates are doing direct title searches

Career Opportunity Seeker

- **Location** = Interest in certain search radius
- **Hours** = Expectation of full time
- **Search terms** = Varied: skill level, industry, desired title, earnings
- **Industry** = Specified industries
- **Title** = Search terms reflect desired titles of interest

Job Search Polarization

Advertisement by opportunity type

Independent Workers & Gig Seekers

Uber Driver Partner (Flexible Hours & Weekly Pay)

📍 Uber Driver Partners 📍 San Francisco, CA

[Apply on Company Site](#)

About the Job

Drive with Uber and earn money anytime it works for you. Driving is an easy way to earn extra, and it's totally flexible around your schedule. You decide when and how much you drive.

What you need to know:

- **Earn great money:** The more you drive, the more you earn.
- **Flexible schedule:** Make your own schedule and earn anytime, day or night.
- **Getting started is simple:** Signing up doesn't take long, and we'll provide support along the way.
- **Get paid weekly:** Earnings are deposited into your bank account weekly.
- **24/7 support:** The app gives you turn-by-turn directions, and access 24/7 support if you need help.

Career Opportunity Seeker

 **UBER Driver Partner - Full Time**
 **Uber** - New York, NY
4 days ago

[Apply Now](#)

[Save](#)

Job

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Here's what you need to get started:

- Be at least 21 years old
- Have a 4-door vehicle
- Have a valid U.S. driver's license and vehicle insurance
- Have at least one year of driving experience in the U.S. (3 years if you're under 23 years old)

Job board Acquisition Models

Job board Acquisition

How is talent acquisition approached differently between gig seekers and career seekers?

	Independent Workers & Gig Seekers	Career Opportunity Seeker
Location	Locations are varied to demonstrate the location flexibility of the opportunity	Locations are specified to the location of daily work
Titles / Ad Placements	Titles are varied to demonstrate flexibility of who could be a fit for the opportunity	Titles are set for clear expectations of the opportunity
Requirements	Limited number of basic qualifications that can be self identified	Qualifications are key to finding the right candidate for the single opening
Fill Ratio	Advertisements are continuous as volume is tied to margins & growth	Job postings are tied to a single hire and candidates are rejected after one fill is complete

Job board Acquisition

Advertisement by opportunity type

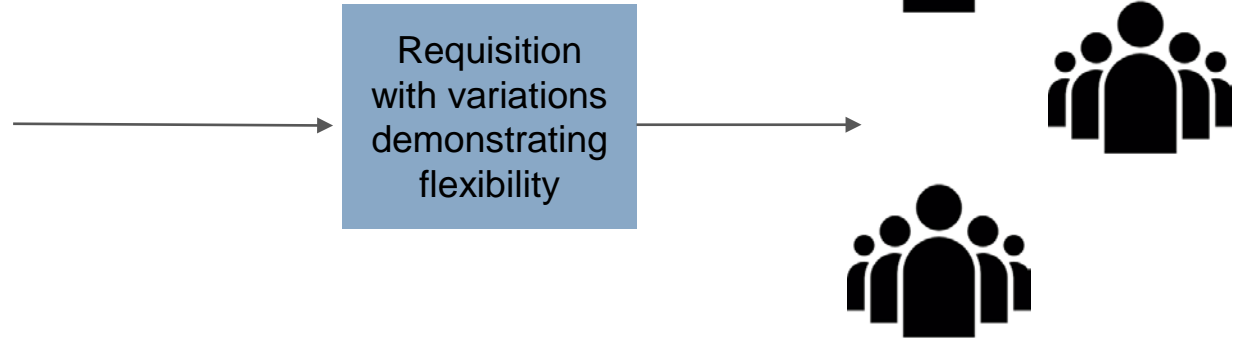
Career Opportunity Seeker

Candidate 1
Candidate 2
Candidate 3



Independent Workers & Gig Seekers

Candidate 1
Candidate 2
Candidate 3
Candidate 4
Candidate 5
Candidate 6
Candidate 7



Talent Acquisition learnings from the Gig Economy

High Volume Acquisition

Focus points of volume acquisition

1) Goal definition

2) Automation of optimization

3) Creative testing

4) Device Optimization

5) Clear & consistent reporting

Goal Definition

Who

- Who could fill this opportunity?
- Who has a value proposition match?

What

- What is the cost per conversion?
- What are the range conversions you are looking for?

Where

- Where is this opportunity available?
- Are there multiple locations or a singular location?

When

- When is the ideal conversion date?
- What is the time to fill?

Automation of Optimization

1. What is the goal?
2. What do we need to do to reach our goal?
3. Can this be automated?



Ad Creation

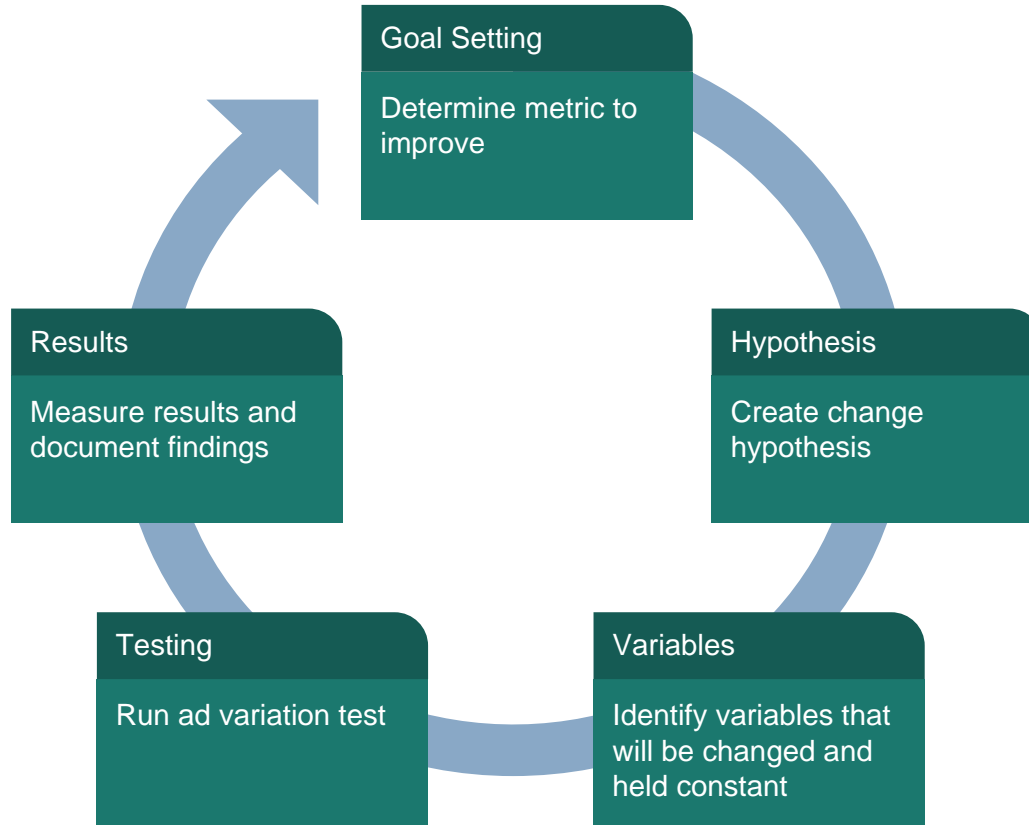
Feed
Control

Bidding

Reporting

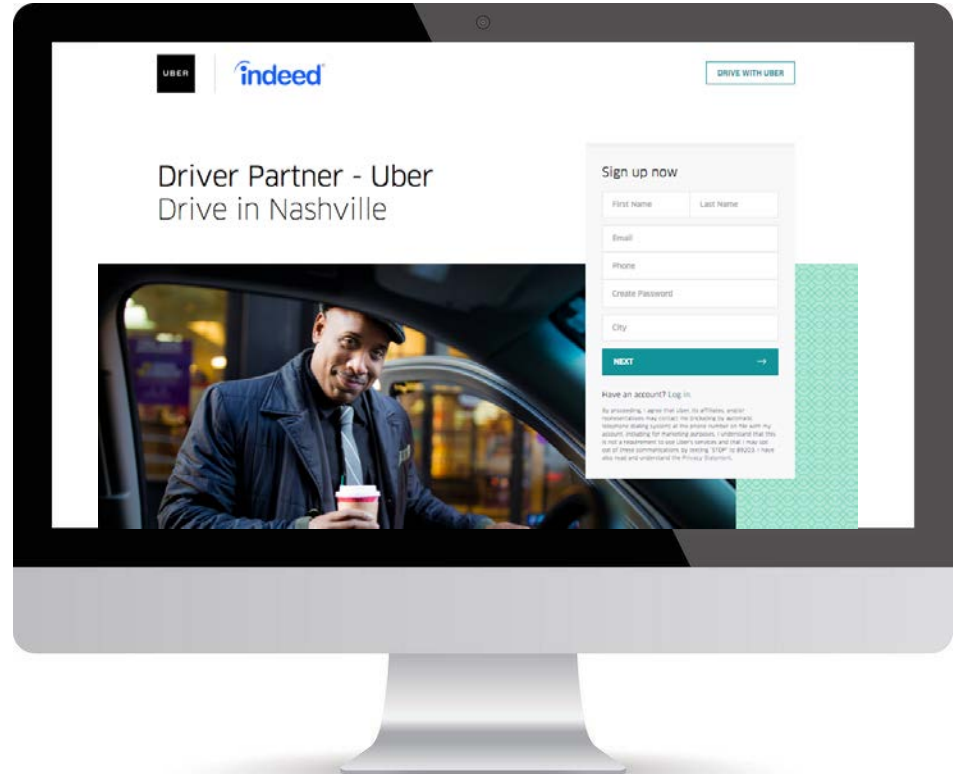
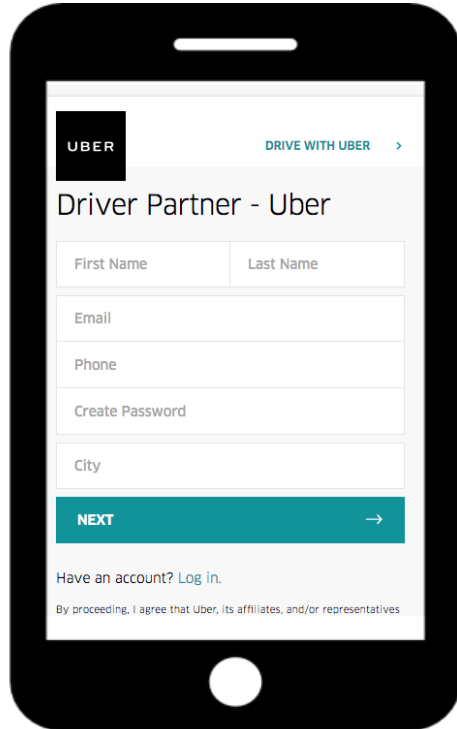


Creative Testing



Device Optimization

50% of job seekers prefer the option to apply on their smartphone or tablet



Source: Rake "Job Seeker Behavior" Survey

Clear & Consistent Reporting

Goals to address in reporting:

Impression Worth

- *Impression worth* - Limiting impression penetration based on cost
- Location value

Click through consistency

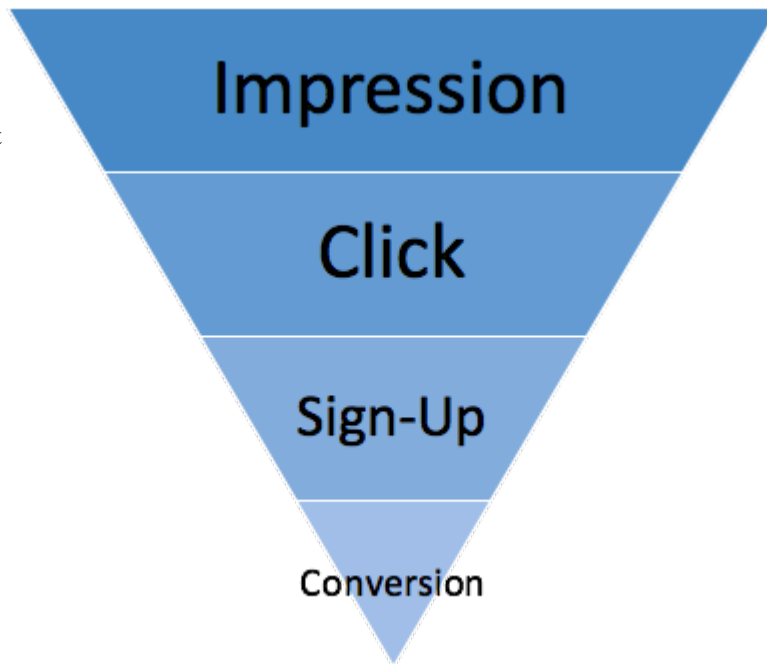
- Is the candidate interaction consistent?

Quality candidate reach

- What is the expected quality?

Click through of ads

- Monitoring higher CTR impact on conversions



Reporting cadence:

Sharing of data

- Two way data sharing
- Daily data share (if not real time)
- Data integration via API

Data visualization

- Data visualization shared between advertiser and partner

Checks and balances

- 3rd party tracking for performance verification

Key Takeaways



Candidates value flexibility and are leaning into earning opportunities that put them in the driver seat.



Acquisition advertisers – from gig to seasonal to trucking – are creating opportunities to meet these candidate values.



In order to scale reach to those seeking income, advertisers are continually testing messaging and creative.



Transparency between advertisers and publishers is key to optimizing and reaching goals.

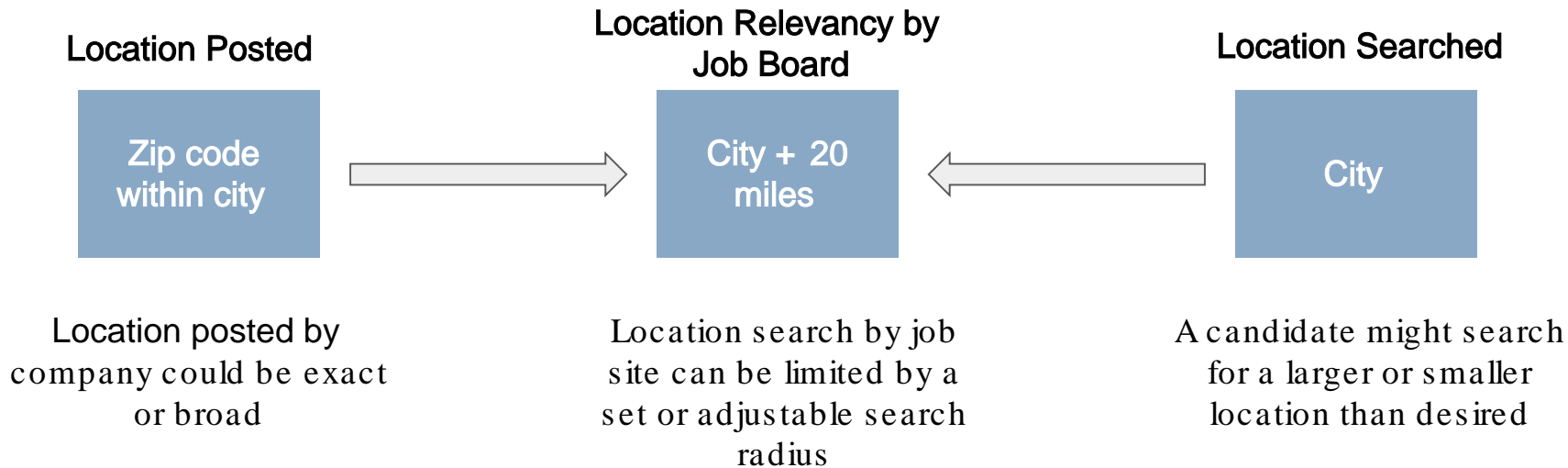
Questions?

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Appendix Slides

Location Targeting

Where is the opportunity? Where is the candidate searching? How do they match?



UBER