

# Talent Forecast

By Stacey Stratton, CSP

# 20

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This is a market-making time  
for the creative, marketing and  
interactive industry here  
in the Twin Cities.

Here's what we expect to see in 2014.



Everyone's situation is so unique.  
Want to talk about how these trends  
will affect you or your organization?  
Let's get coffee!

A handwritten signature in black ink, appearing to read 'Stacey Stratton'.

–Stacey Stratton

# The Twin Cities Talent Storm

***Even though job opportunities continue to increase, we are still seeing a drastic shortage in talent and skills that match current openings. And when they do match, finding a cultural fit is often still a challenge.***



TREND **1**

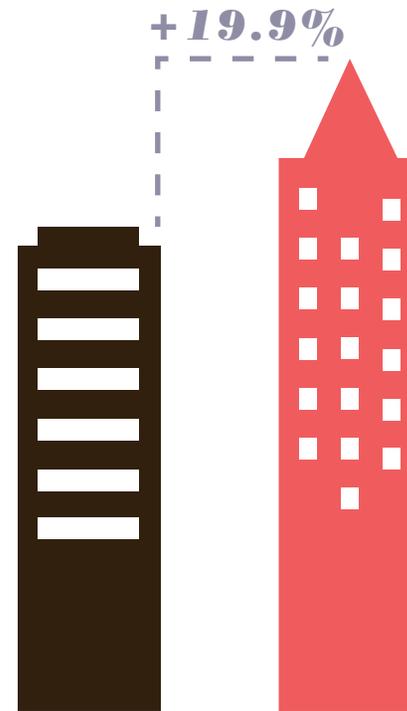
THE TWIN CITIES TALENT STORM

# Snapshot



## ***Seven-County Minneapolis-St. Paul Job Vacancies***

—from the Minnesota Department of Employment and Economic Development (MN DEED)  
2013 Job Vacancy Survey



## ***Projected Creative Industry Growth in the Twin Cities 2010–2020***

—U.S. Bureau of Labor Statistics

# Overview

## IS THIS THE PERFECT STORM?

Overall, Twin Cities unemployment is down, and job openings are up. Eighteen percent of Minnesota employers reported plans to increase employment—up 6.6 percent from last year (MN DEED). This is true for multiple industries, particularly health care, retail and construction, and it's absolutely true in the creative industry.

A recovering economy has led to a thriving creative scene. Agencies across the nation are getting more work than ever, and this is evident with the influx of national work Twin Cities groups are producing. Internal marketing departments are also growing.

In short, we at True Talent Group have never seen the Twin Cities creative industry this hot—there's talent, and there are opportunities. Perfect, right? Not necessarily, because talent, skills and opportunity don't always align.

## AN IMPERFECT MIX

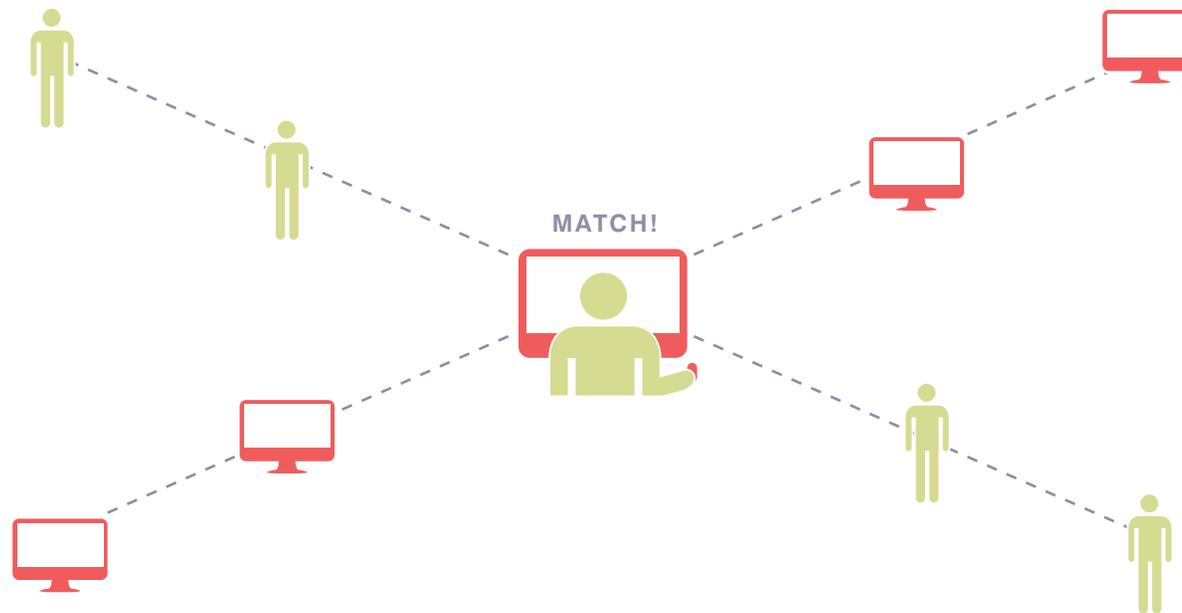
There is a shortage of skills and talent that is a match for the positions and roles that are most needed. According to a poll of 1,400 U.S. executives in a 2013 survey, a third reported that a major factor leading to a failed hire is a poor skills match.

This situation is real, but it's not hopeless. The most recent ManpowerGroup Talent Shortage Survey revealed 39 percent of employers are having difficulty finding the right skills—that number is high, but it's down a whopping 10 percent from last year. So the Twin Cities scene will likely be tumultuous in 2014.

**To be a market maker, you need to recognize the competitive talent landscape.**



# Supply vs. Demand



## Digital Talent Is a Must

The demand for web and user-experience (UX) designers and front-end web developers continues.

## The Mobile Market Is Here to Stay

Consumers have the world at their fingertips, and content must adapt to this new generation of communication. User-interface (UI) and responsive design are more important than ever.

## Curating the Whole Package

Experienced marketing professionals are needed to manage client relationships and measure the effectiveness of campaigns, particularly in the social media arena.

# The Hot List: Part One

Account Executive

Digital Project Manager

Editor/Proofreader

Front-End Web Developer

Interactive Marketing Manager

Marketing Manager

Mobile Designer

Production Artist

SEO/SEM Specialist

Social Media Community Manager

User-Experience (UX) Designer

Web-Content Writer

Web Designer



– Based on local and national demand

# The Hot List: Part Two

## MARKETING

Omniture  
Google Analytics  
PowerPoint  
Keynote

## CREATIVE

Adobe Creative Suite

## PROJECT MANAGEMENT

Axure RP  
Asana

## INTERACTIVE

HTML  
XHTML  
PHP  
CSS  
Javascript  
jQuery  
Wordpress  
Drupal  
Joomla  
Final Cut Pro



# The Next Step

***The Minneapolis/St. Paul Business Journal honored top Twin Cities employers for its 15th year in a row, and nearly a quarter of the top companies are in the creative industry—and almost all of them are hiring at present.***



The trend is clear:

- There is exciting new work to be done.
- There are great places to do it.

But you need the best match of talent, skills and culture for success!

The best talent is hard to find. And they are in demand, which means they have the privilege to be demanding. How do you get them on your team?

To navigate this market, you'll need strong recruitment and retention practices. Let's take a look at the second trend.

# Shifting Priorities

*The priorities of the workforce are changing. You may be surprised what it takes to attract talent today.*

## OLD STANDARDS



# New Expectations



Authenticity



Flexibility



Leadership



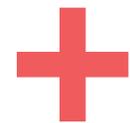
Development



Collaboration



Recognition



Perks

***“Sixty-nine percent of Americans would not take a job with a company that had a bad reputation—even if they were unemployed.”***

—Annual Corporate Reputation Survey conducted by Corporate Responsibility Magazine and Allegis Group

# The New Standards

WHEN THERE ISN'T ENOUGH TALENT TO GO AROUND,  
HOW DOES YOUR ORGANIZATION GET IT ON YOUR TEAM?

## Authenticity

Talent really cares about what they're doing: they want to make a difference; they want to be engaged; they want their work to be fun, rewarding and interesting. They also care about their reputation—and their employer's.

Is your organization creating work that makes a difference? Do you invite your talent to be engaged in what makes them tick?

## Flexibility

Workers care about work-life balance like never before. They want flexibility in how they work, when they work and where they work. A recent Millennial Branding report discovered that 45 percent of Millennials—soon to be the largest generation in the U.S. workforce—rate workplace flexibility as more important than pay.

Are you offering an environment that fosters creativity—where your talent thrives?

## Development

Most employees leave their companies because of lack of career development opportunities, according to Accounting Principals' latest survey. The best talent isn't content with inertia; they are driven by new-skill acquisition. If you're not offering the opportunity to learn and grow, they'll move on.

What initiatives do you have in place to help your experts continually improve?

## Leadership

It doesn't matter what year they were born, today's worker is happy to recognize authority—in exchange for, well, *respect*. “At the core, Millennials, Generation Xers and Baby Boomers want leaders to demonstrate consideration of others,” says Center for Creative Leadership Senior Research Scientist Jennifer Deal.

Talent expects the same level of honesty, accountability and authenticity that they strive for in themselves. What sort of example is your leadership setting?

## Collaboration

Collaboration between leadership and employees, between peers, between clients and talent—this industry thrives on the energy of these relationships. A recent PGI study found that 71 percent of Millennials want their coworkers to feel like a second family.

What are you doing to invite engagement and collaboration—to build your business bigger than a business and make it feel like home?

## Recognition

Meaningful recognition has been linked to improved retention and productivity. Studies show that workers who receive recognition, especially on-the-spot recognition (as opposed to formal performance evaluation or reviews), are more likely to repeat their stellar performance and reach out for more growth and innovation.

So, do you give credit where credit is due?

TREND 2

SHIFTING PRIORITIES

# Unique Work Perks of Note

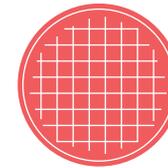
NATIONAL



Asana:  
Full-time chef



Evernote:  
\$1000 vacay  
pocket money



Mother New York:  
Waffle Wednesday

The Nerdery:  
Onsite dog  
grooming

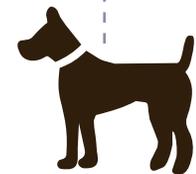
LOCAL



Colle + McVoy:  
Rooftop employee  
parties



Haberman:  
Employee veggie  
garden



This is not your grandparents' benefits package. Paid vacation and competitive financial benefits may be a given, but your additional unique perks can really set you apart. What can you offer that makes a statement about your organization and team—that makes talent say, "Hey, I want to be part of that"?

# Accept It: Priorities Are Shifting



Think about this: According to a survey conducted by Net Impact in 2012, **72** percent of students and **53** percent of workers said it was more important that they be in a position where they could **make a difference** than that they have children, prestige or wealth.

**Here's the deal:** Things are changing. Are you keeping pace? Is your organization in touch with shifting priorities?

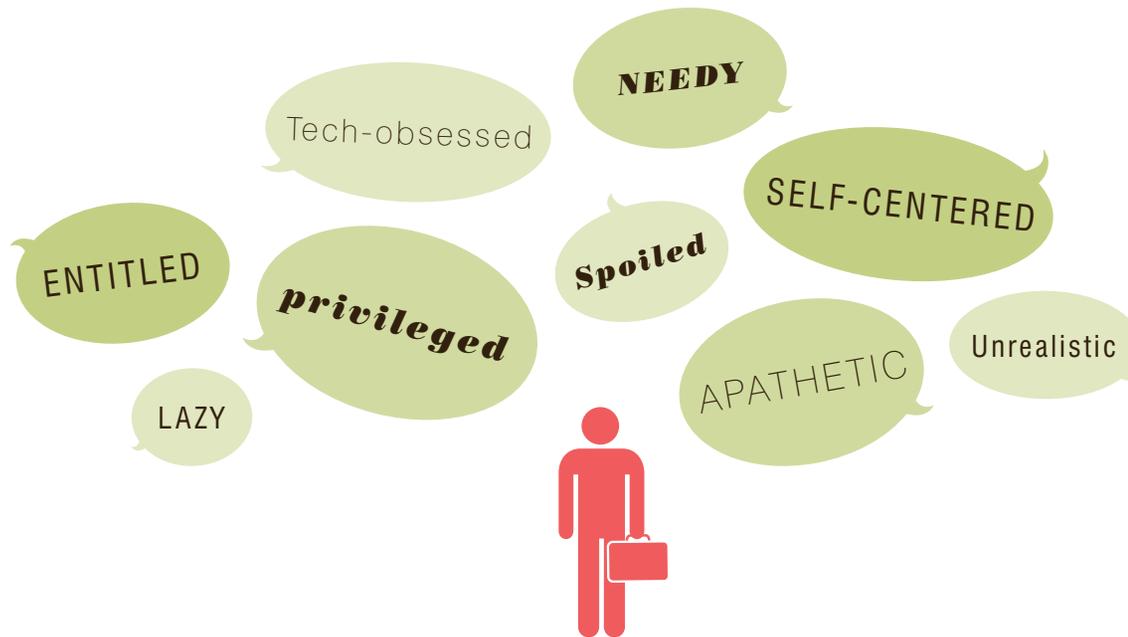


# Millennial Myths Debunked

***Call them what you want—  
Millennials, Gen Y, Echo Boomers—  
but by 2020, Millennials will make  
up nearly half of the U.S. workforce,  
and by 2030, they will make up  
75 percent of the entire global  
workforce (Meister).***



# Here's What They're Saying



***Is it True?***

# The Most Popular Myths

## Myth #1: They Are Lazy

**Truth:** The overwhelming majority of Millennials aspire to great accomplishments and are willing to work hard to get there. But it is notable that their priorities are different than older generations—many of which we touched on in Trend 2. In addition, their desire for a flexible work culture is more accurately attributed to their entrepreneurial drive for innovation—not mere convenience (Schwabel).

## Myth #2: They Have No Respect

**Truth:** According to the Center for Creative Leadership's World Leadership Survey, Millennials are more likely than Generation Xers and Baby Boomers to do what they're told by managers. In addition, they care about leadership. A recent PGI study discovered that 75 percent of Millennials think having mentors is crucial to their personal success.

## Myth #3: They Don't Care About Anything

**Truth:** They care...a lot. This generation, while still motivated by monetary incentives, cares deeply about making the world a better place and about learning as much as possible. They are eager to embrace and overcome exciting challenges that they find fulfilling, and they seek to work for companies that care about their wellbeing. In short, when employers care, they care.

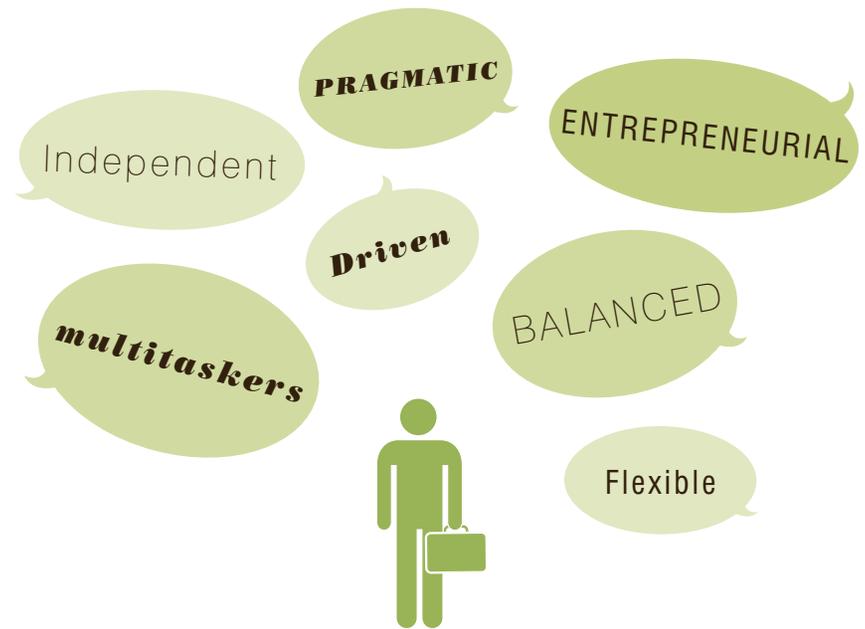
***“This new crop of employees is far more motivated by their mission than by the money they make. They want to transform a broken industry, save the planet, feed the starving, etc.”***

—Brian Halligan, CEO and co-founder of HubSpot

# The Rest of the Workforce



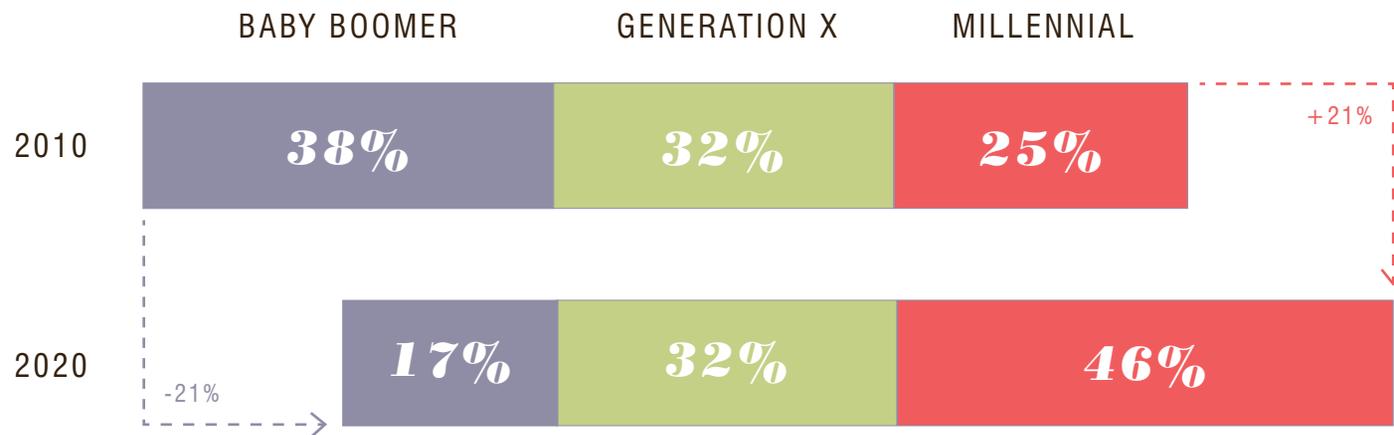
BABY BOOMER



GENERATION X

# Who Are They Exactly?

The Three Largest Generations Comprise **95%** of the Workforce\*



While Baby Boomers are clearly defined as the generation born between 1946 and 1964, the parameters of Generation X and Millennials (Generation Y) are less clear. The experts almost agree: Generation X comes directly after the Boomers; the cutoff, depending on which expert you're referencing, is a birth year between 1977 and 1980.

Millennials follow them, and for now we're hearing the generation born after Millennials in the mid-1990s and later called Generation Z.

\*U.S. Bureau of Labor Statistics and U.S. Census Bureau

# Maximize Opportunities

Millennials have gotten a bad rap and some catchy nicknames, but the real truth is this generation of workers is tech savvy and globally minded, and, more importantly, they're going to be producing the work and products that keep top companies innovative and profitable. In a few years, they're going to be running those companies.

Innovative companies must adapt to keep pace with the changing workforce, but this is an industry that has never had the luxury of remaining stagnant—it's driven by the next and newest big thing. Is your organization adapting and maximizing its opportunities with this generation of workers?

**True Talent Group thrives because of its consultative approach: we are knowledgeable about the industry, the talent and our clients. How will these trends affect your organization? Let's talk!**



A stylized, handwritten signature in black ink, appearing to read 'Stacey'.

Stacey@truetalentgroup.com

# The Affordable Care Act and the Industry

The goal of the Affordable Care Act (ACA), also known as Obamacare, is to improve the availability, affordability and quality of healthcare to individuals. That sounds simple enough, but with constant changes to the various mandates, many employers and hiring managers—as well as individuals—are left befuddled as to what is actually required of them.

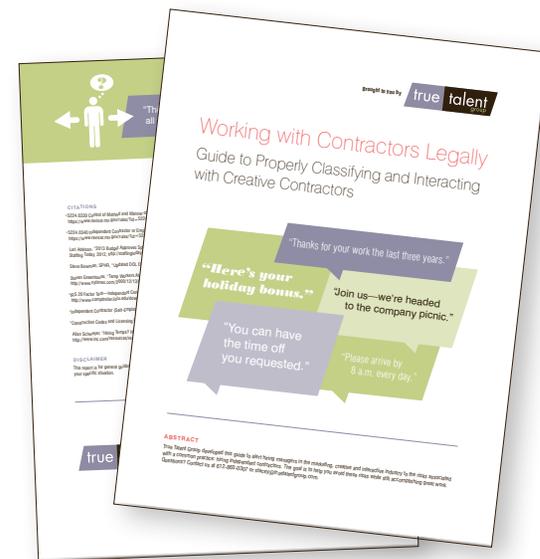
## Notable Facts, Stripped Down:

- Organizations with 50 or more full-time employees must offer health insurance to full-time employees and their eligible dependents.
- Smaller firms with no more than 25 full-time employees who choose to offer health insurance to their employees may receive a tax credit.
- Individuals, for the most part, will be required to obtain their own health insurance if their employer does not provide it.

## HOW MIGHT THIS AFFECT THE INDUSTRY?

Healthcare coverage has long been a motivating factor for talent when pursuing employment. When benefits like health coverage are uncoupled from employment, one trend we may see is workers deciding to move on if they're not satisfied with their organization: they'll seek out companies who offer coverage; otherwise, if they have their own affordable care, they'll seek employment with additional unique perks.

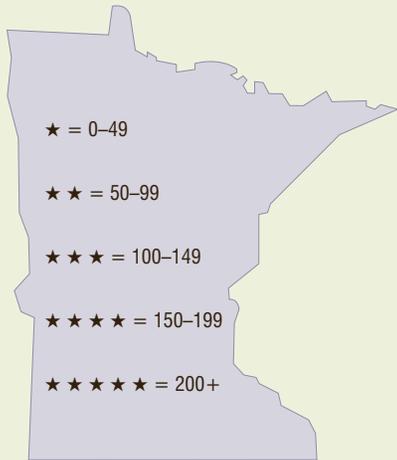
**In addition, companies may be more likely to use contract and freelance workers, as opposed to hiring full-time employees.** When this is the case, it will be especially important that hiring managers are familiar with the legal issues involved with using contractors.



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TABLE I

# Current and Future Job Demand Snapshot in Minnesota



Job Title	Current Demand	Last Year	Estimated Growth Rate
Advertising Manager	★	(N/A)	Below National Average
Art Directors	★★	(N/A)	Above National Average
Creative Directors	★	(N/A)	Average
Editors	★★	★	Well Below Average
Graphic Designers	★★★★★	★★	Average
Marketing Managers	★★★★★	★★★★★	Average
Public Relations Specialists	★★★	★★★★	Average
Technical Writers	★	★★★★	Below Average
Writers	★★★	(N/A)	Average

Information curated from MN DEED, iSeek and U.S. Department of Labor.

TABLE II

2013  
AIGA  
Salary  
Survey

This survey represents responses from more than 8,000 individuals in the U.S. The survey is conducted annually and has been for more than a decade.

TITLE	SALARY	CHANGE FROM 2012
Account manager	\$55,000	 +9.09%
Creative or design director	\$100,000	=
Designer, print and web/interactive	\$48,000	 +5.21%
Junior designer, print and web/interactive	\$40,000	 +3.75%
Marketing or new business manager/director	\$73,000	=
Owner, partner, principal	\$100,000	=
Project manager, print and web/interactive	\$65,000	 -8.33%
Senior designer, print and web/interactive	\$61,000	 +5.43%
Social media or online community manager	\$50,000	 -14.94%
Solo designer	\$60,000	=
User experience designer	\$85,000	=
Web developer (front-end/interface design)	\$60,000	 +7.69%
Web programmer/developer (back-end systems)	\$68,700	 -5.69%
Writer/copywriter	\$60,000	=

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#### ABOUT THE AUTHOR

Stacey Stratton, CSP, president of True Talent Group, is a 2013 Exceptional Businesswoman for Dakota County and a 2012 *Minneapolis/St. Paul Business Journal* Woman to Watch. She is a member of the Women in Business Alumni Club and has also been recognized by the National Association for Women Business Owners (NAWBO), which honored her with the Emerging Woman Business Owner of the Year award in 2011. Stratton was recently nominated as one of *Minneapolis/St. Paul Business Journal's* 40 under 40 and helped launch Hello New Job—a brand new Twin Cities resource for job and talent seekers.



#### MORE ABOUT TRUE TALENT GROUP

True Talent Group is a highly specialized recruitment agency. They find companies the best marketing, creative and interactive talent. True Talent Group services include contract, contract-to-hire and permanent employees. True Talent Group works with corporations, advertising agencies, design firms, marketing groups and more. True Talent Group holds Certified Staffing Professional™ (CSP) accreditation and Women's Business Enterprise National Council (WBENC) certification. Learn more at <http://www.truetalentgroup.com>.

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