

CCT356H5F - Online Advertising and Marketing (SH)

Final Project: Marketing Strategy with Univjobs

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## Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Strategic Analysis of Internal and External Business Environment</b>	<b>4</b>
Client Contact Information	4
Background Company Information	4
Current Marketing Plan & Strategies	5
Specific Target Market	7
Current Client	8
Marketplace Evaluation	9
SWOT Analysis:	9
Porter's 5 Forces	11
External Factors: PESTLE	13
<b>Additional Information Regarding Univjobs</b>	<b>14</b>
<b>Key Issues and Marketing Challenges</b>	<b>14</b>
<b>Marketing Objectives</b>	<b>15</b>
Overall Marketing Objective	15
Employer Marketing Objective	15
Student Engagement Marketing Objective	15
<b>Marketing Strategies</b>	<b>16</b>
Employer Marketing Strategy: Outbound Marketing	16
Student Marketing Strategy: Inbound Marketing	17
<b>Strategy Analysis</b>	<b>18</b>
Evaluation/Metrics	19
<b>Conclusion</b>	<b>20</b>
<b>Works Cited</b>	<b>21</b>
Asana	22
<b>Appendix</b>	<b>23</b>

## **Executive Summary**

Univjobs is a platform connecting students with potential employers. Despite their superior strategy over the competition to join qualified upper-year students and recent grads with relevant employers, they require assistance with their online presence and how they market to potential subscribers. We address both their B2B and B2C business models and create strategies for improving online interaction with both students and employers, as well as how to increase profits by implementing these strategies. Specifically, we provide the plan to implement visual, email, and social media content strategies, as well as how to increase brand identity and awareness through them. Our strategies are planned for early 2019, during a high traffic period for student internship applications. Through the use of Google Analytics, we can easily monitor the success of different social media sites, hashtags, and which opportunities are garnering the most interest.

## **Strategic Analysis of Internal and External Business Environment**

### **Client Contact Information**

Charles Javelona - CEO and co-founder of Univjobs

- e-mail: [charles@univjobs.ca](mailto:charles@univjobs.ca) ; [contact@univjobs.ca](mailto:contact@univjobs.ca)

### **Background Company Information**

During Charles' college years, it came to his attention that there was, and still is, a large crisis for recent graduates to find jobs within their field, despite the education they receive (Javelona, personal interview, 2018). This crisis is known as the "Quiet Crisis" and has been a case that many institutions are trying to solve. The crisis affects not only students, but also various industry companies. Employers have difficulty finding early-career talents within their field, which often then, translates to a high turnover rate of employees (Javelona, personal interview 2018).

Charles wanted to fix this problem, and with the help of Khalil Stemmler, the two came up with **Univjobs**. Univjobs is essentially an online marketplace for students, recent graduates, and employers, where students can gain experience and land potential full-time jobs after graduation. Univjobs' mission is, "*To connect students and recent grads with meaningful opportunities*" (Univjobs.ca).

Univjobs is a unique business model case as it encompasses both B2B (Business to Business) and B2C (Business to Consumer) markets - where the employers are the B2B, and the students are the B2C (Javelona, personal interview, 2018). As the company has two sides to its

business, our marketing strategy will focus on both clientele sides to help the Univjobs team achieve the planned marketing objectives.

Univjobs works as a subscription package for employers and free platform for students. Employers sign-up to the platform through a subscription of \$50 and have access to the students' profiles and resumes to view which students may be the best fit for their company (Javelona). Similarly, students can sign-up for free and use the platform's tools to build customized CV's and resumes for job postings they are interested in (Javelona, personal interview, 2018). A key note is that unlike their competitors, who include people with years of work experience, Univjobs is a space just for students, recent grads, and employers. In others words, it's a platform created by students for students.

### **Current Marketing Plan & Strategies**

Currently, Univjobs has not invested money in any marketing or advertising campaigns and have only promoted their services through organic means such as social media and PR campaigns. Most of their social media platforms are targeted towards their student target market.

#### **1. Social Media Marketing:**

- a. Univjobs primarily uses Instagram to market and reach their student demographic. Among all of their social media platforms, their highest amount of followers is 630, on Instagram. They regularly post "related" student life memes, work-related tips, motivational quotes, and "did you know?" segments that attempt to gather likes and shares from students. Additionally, Univjobs post content advertising the benefits of working with their partnered companies, such as Rover (refer to

figure.1). In these posts, they attempt to use relatable hashtags to reach their greater public demographic.

- b. Univjobs uses Facebook similarly to their Instagram. They post the same content and share links on Facebook to promote articles and content surrounding Univjobs. They also encourage users to write reviews and recommendations on their Facebook page, and has a five out of five rating.
- c. Univjobs uses Twitter to share job posting from their website, and also retweet articles about their company and relevant content to their followers. Their followers' demographics are often tech startup owners, tech recruiters, and student organizations.

## 2. Relationship Marketing:

- a. Charles is the face of the company and uses his personality to make connections with his employer and student target market. Through networking, he connects to employers for a potential partnership opportunity. His presence on social media is used to promote Univjobs and create a strong personal customer relationship. Charles markets Univjobs when he attends tech startup conventions, interviews for student-organized websites, and features in podcasts like "The Restless Millennial."
- b. Recently, the University of Toronto has connected Univjobs with a student, as their marketing campus representative. The representative will work 100 hours, for a full school-year term, and will promote Univjobs on UofT campus in-person and through student live-streams on social media.

- c. Univjobs is in the process of working with a Sheridan student micro-influencer to create a rapping video about the “quiet crisis,” in hopes to make it viral. Using their audience/followers on social media and the humor of the video, they will attempt to increase student sign-ups by creating customer relationship through the relatable short, but compelling content.
3. Content Marketing:
    - a. Univjobs strives to get traffic on their website and student sign-ups through exposure on popular blogs and publication such as UTM’s *The Medium*. For example, they gathered 600 sign-ups in one day from the traffic of a blog post by Toronto’s famous publication page, *BlogTO*.
  4. Email Marketing:
    - a. Univjobs’ primary marketing strategy for the employer target market, is to connect with employers, Charles sends cold emails to big companies like Microsoft and Google to create a good perception of their startup.

### **Specific Target Market**

Univjobs is an online marketplace for young professionals, either recent alumnus or current students, to gain experience and at the same time, earn money.

Having a degree in hand and being enthusiastic about a job interview without in-field experience, can be more difficult than anticipated. Using platforms such as LinkedIn can be challenging for students with minimal experience, and this is due to having to compete with a large target demographic that may have more experience. Univjobs’ target market includes

individuals who have pursued education after high school and are committed to finding a job to show their skills. Target location for Univjobs includes but is not limited to the Greater Toronto Area (GTA). The general age group is between 20 to 25 years old. Therefore, the target market for Univjobs are 3<sup>rd</sup>, 4<sup>th</sup> students or alumnus located in GTA looking to gain experience and earn money, while working in their related field of study.

Univjobs has a target market of recent grad, and third/fourth-year students enrolled in post-secondary studies, more specifically students in business design or business technology (computer science). Therefore, senior students and recent grads are likely to use Univjobs since students are aware that there are competing individuals who have a similar level of experience.

Employer platforms have different qualifications needed for different jobs, such as being bilingual (French as a second language is mandatory), therefore a target market would differentiate for various job postings. However, a personalized database to the user's job criteria and experience is available through Univjobs. Therefore, students will not receive job posts about a Finance position if they studied Marketing or are only interested in marketing.

Univjobs' target market for employers is business and start-ups such as Rover, YMCA, and The Home Depot. The target market is limited to smaller companies because Univjobs does not have the resources or the budget to reach out to bigger companies or corporations, yet.

### **Current Client**

Univjobs has two clients - the employers and students/graduates. Today, the company has roughly 150 employers in the market. Some of Univjobs' current client employers include:

- Rover



- YMCA
- The Home Depot
- Team Study
- Chartwells
- FetchIt
- Curious Orbit Cloud Consulting
- Wish Me Inc.

Univjobs also currently has a little over 2000 student clients. In the GTA, 50% are university students and recent grads - a lot in demand for tech-talent.

### Marketplace Evaluation

Based on Charles' observation on Google analytics, the traffic on Univjobs' website grew 234%, where the employers visit for 7 days is only at 13%.

Their competitors in the market are job posting sites like **Indeed**, **TalentEgg**, and **Magnet**. TalentEgg does not have a directory of recent grads like Univjobs'. This directory creates the potential to choose who is a good fit even before offering an interview, and thus is seen as an asset by employers. Magnet is an organization working on many projects after being bought by Ryerson, and focuses on the Ryerson community.

### SWOT Analysis:

<b>Strengths (Internal)</b>	<b>Weaknesses (Internal)</b>	<b>Opportunities (External)</b>	<b>Threats (External)</b>
· Large success in getting student sign-ups,	· Small online and marketing presence is a factor in the low number of	· 15 day free job posting, inspired by Denmark, as a new cost package for employers	· Low manpower and capital overall

especially within the GTA	employer sign-ups	(specifically start-ups)	
<ul style="list-style-type: none"> <li>Use of direct email invites to students contributes to getting the sign-up</li> </ul>	<ul style="list-style-type: none"> <li>Using too many resources without results (sign-ups)</li> </ul>	<ul style="list-style-type: none"> <li>Hosting virtual career fairs, like competitor TalentEgg</li> </ul>	<ul style="list-style-type: none"> <li>Especially low manpower in Tech-Talent department, integral to business functions</li> </ul>
<ul style="list-style-type: none"> <li>Directory of recent grads: highly specified and personalized targeting and search criteria creates a huge advantage for users</li> </ul>	<ul style="list-style-type: none"> <li>B2B and B2C transactions happening at the same time due to too few channels for user acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Using their large GTA population of student sign-ups as micro-influencers : Moe on Instagram, Akeel is making videos, blog posts</li> </ul>	<ul style="list-style-type: none"> <li>Low reputation and development level for enticing enterprises to sign-up as employers</li> </ul>
		<ul style="list-style-type: none"> <li>Switching from email to SMS marketing for a more direct communication link between employer and student</li> </ul>	<ul style="list-style-type: none"> <li>Competitors include: Magnet (large influence in Ryerson), TalentEgg, LinkedIn and job postings</li> </ul>

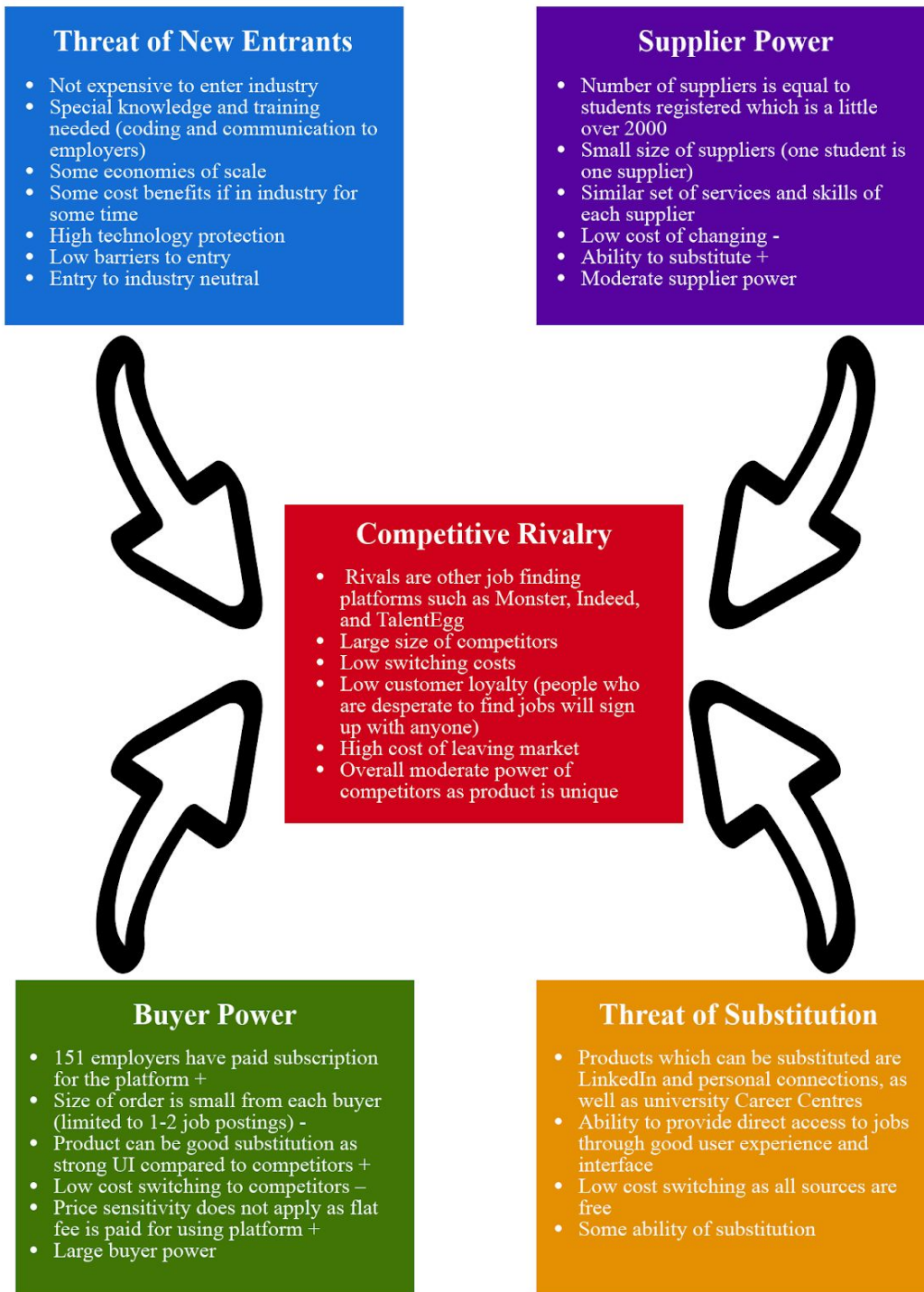
**Strengths:** organization advantages, what they do better than others, unique/low-cost resources, factors contributing to getting sales, unique selling proposition

**Weaknesses:** things to improve or avoid, factors causing loss of sales

**Opportunities:** interesting trends, changes (tech, government, policies, social patterns, market, lifestyle), local events

**Threats:** obstacles, competitors, quality standards, debts/cash-flow

**Porter’s 5 Forces**



1. Note on Buyer Power:

Overall, Univjobs has few buyers compared to competitors and therefore, buyers have large power over how business is moving and what they buy effects overall performance of the platform.

2. Note on Supplier Power:

Univjobs has a large number of suppliers, but the size of each supplier is equal to one student and the skill sets of the students. Therefore, supplier power is moderate as the skill set of the student affects the success rate of the platform - whether an employer will be likely to choose the student or not. If employers are looking for lots of tech talent, but the bare minimum number of students who signed up fall into the category of tech talent, it means Univjobs needs to change their business model to attain the students with skill sets employers are likely to employ. Hence, Univjobs has moderate supplier power.

**External Factors: PESTLE***Political*

Minimum wage in Ontario is currently \$14.00 (will increase to \$15 in Jan 2019) (Retail Council of Canada).

Provincial income tax for small businesses in Ontario lowered to 3.5% to help businesses adjust to higher minimum wage (QuickBooks Canada Team, 2018).

Not governmentally funded: Univjobs is bootstrapped/internally funded (Javelona).

*Social*

Target is upper-level and recently graduated students: ages 20 – 25 (Javelona).

Ontario is most populated province in Canada: 40% of country's population (World Population Review, 2018).

Ontario's population has grown 1.4% since 2017 (World Population Review, 2018).

Cultural demographics of Ontario population: 71.7% Caucasian, 25.9% Visible minority (largest being 7.6% South Asian), and 2.4% Aboriginal groups (largest being 1.6% First Nations) (Ministry of Finance, 2018)

Religious demographics of Ontario population: 31.4% Roman Catholic Church, 21.1% Protestant, 12.1% Christian varieties, 4.6% Muslim, 2.9% Hindu, 1.5% Jewish, 1.4% Sikh, 1.3% Buddhist, and approx. +23% no religious affiliations (Ministry of Finance, 2018)

Ontario's unemployment rate has increased to 5.6% (Statistics Canada, 2018)

Students tend to look for more jobs over Winter (November to January) and Summer holidays (April – August) (Javelona).

*Legal*

Various cooling-off periods for consumers to back out of a contract without penalty or need to disclose the reason (usually 15 days) (Smalley, K., 2018).

Minimum 3 hours pay for work (Your rights under the Consumer Protection Act, 2018).

Employers are no longer allowed to request sick notes (Smalley, K., 2018).

Interns are entitled to ESA Rights, and therefore minimum wage, unless they are working under an approved unpaid internship program (i.e. college course) (Ministry of Labour).

*Economical*

Unemployment rate in Ontario is 5.5% (March 2018) (Statistics Canada, 2018).

Primarily works with finance and tech companies looking for early career candidates. Business, finance, and administration saw an increase of 74,400 jobs in 2018 (Top Tech and IT Jobs in Toronto).

Finance makes up 7.85% of Ontario employees in 2018, and tech makes up 8.98% (Job Market Trends and News, 2011).

Corporate belief that it is more attractive to achieve more with less financial investment. (Javelona).

Shareholders (employers) buy subscriptions (Javelona).

Organic means as the basis of the company (Javelona).

Capital is used to finance marketing help to create sales (Javelona).

*Technological*

Continuous improvements to mobile communications: opportunity for SMS direct messaging (Labour market report, 2018).

Toronto has seen an increase by 3.6% from last year in number of tech professionals (Ontario Labour Market Bulletin, 2018).

Shareholders (employers) use the platform to showcase their brand (Javelona).

*Environmental*

Univjobs operates primarily online and within the GTA, therefore it is easily accessible through the Internet (Javelona.)

Most students and employers are located within the GTA, therefore providing a specific geographical boundary that is easily transported via subway, car, and public transportations (Javelona).

As an online company, there is very little issue in regard to pollution and resources wastes (Javelona).

### **Additional Information Regarding Univjobs**

The bottom line for their platform is to gain suppliers and buyers through organic means. Charles and Khalil wish to create a product that is naturally shared - “We don’t always want a perception of being serious, rather, we understand you which is why you should come to us” (Javelona, personal interview, 2018).

### **Key Issues and Marketing Challenges**

In terms of marketing Univjobs, one of the key issues that Charles is currently having trouble with, is exploring different channels for student and employer acquisitions (Javelona, personal interview, 2018). This means that out of Univjobs’ social media platforms, they do not have a clear picture of where their target market ‘hangs out’ online. Currently, they are asking what the employer and student watering holes are, in terms of the social media sites. In other words, where is the best online place to maximize the employer and student population?

The second marketing issue Univjobs faces is acquiring employers through organic means. Since the budget set aside for marketing is only \$50 - \$100, the big employers that garner a large following like Google, Microsoft, or even Sobeys, require a large amount of marketing budget to entice them to sign-up or even see the benefit of signing up (Javelona, personal interview, 2018). Univjobs currently does not have that, which affects the rest of their marketing objectives.

The final marketing issue Univjobs faces is the content they post on their social media. Currently (refer to ‘current marketing plan/strategies’ on pgs. 5-7), Univjobs’ posts are targeted to students through ‘relatable’ posts such as memes, life-tips, and motivational quotes, but this

does not give a sense of what the company is actually about potential employers and students. To students, Univjob' Instagram feed seems like another meme page they accidentally landed on. The page lacks personal customer relationship and a professional student-employer platform.

## **Marketing Objectives**

### **Overall Marketing Objective**

To create employer and student engagement through Univjobs' social media pages by advertising and organic means, by the end of February 2019.

### **Employer Marketing Objective**

Our marketing objective in terms of buyers is to increase buyers (in Univjobs case, the employers') seven day visit to the platform website from 13% to 20% by the end of February 2019 (Javelona, personal, interview, 2018). This goal takes into account our budget of \$50- \$100 and Univjobs' long-term goal of becoming a replacement for LinkedIn, as well the short-term goal of contracting 2 more employers. Due to the fact that our budget is limited, our goal cannot attain a large increase in a shorter time, therefore we spread the attainable goal across a three month period and focus the budget purely on employer advertising as that is where Univjobs capital will come from (the subscriptions of employers)

### **Student Engagement Marketing Objective**

Our marketing objective in terms of suppliers (in Univjobs case, the students) is to increase fourth-year student traffic (student sign-ups) to the website from 234% to 250% by the

end of February 2019 (Javelona, personal interview, 2018). This goal takes into account the short-term goal of having more students in the tech-fields sign up to counteract the demand for lack of tech talent that companies subscribed to the platform are facing. Due to the fact our budget is limited, our goal cannot attain a large increase in a shorter time, therefore we spread the attainable goal across a three month period and focus on getting students purely through social media organic posts.

## **Marketing Strategies**

### **Employer Marketing Strategy: Outbound Marketing**

#### 1. Email Marketing:

Charles can actively continue to pursue employer through cold email and a direct mail campaign. As he continues to network, he can gather the employer email he has received and create a direct mailing campaign for potential employers. Using email marketing service, *MailChimp*, he can create a tailored follow up email after a meeting. He can also create professionally designed emails that announce and educate new features or promotions of their platform. This can develop a stronger customer relationship and remind employers about their platform. This will also save time for Charles from sending multiple emails to different employers in the early stage of creating a partnership, and utilize *Mailchimp* free service.

#### 2. Social Media Marketing:

Using social media platforms like Facebook and Twitter, we will target advertisements to small startups, HR employers and local business around the GTA (Figure 2,3). These ads



will directly promote qualified post-secondary students through Univjobs services. It could advertise the information and qualification of a student who is signed up with Univjobs to show potential employers how the platform works and provide accessible vital information for the hiring process. It will also include a call to action for employers to subscribe to their services. (Using Facebook and Twitter Analytics, we can discover the reach, impressions, likes, and conversion of the ad and the demographic information on whos interacting with ad).

### **Student Marketing Strategy: Inbound Marketing**

#### 1. Social media content marketing:

On Univjobs social media platforms, there will be an emphasis on posting positive, motivational and informative content about post-secondary student life and how Univjobs can help students. There will be a focus on sharing testimonials and success stories of real students who have found jobs through Univjobs (figure 4,5). There will also be more post updating students about new jobs listed on Univjobs. Since most of the budget is focused on ads for employers, this content will not be paid promotion on Instagram/Facebook and will rely on the quality of the content for organic interactions.

### **Strategy for both Target Markets**

#### 1. Visual Marketing:

Univjobs will develop infographics about the brand to show students and employers how Univjobs works visually. Univjobs is a complex company to understand, so using graphic visuals can better explain the company easier. A step-by-step infographic will guide

students on how effortless it is to sign-up and access jobs/students tailored for them.

Also, a visual of the statistics around the success of Univjobs can help convince students and employers that this service is reliable and credible. These infographics will be posted through the websites and across all social media platforms.

2. Brand Awareness Strategy:

Univjobs will attempt to create more media attention by reaching out to more online blog sites, local newspapers, and student-run media companies to promote the service to employers and students. Also, link to blog articles posted on Univjobs platform will be shared on their social media platforms and blog sites to boost traffic onto their website.

3. Brand Identity Strategy:

Throughout the content posted, a brand identity with similarities to popular dating sites, like *Tinder*, will be established as both Univjobs and Tinder attempt to create matches. *Tinder* is a well-known and widely used app among the targeted student market, and associating Univjobs as the *Tinder* of job search websites will help quickly explain what the platform does and also create a relatable connection with students. Drawing from cheeky dating sites terminology and concepts, we will promote that whether students/employers are looking for a long-term or a summer connection, Univjobs can find the match for them.

### Strategy Analysis

One of the rejected marketing strategies is using search engine marketing due to Charles's business philosophy of creating organic connections. Charles believes in building a

strong quality product that investing the least amount in paid advertising, especially on search engines like Google. He would prefer to organically reach the top of search results by creating a relevant platform. Also, he wants the company to identify as bootstrapping startup business to be relatable to the tech company employer we are targeting. In addition, paying for strong, consistent search ads and bidding for keywords will be out of our budget as we will be competing with large job search companies such as Indeed.

The use of MailChimp for targeting employers is a safe and money-saving method to gain many buyers. Since Charles has previously done testing on it and knows its strengths, MailChimp as a marketing tool for our campaign is a good, safe, and concrete strategy to use.

The use of Twitter to advertise Univjobs goes against the baseline ideology of the platform - to recruit through organic means. However, this component is necessary for the strategy as company analysis shows that Univjobs is reaching the limit by which they can gain buyers through organic means. The saturation for the start-up market is high, and it is time the platform tries to expand to larger companies. Therefore, we will use Twitter advertising.

In terms of student marketing, the idea is to refine the content posted on Univjobs' Instagram page. It is by all means organic and will strengthen Univjobs' following. The problem with the current marketing posts Univjobs has is that, although highly relatable, there is no branding component to it. Our refined content strategy makes it relatable, as well as, gives identity and credit to Univjobs which will hopefully have a click and conversion effect once students begin associating the themed posts to the company.

**Evaluation/Metrics**

For our email marketing strategy, the key performance indicator is the number of open, conversion and bounce/unsubscribe rates of these emails. We will test different subject lines, content, time/day of delivery and template design to determine which method is most successful and will create adjustments within our strategy timeline (December - February).

Univjobs uses google analytics to evaluate the website traffic and determine which way their business should go. Therefore, to keep consistency with their analysis, we will use Twitter Ad Analytics to determine the click conversion and audience views of the ad to understand how effective our marketing strategy for employers is. Our key performance indicator is the number of companies that signup and the amount of traffic on our employer site page while ads are running. We will test and analyze the data to see twitter advertising is creating conversions, and will make adjustments accordingly. Similarly, we will use Facebook Ad Analytics to determine the click conversion rate and student views for our student marketing strategy. After analyzing using these two tools, we will compare with the google analytics to see if the website traffic increased or stayed the same. If the website traffic and sign-ups increased during our strategy timeline, we have accomplished our goal.

Moreover, while following up on the posts made on Instagram and Twitter, if there are posts which garner a lot of attention Univjobs can post similar content to keep the audience views increasing as that is an indicator of which post engages the followers and employers. For example, if the posts of recent graduates being hired are getting a lot of likes and shares, then UnivJobs can post more of that type of content to ensure ongoing search optimization and

student engagement. Through focusing on creating engaging content, we will increase our search optimization.

## **Conclusion**

We believe that creating more of a call-to-action within the marketing to both students and employers will improve sign-up results going forward. A focus on past success stories for students will make the brand more personable as well as solidify the brand reputation. Similarly, addressing how Univjobs can solve pain points for employers during the hiring process will create positive associations with the brand. Posting more job opportunities will also increase profits, both because of the chance of more employer subscriptions, but also because of the payments per posted opportunity from employers. By early 2019, we expect to see a rise in Univjobs brand awareness, diversity in their student sign-ups, and an increase in employer interest.

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Asana

CALCA - CCT356 Final Project Fall 2018: <https://app.asana.com/0/852266783134700/list>

Appendix

Figure 1: picture of a job posting on Univjobs instagram page

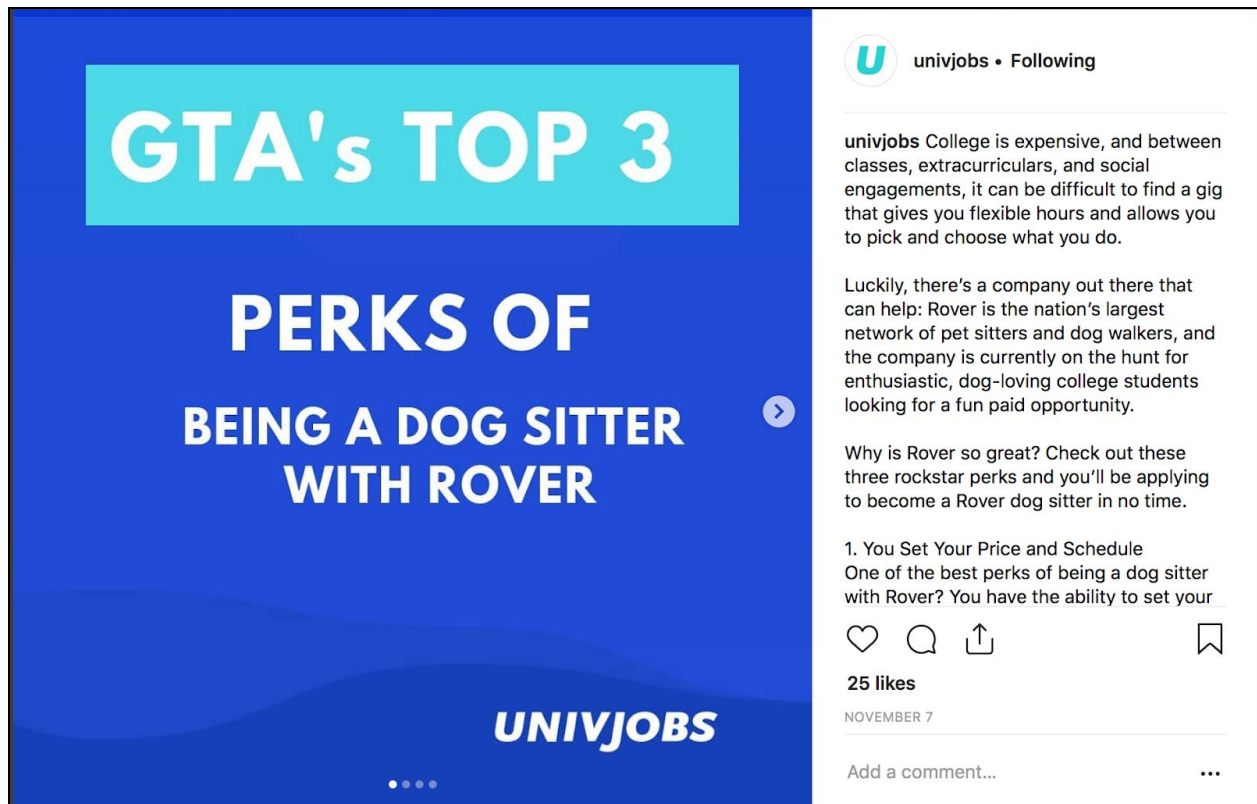


Figure 2: Example of Twitter employer Ad - Desktop





Figure 3: Mobile Twitter Employer Ad Mockup



Figure 4 and 5: Mobile Instagram Student Ad Mockup