



THE BADASS

EMPLOYER BRANDING PLAYBOOK 2.0

fueled by red caffeine



WHY INVEST IN EMPLOYER BRANDING?

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TOP TALENT CARES ABOUT CULTURE

56%

of today's job candidates see employer branding as the most important factor when choosing where to work.

source: investor.manpowergroup.com



UNEMPLOYMENT IS LOW

4%

Unemployment is at an all-time low, making this an employee market.

source: usatoday.com



RECRUITMENT IS COSTLY AND TAKES TIME **40 DAYS + \$4,000**

is, on average, how much time and money it takes to make a hire.

source: shrm.org



RETENTION IS CRITICAL **2 YEARS**

is how long it takes for a new employee to reach the same productivity level as an existing staff member.

source: nxtbook.com



THE COMPETITION IS DOING IT

72%

of recruiting leaders around the world agree that employer branding has a significant impact on hiring.

source: linkhumans.com



HOW STRONG IS YOUR EMPLOYER BRAND?

- 1** Have you developed employee personas?
 Y N
- 2** Do you have a mobile-friendly careers site, and is it accessible in your main navigation?
 Y N
- 3** Do your job descriptions get the candidate excited?
 Y N
- 4** Do you have an employee-centric brand presence?
 Y N
- 5** Do you use video storytelling in recruiting?
 Y N
- 6** Are you using HR technology platforms in your recruitment strategy?
 Y N
- 7** Do you have access to accurate marketplace salary data?
 Y N
- 8** Have you received an employer brand recognition, like "Best Place to Work?" or other similar accolade?
 Y N
- 9** Do you have an employer brand content strategy?
 Y N
- 10** Do you have a candidate referral program for employees?
 Y N
- 11** Do you have an internal communication campaign?
 Y N
- 12** Do you have a response plan for employer review websites?
 Y N
- 13** Does your physical workplace mirror your external brand position?
 Y N
- 14** Do you use gaming, testing, or video technology in recruiting?
 Y N
- 15** Have you established a plan and budget for recruiting and retaining employees?
 Y N

Tally how many questions you marked "yes" to get your score.

YOUR SCORE

How Did You Do?

0-3: You Need to Get in the Game – Your Employer Brand is Undefined

4-6: You're Out of the Starting Gate – You're an Employer Brand Novice

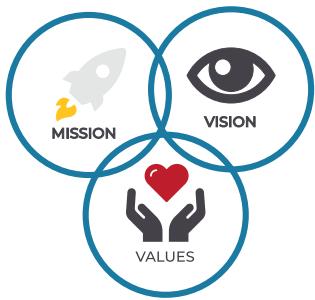
7-9: You've Hit Stride – You'll be Among the Big Shots Soon

10-12: You've Raised the Bar – Now Bring it Home

13-15: You're Crushing It – The Competition Should be Worried

To take the Employer Branding Assessment online or share with a colleague go to:
redcaffeine.com/rcquiz

4 BUILD YOUR FOUNDATION



Define Your Company's Mission, Vision, and Values

A strong mission and vision statement, plus defined core values, have the power to not only attract the right candidates but also empower your current employees. The sad part? Only 4 in 10 employees know what their company even stands for.*

MISSION vs VISION MAD LIBS

To help you think through your mission and vision, work through the mad libs below. This will provide insight on how to craft a mission statement versus a vision statement.

EXAMPLES:

Target's Mission Statement: Our mission is to make Target your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional guest experiences by consistently fulfilling our Expect More. Pay Less. Brand Promise.

Amazon's Vision: Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.

MISSION:

_____ 's mission is
(company name)
to _____
(state your company's purpose)
for _____
(target audience)
by _____ .
(action verb ending in "ing") (primary service or product)

VISION:

_____ will be a/an _____
(company name) (adjective)
that will deliver _____
(industry category) (primary service or product)
for _____ .
(visionary target audience)

Create Core Values in 5 Steps

1. Get your team together to brainstorm
 2. Ask your team, "what do we stand for" and "what do we believe in"?
 3. Make a running list of your team's ideas
 4. Take the list and cut it down to no more than 10 ideas
 5. Once your values are complete, hang them on the wall
- Bonus Tip: Use values in recruiting and reviews to build alignment

*Source: Gallop, "Getting the Most Out of the Employee-Customer Encounter", Business Journal, June 25, 2013.

Example: Salesforce's Core Values

- Trust
- Customer Success
- Growth
- Innovation
- Giving Back
- Equality for All
- Wellbeing
- Transparency
- Fun



Leverage Tech to Automate HR

Google “HR software” and you’ll find yourself in a large pool of different technologies designed to help HR teams automate tasks to save time and lower costs on recruitment and retention processes.

Fifty-six percent of companies make it a priority to redesign their HR programs to leverage digital and mobile tools. But with so many HR tech tools on the market today, it can be a difficult process to choose the right software for your HR team.

How to Choose The Right HR Software

Designate a team, including HR leaders and employees, that will use the software day-to-day and prioritize the items listed below.

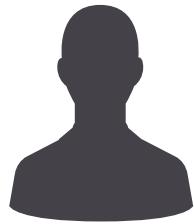
- Automated Employee Onboarding
- Candidate Applicant Tracking Systems
- Career Pathing
- Compensation and Benefits Management
- Employee Self-Service
- Payroll
- Performance / Goals Management
- PTO Management
- Recognition and Rewards
- Succession Planning
- Time and Labor Management
- Training and Development
- Employee Satisfaction
- Other _____

Tip: Use software review sites like Capterra to help guide you towards the right HR tool.

Did You Know!?

By leveraging a digital HR tool, HR teams can save over **25%** in cost and spend **35%** less time collecting data manually, leaving more time to make the right decision on hiring and retaining employees.**

**Source: thehackettgroup.com



Develop Employee Personas in 5 Steps

An employee persona is a fictional figure representing a certain segment of your employees with comparable demographics, behavior patterns, motivations and goals. Employee personas are designed based on research and data. Personas help establish how and what to communicate in recruiting and retention campaigns.

Step 1: Define a Successful Hire

To ensure a successful hire, consider the following:

- **Must-have factors** - What are necessary characteristics and skills?
- **Culture-fit factors** - What are admired traits within your organization?
- **Not-a-fit factors** - What behaviors are not accepted at your company?

List the next few roles you're planning to hire. Identify what characteristics, skills and culture factors you're looking for from each. Don't forget to highlight the "red flags" by listing not-a-fit factors.

New Hire Titles

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Culture-Fit Factors:

E.g. Enjoys working in a collaborative environment.

Not-a-fit Factors:

E.g. Candidates that desire 3 or more work from home days a week.

Step 2: Create an Internal Employee Survey

An internal employee survey is a great way to gauge the following:

- Motivations (work-life balance, interests, and passions)
- Goals (professional and personal)
- Barriers, frustrations, and challenges
- Triggers for a new job search
- Communication preferences (How do people prefer to receive information? Are they more engaged on LinkedIn and Facebook?)

Step 3: Interview a Smaller Subset of Current Employees

Interview a small set of your top employees to help define what truly makes the ideal employee at your company.

- For small organizations, interview a sample of 5-7 people
- For larger organizations, interview a handful of people from each department

Step 4: Analyze the Results

- Are you seeing any trends?
- Identify strengths and areas for improvement
- How can you use this data to paint a realistic picture of what it's like to work for you, for a candidate?

Step 5: Use This Research to Create an Employee Persona(s)

Now that you know what type of employee you want to hire, make it official by defining and sharing the persona(s) with your team.

Example:

 DEMOGRAPHIC INFORMATION <p>Candidate Persona Name: Joe Davies</p> <p>Experience: Jr Level</p> <p>Education: College graduate</p> <p>Willingness to move: Yes</p>	<p>MOTIVATIONS</p> <p><i>Work history, education, location</i></p> <p>Work-life balance: Wants a work environment that supports growth, offers remote working options</p> <p>Work Interest: Math, Economics, Physics, Statistics or related degree</p> <p>Personal Interest: Sports, Fitness, Food, Craft Beer, Music</p> <p>GOALS</p> <p>Professional goals: Wants to improve skills but receive training options to grow leadership skills</p>	<p>BARRIERS</p> <p><i>Frustrations, comp, growth path</i></p> <p>Frustrations with Employer: Unnecessary Meetings Lack of Communication Boredom</p> <p>Expectations: Clear performance and growth goals Professional Development Collaborative Work Environment</p> <p>INFORMATION</p> <p>How do you get information: Active on social media, podcasts, industry and technology influencers</p>
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Create Your Own:

 DEMOGRAPHIC INFO <p>Name: _____</p> <p>Experience: _____</p> <p>Education: _____</p> <p>Willingness to move: _____</p>	<p>MOTIVATIONS</p> <p>Personal interest: _____ _____ _____</p> <p>Work interest: _____ _____ _____</p> <p>Work-life balance: _____ _____ _____</p> <p>GOALS</p> <p>Professional goals: _____ _____ _____</p>	<p>BARRIERS</p> <p>Frustrations with employer: _____ _____ _____</p> <p>Expectations: _____ _____ _____</p> <p>INFORMATION</p> <p>How does your ideal candidate get information: _____ _____ _____</p>
--	--	--



Create a Badass Career Page

3 Career Site Essentials

Humanize - Use photos and videos to showcase your culture and tell your company's unique story.

Mobile-Friendly - Today's candidates are actively looking for jobs on-the-go. Make it easy for candidates to learn more and apply to jobs using their smartphones.

Showcase Value - What's in it for them? Get candidates excited to work for your company, whether it's highlighting your company's purpose, opportunities, or showcasing benefits.

A Badass Career Site Should:



ATTRACT



ENGAGE



CONVINCE



CONVERT

Career Page Checklist:

- Main Navigation Link
- Company Culture Photos
- Mission, Vision, and Values Statements
- Social Media Links
- Benefits and Perks

- Current Job Openings
- Mobile Friendly
- Integrate HR Software
- Employee Testimonials
- Company Overview Video



Visualize Your Career Page

Step 1: Research other company & competition career pages for inspiration.

Step 2: Use the wireframe example below for guidance on image placement, videos, and CTA buttons.

Step 3: Draw and write in your ideas using the template provided below.

Culture Overview
Add text that describes your company culture here.

ATTRACT

Header
Add a strong statement about working for your company here.

ATTRACT

Job Openings
Display your current job openings.

ENGAGE

Team Photos

Place your text above.

Employee Benefits
Include the top 3 benefits or perks for working with your company.

ATTRACT

Call-to-Action
What do you want candidates to do?

CONVINCE

Place your CTA above.

Job Openings:

Place your text above.

Employer Branding Tip

Creating a visual first will help you plan better before creating a page on your site. The RC team uses a tool called **Lucidchart** to create wireframes.



What's Your **Compensation Philosophy?**

Compensation Philosophy is the formal documentation that defines the company's position on employee compensation. It highlights the "why" behind employee pay.

A common compensation philosophy includes:

1. How compensation fits with overall company strategy.
2. Your intention and approach to compensation and pay practices.
3. Your comparative relevance within your geographic market or industry.

Why Does Having a Compensation Philosophy Matter?

26% of employees left jobs because they believed they were underpaid. Getting clear on how your company makes compensation decisions when hiring will lead to better conversations with your employees so they feel comfortable with their given compensation and benefits. Communicating a clear compensation philosophy will help prevent this loss.

*Source: <https://hired.com/opportunity-index>

How to Write a Compensation Philosophy

1. Establish your employment brand story - what type of employment experience are you trying to build?
2. Define your target audiences:
 - Candidate
 - Employee
3. Define your target market(s):
 - Org. Size / Stage
 - Org. Type
 - Location
4. Research the pay market to establish a compensation plan that allows you to maintain competitive and profitable.
5. Avoid specific details in your compensation philosophy. Use general language such as "attractive, flexible, and market-based pay", "competitive in recruiting and retaining employees through high-quality compensation plans", or "compensation program aligned with shareholder interest."

Who is a Reliable Source & Where Can I Find More Information?

PayScale.com is a great place to start, but do a quick online search and you'll find multiple resources, tools, and information on compensation planning.



Employer Awards & Recognition

It's important to have a good mix of product / service awards along with employer reputation awards like Best Places to Work. Not only do prospects care but so do candidates. Many companies looking for new partnerships also value other companies that share common goals in creating a positive company culture.

Tips on Applying for Employer Awards

1. Do Research

There's a plethora of employer recognition awards out there and not all of them are created equal. You'll want to do some research and create a list of the top awards you want to apply for. Be sure to explore your local newspapers, associations and the media authorities within your industry for the most relevant awards.

2. Gather Information

All award submission applications are different, but most likely you'll need the following info:

- Mission / Vision / Values Statements
- A written company history overview
- A list of community involvement initiatives

3. Give Your Employees a Heads Up!

Most employer awards, like Best Places to Work, require an anonymous survey to be taken by a certain percentage of employees. Notify them on when they should receive the survey, the survey's deadline, and why it's important.

The Power of Video



Candidates want to see what it's like working for your company, so why not leverage video? Especially since in today's world, **we retain 65% of what we see** and hear and only **15% of what we read**. You don't need fancy video gear to create compelling job videos. Grab your smartphone, a tripod, and a mini microphone and get to work!

How to Use Video to Capture a Job:

Be Specific

- Pick One Job to Feature
- Start With a Realistic Job Preview
- Talk to 1-2 People

Keep it Real

- Capture Productivity
- No Scripts
- Employees are the Experts
- Show Stuff that Makes People Quit!

Show, Don't Tell

- Minimize Talking Heads
- Show the Work Environment
- Wide, Medium & Close-Up Shots

2 Minutes or Bust

- Candidates Stop Watching After 2:20
- Narrow Down the Top 2-3 Tasks
- Spend 30 Seconds on Each Task

Visit SkillScout.com to learn more about video job postings.



Optimize Employer Review Sites

Review Sites

Top candidates are changing the way they look for a job. It's not only about finding an opportunity that can leverage their skill set and pay well. They want to work for companies that have a solid employer brand reputation. That's why keeping a close watch on top review sites is essential.

glassdoor

With over 23 million unique monthly users, Glassdoor continues to be the top employer review site. Candidates can learn about a company's culture from employee reviews and even candidate reviews on the interview process. Each company is given a rating from 1-5 on employee satisfaction.

How to Get Started on Glassdoor

- Step 1 - Unlock Your Employer Account**
- Step 2 - Submit Your Company Profile**
- Step 3 - Respond to Reviews**
- Step 4 - Post Open Jobs**
- Step 5 - Monitor Your Page**

Employer Branding Tip

Ask a new employee to write an employer review at the end of his / her first 90 days as part of the 90-day onboarding and training process, then once again during a one-year review.

Free vs. Pro Glassdoor Account

To step up your game on Glassdoor, you may want to consider a Pro account, which includes:

- Greater visibility to data with an enhanced company profile
- Job advertising to reach more qualified candidates
- Display advertising to increase awareness among job seekers
- Custom options with the help of a Glassdoor representative



Create Culture Content

How to Start an Employee-Generated Blog

Creating culture content doesn't necessarily mean it has to always be about the culture itself. One way to create culture content is by introducing an employee generated blog that can reside on your career page. This will give current employees an opportunity to share their perspective on the company and prospective employees a chance to hear from others who are in roles that they wish to fill.

Give Employees Freedom to Create

Blogging can be a powerful content tool, but it has to be kept relevant and fresh. Providing your employees the freedom to create content their way drives employee engagement and keeps your blog content up-to-date. Here are some ways they can contribute to a blog.

1. Write an article on a specific expertise
2. Create an animated video
3. Design an infographic
4. Share their experience or story working at your company
5. Film and interview another employee
6. Ask a customer what their biggest challenge is and create content with the answers

Have Ideas?

Make a list below and mark which employee would be the ideal author for the topic in mind.

Topic 1: _____ Author: _____

Topic 2: _____ Author: _____

Topic 3: _____ Author: _____

Topic 4: _____ Author: _____

Topic 5: _____ Author: _____

Topic 6: _____ Author: _____

Topic 7: _____ Author: _____

Topic 8: _____ Author: _____

Topic 9: _____ Author: _____

Topic 10: _____ Author: _____

Using Social Media to Showcase Your Culture

73% of companies have used social media to successfully recruit and hire a candidate.* You might be surprised that your social media followers are not only prospects, customers, and competitors, but also candidates following your culture and waiting for the ideal job to be posted.

Get Started on Social

Assign an employee, preferably a social media coordinator or community manager, to create social posts with the right hashtags, links, and photos to share with your entire company. This makes it easy for employees to share content on any social media platform during their coffee break!

Things to Share on Social Media:

1. Your company's career site
2. Pictures of team members having fun at work
3. Employee-created content
4. Badass work (not only do prospects care; so do candidates!)
5. Community involvement initiatives
6. Awards and recognition

4 Ways to Measure Your Employer Branding Success

There is a lot that goes into planning and executing a successful employer brand. But how can you measure to understand the impact it's making on your company's bottom line? Below are four examples of how you can measure your employer branding initiatives. Use them as a starting point, but feel free to modify to fit your company's unique goals and objectives.

Measure Employer Persona Success

Why Measure: It takes an average of 40 days and \$4,000 to make a hire.

Goal Example: Decrease days / time to hire by 20%



THINGS TO MEASURE:

- Resumes
- Phone screens
- Internal interviews
- Best sources for hires

Create a Review Sites Activation Plan

Why Measure: It's increasingly important to have a strategy for branding, managing and leveraging review sites.

Goal Example: 25% of new hire or staff complete reviews in 90 days



THINGS TO MEASURE:

- Staff reviews
- CEO reviews
- New hire reviews
- Responses to reviews

Measure Employee Happiness

Why Measure: Replacing a salaried employee can cost up to 6-9 months salary and take up to 2 years to reach full productivity.

Goal Example: Decrease Employee Turnover by 25%



THINGS TO MEASURE:

- Employee Surveys Performance
- Performance Award Recognition Programs
- Weekly Pulse Check

Establish a Social Recruiting Campaign

Why Measure: Companies can expand their talent pool by 10x recruiting through their employees' networks.

Goal Example: Increase employee social sharing percentage by non-HR staff



THINGS TO MEASURE:

- Facebook Shares
- Twitter Shares
- Linkedin Shares
- Total Conversations via Social
- Use #Hashtags to Track



ESTABLISHING AN **EMPLOYER BRANDING BUDGET**

Who would have believed the competition for today's talent? Industries from hospitality to manufacturing to technology are all being impacted by both the expectations of the current workforce and the shrinking and aging talent pool. The opportunity cost of unfilled roles is real, and it is forcing organizations to change their strategy, resource planning, and financial approach to growth investments.

4 Steps that will help you build your employer brand budget:

1. Prioritize Most Critical Challenges and Establish Goals:

While a talent shortage is a challenge for most organizations, there are other areas of the Employee Experience that may need attention. Rate the following issues in order of importance and write down what success looks like.

Rank Challenge

Lack of Quality Candidates

Define Success

Candidate Ghosting

Employee Retention

Employee Engagement and Productivity

Overall Brand Perception and/or Awareness

Other _____

16 ESTABLISHING AN EMPLOYER BRANDING BUDGET

2. Quantify Your Staffing and Retention Needs

Establish your annual revenue targets, then make a list of roles needed by the department to deliver on those sales goals. Build out a hiring plan by month to fill your vacant positions. Include hiring target dates and track salary impact per headcount by quarter to determine an appropriate new hire budget. Overlay increases for existing staff by using compensation planning data or company-wide percentage. To appropriately plan your personnel budget, be sure to add 30% to total to fully account for benefits, taxes, perks, professional development, etc. Don't forget to consider contractor or part-time employees that you plan to bring on during the year.

Dept.	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total
Finance/HR													
Operations													
Sales													
Marketing													
Tech													
Other													
Total													

3. Calculate the Opportunity Cost of Your Vacant Role

Organizations top and bottom lines, along with scalability, are significantly impacted by employee turnover and vacant positions. Recruiting is costly, time-consuming, and has an array of direct and indirect costs involved.

Daily Cost of an Empty Seat

According to an array of sources, employees across a majority of industries generate revenue between one to three times their annual salary.

WHAT IS THE “OPPORTUNITY LOSS” COST?

Days a Job Stays Open X Daily Revenue of that Employee

An employee earning \$50,000 annually = a revenue loss of **\$450 per day***

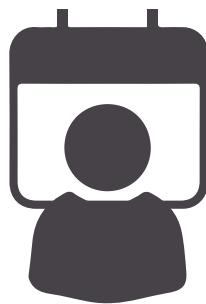
40 Days = revenue loss of **\$18,000**

6 Months = revenue loss of **\$50,000**

*Source: HR Industry reports project employees to generate 2-3X their salary. A calculation of 2X is used here.

Multiplying the cost of your empty seat by the number of current vacancies will give your total opportunity loss for all vacant roles.

Note: Hot jobs, talent shortage, and competitive geography can significantly increase the opportunity loss of a vacant role.



PRODUCTIVITY COST

2 YEARS

is how long it takes for a new employee to reach the same productivity level as an existing staff member

ONBOARDING AN EMPLOYEE

\$50k per year

50%
PRODUCTIVITY

\$25,000 for one year

X 10 Employees

=\$250,000*

4. Establish Your Employer Branding Budget:

There are many factors in establishing a talent-focused marketing plan, but we recommend breaking it down into three areas:

Strategy

While percentage spends vary, the annual CMO Survey reports that businesses allocate 6 to 12 percent of their gross revenue for overall marketing spend. Low unemployment, talent shortages, and employee expectations are driving the need for an increased emphasis to invest in an Employer Brand strategy. Companies with stagnant growth due to talent resources or competitive hiring needs are allocating up to 50% of their overall marketing spend on attracting and retaining talent. Mapping back to your critical challenges, priorities list, and success factors, you would also establish an Employer Branding budget based on a percentage of revenue and hiring needs. As a general rule, building a stronger talent pipeline would require a higher marketing budget than if you were struggling with retention and engagement.

Foundation

Branding basics include Development of an Employee Value Proposition, Employment Brand Story, Compensation Philosophy, Career Site, and Human Resource Management Technology. Brand tools like day-in-the-life videos, compelling job ads, branded perks, and interactive employee handbooks will enhance the recruiting process and engagement of the existing team.

Activation

Once you have the foundation elements of your brand set, you can turn up your candidate and employee engagement efforts. We recommend breaking these activities into three pillars: brand management, recruiting, and retention.

Tactics	Q1	Q2	Q3	Q4	FY
Employer Brand Strategy					
Brand Assets					
Career Site					
HRIS Software					
Job Ads					
Office Branding					
People Photography					
Interactive Benefits Handbook					
Recruiting Strategy					
Recruiting Ads					
Employee Engagement Campaign					
Culture Video					
Culture Content					
Social Media Campaigns					
Awards and Recognition Applications					
Recruiting Events					
Recruitment Advertising Fees					
Other _____					
Total					

ACTION WHAT YOU'VE LEARNED

Define Your Mission, Vision, Values

1. Freewrite a company's vision

2. Develop a mission and vision statement

3. _____

4. _____

5. _____

Leverage Tech to Automate HR

1. Identify HR's biggest pain points

2. Prioritize important HR software features

3. _____

4. _____

5. _____

Create a Badass Career Page

1. Find a website development partner

2. Research company career pages you like

3. _____

4. _____

5. _____

Employer Awards & Recognitions

1. Do research on award opportunities

2. Write a "why us" statement to submit

3. _____

4. _____

5. _____

Create Culture Content

1. Decide on clear topics

2. Develop a blog strategy

3. _____

4. _____

5. _____

Develop an Employee Persona

1. Define a successful hire

2. Create an internal employee survey

3. _____

4. _____

5. _____

Develop a Comp Philosophy

1. Conduct market salary research

2. Identify why you pay what you do

3. _____

4. _____

5. _____

Optimize Employer Review Sites

1. Open a free Glassdoor account

2. Add culture photos to your profile

3. _____

4. _____

5. _____

Measure Success

1. Define recruitment marketing KPIs

2. Develop a game to measure success

3. _____

4. _____

5. _____

Employer Branding Budget

1. Prioritize Most Critical Challenges

2. Quantify Your Staffing and Retention Needs

3. _____

4. _____

5. _____



EMPLOYER BRANDING SERVICES



RESEARCH, INSIGHTS
AND POSITIONING



ATTRACTION AND
RECRUITMENT STRATEGY



ENGAGEMENT AND
RETENTION STRATEGY



ONLINE PRESENCE AND
REPUTATION BUILDING



HR TECH CONSULTATION
AND INTEGRATION

MEET WITH A GROWTH CONSULTANT

If you want to build a brand people want to work with and for, let's chat over coffee. We're also not opposed to something a little stronger, if that's more your taste. Connect with an RC Growth Consultant today.

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