OPPORTUNITIES AND CHALLENGES IN REACHING MILLENNIALS

SEPTEMBER 2015
OUR ABILITY TO RECRUIT MILLENNIALS WILL HAVE A CRITICAL IMPACT ON THE LONG-TERM SUCCESS OF OUR INDUSTRY.

Table of Contents

2 Program Overview
   • Background
   • The Program and Business Objectives
   • Participating Schools
   • Measures of Success
   • Competition and Results

4 Deliverables and Results
   • Target Market
   • Awareness, Knowledge, and Interest
     – Pre-Campaign Research
     – Post-Campaign Research
   • Educate and Inform
     – Advertising and Creative Designs
     – Social Media, Website, and Video
     – Campaign Events
   • Press

12 Recommendations
The shale renaissance has created tremendous opportunities in the downstream oil and natural gas sectors. The availability of low-cost feedstock has incentivized the return of manufacturing companies to the U.S. and is revitalizing our fuel and petrochemical industry. This revitalization, however, has exposed a serious workforce gap within the industry.

As part of our workforce development efforts, AFPM has teamed up with EdVenture Partners (EVP), an organization specializing in the development of industry-education programs, to help engage the next generation of our workforce – Millennials – for the “AFPM Recruitment Challenge.” More than one in three workers today are Millennials (adults ages 18 to 34 in 2015). This year they surpassed Generation X to become the largest share of the American workforce and are projected to surpass Baby Boomers as the nation's largest living generation.

The AFPM Recruitment Challenge tasked students at two- and four-year colleges with developing a marketing and recruitment program focused on researching the target audience, mainly science, technology, engineering, and mathematics (STEM) majors and vocational students. The challenge asked each team to create and activate a customized campaign using an actual budget throughout the course of an academic term or semester. This booklet provides an overview of their work, messaging, and how they delivered it.

As you review this booklet, please keep in mind the age of the Millennial target audience, 18 to 34 years old. You will learn, as we did, that this audience consumes information much differently than people over the age of 40. Young people obtain information through more channels and are more comfortable with visual materials with minimal text. As a practical matter, this means that recruitment communications need to be shorter, more pictorial, and spread across multiple platforms.

Our industry’s communication efforts have traditionally relied extensively on written instead of visual materials. While those that participated in the program had access to a tremendous amount of written materials, nearly all the participants took this information and transformed it into graphics that contained shorter text, catchphrases, and connected it with things that are important to their generation. There is a considerable amount of research that images that include people draw more and longer attention from audiences – and you will see this trend as you review these materials. The challenge also demonstrated that we need to increase our presence across demographics.

This report provides excellent and well-designed examples of communications for the target audience. It was designed by the target audience for the target audience. It is predominantly visual. Where there is text, it is deliberately concise and edgy. The images are fluid and many of the faces are faces that are not commonly seen in our industry’s promotional efforts. As an industry, we need to attract and educate target groups on the terrific growth prospects and stable, high quality, well-compensated job opportunities within the fuel and petrochemical industry. These materials can enhance all of our efforts when communicating with the country’s largest workforce.

Thank you.

Chet Thompson
President
American Fuel & Petrochemical Manufacturers
BACKGROUND

The Millennial generation (i.e., adults ages 18 to 34 in 2015) is the first generation to grow up with the internet and social media. For them, the digital revolution does not represent disruption but rather the norm and potentially their generation’s opportunity.¹ According to the American Press Institute’s How Millennials Use and Control Social Media survey and report:²

- 88% of Millennials get news and information from Facebook, 83% from YouTube, and 50% from Instagram.
- Sizeable minorities of Millennials also report getting news and information from Pinterest (36%), Twitter (33%), Reddit (23%), and Tumblr (21%).
- Although Facebook is popular among all adults under age 35, younger Millennials are more likely to use a mix of 3.7 social networks, on average, for news and information.

Millennials say that social media exposes them to different opinions and views, and are willing to investigate those opinions. To quote the How Millennials Use and Control Social Media report, “every social network, to a greater or lesser degree, is now a news and information platform.”²

As part of its workforce development initiatives, the American Fuel & Petrochemical Manufacturers (AFPM) decided to engage with the next generation of our workforce – Millennials – to promote the fuel and petrochemical industry and range of career opportunities. AFPM partnered with EdVenture Partners (EVP) for the inaugural AFPM Recruitment Challenge program during the Spring 2015. Held in partnership with several community colleges and universities, the AFPM Recruitment Challenge focused on increasing awareness and interest in careers within the fuel and petrochemical manufacturing industry. This report details the aggregate information and implementation of the program.

PARTICIPATING SCHOOLS

Nine schools participated in the AFPM Recruitment Challenge:

<table>
<thead>
<tr>
<th>SCHOOL NAME</th>
<th>LOCATION</th>
<th>SCHOOL TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Mesa University</td>
<td>Grand Junction, CO</td>
<td>Four-year University</td>
</tr>
<tr>
<td>Delgado Community College</td>
<td>New Orleans, LA</td>
<td>Community College</td>
</tr>
<tr>
<td>Illinois Institute of Art, Chicago</td>
<td>Chicago, IL</td>
<td>Four-year University</td>
</tr>
<tr>
<td>Lone Star College–Kingwood</td>
<td>Kingwood, TX</td>
<td>Community College</td>
</tr>
<tr>
<td>Penn State University</td>
<td>State College, PA</td>
<td>Four-year University</td>
</tr>
<tr>
<td>Prairie View A&amp;M University</td>
<td>Prairie View, TX</td>
<td>Four-year University</td>
</tr>
<tr>
<td>San Jacinto College</td>
<td>Houston, TX</td>
<td>Community College</td>
</tr>
<tr>
<td>University of Houston</td>
<td>Houston, TX</td>
<td>Four-year University</td>
</tr>
<tr>
<td>University of Texas at Arlington</td>
<td>Arlington, TX</td>
<td>Four-year University</td>
</tr>
</tbody>
</table>
THE PROGRAM AND BUSINESS OBJECTIVES

AFPM implemented the Recruitment Challenge with nine registered classes from community colleges and university campuses across the United States. Student teams that competed in this unique program were challenged to become ambassadors and advocates for employment in the fuel and petrochemical industry. The main program objective included developing and executing a comprehensive, compelling, and creative integrated marketing communications campaign which:

- Increased awareness and interest in the fuel and petrochemical manufacturing industry
- Highlighted the range of career opportunities and various pathways to pursue an industry career
- Supported the development of skilled craft professionals to meet the industry’s needs

The target market was Millennials ranging in academic focus (i.e., vocational focused students, apprentices, two-year college students, four-year college students) with special focus on segments interested in craft professional opportunities.

MEASURES OF SUCCESS

Competing schools were measured on the following metrics:

1. Percentage increase in the target market’s awareness of careers in the fuel and petrochemical industry as shown in pre- and post-research results
2. Percentage increase in the target market’s awareness of the pathways to pursue a career as well as how to join the fuel and petrochemical industry as shown in pre- and post-research results
3. Number of target market individuals engaged via various campaign tactics (e.g., through social media, conducting local events, etc.)
4. Successful engagement of media toward public relations efforts, including the amount of press coverage
5. Number of new contacts captured as potential recruits for companies
6. Successful implementation and execution of a comprehensive, compelling, and creative integrated marketing communications campaign and all proposed campaign tactics

Each team implemented its plan, aided by the use of a $1,000 budget. After completing the campaign, the teams submitted a proposal for entry into the AFPM recruitment challenge. Two academic professionals judged the submissions, which were then sent to AFPM for review and confirmation of the final top three teams: Lone Star College–Kingwood, University of Texas at Arlington, and University of Houston.

The top three teams presented their campaigns to executives of AFPM and our member companies on May 15, 2015 in Houston, TX. Following the presentations, the judges named Lone Star College-Kingwood the winning team ($5,000), followed by University of Texas at Arlington in second ($3,000), and University of Houston in third place ($1,000).

COMPETITION AND RESULTS

BY THE NUMBERS

8 TOTAL CAMPUS SUBMISSIONS
124 TOTAL STUDENT PARTICIPANTS
324 TOTAL MARKETING EMAILS SENT
140,393 TOTAL REPORTED PROGRAM IMPRESSIONS
151,000 APPROXIMATE MARKET SIZE OF COMBINED CAMPUS POPULATIONS
TARGET MARKET – MILLENNIALS

Demographic and Psychographic Info
- Ages 18-34
- Technology savvy
- Socially conscience
- Diverse
- Multi-taskers

Segmentation Within Target Market
- College campus
- Veterans
- Workforce offices and programs
- High schools
- Minority groups
- Women

UNIVERSITY OF TEXAS AT ARLINGTON

Psychographics
- By 2025, 3 out of 4 workers globally will be Millennials
- 1/3 of Millennials admit to being distracted or taken time off because of personal financial reasons. They are also postponing getting married and having a family.
- 56% Millennials say a quality benefit package influences their choice of employees.
- 63% Millennials say health benefits including dental, vision, life, disability along with paid vacation time, retirement saving plan, flexible work schedule as important reasons for staying with employer.
- 13.1% is the Millennial unemployment rate.
- Millennials expect close relationship/frequent feedback from managers
  - #1 reason why leave job is directly related to boss
  - Want employer “democratized” non-tenured workplace – authority earned in collaborative, casual office place

Survey Response
What is most important to you when looking for a job?

<table>
<thead>
<tr>
<th>Salary</th>
<th>Benefits</th>
<th>Advancement</th>
<th>Travel</th>
<th>Flexibility</th>
<th>Job Security</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>24%</td>
<td>15%</td>
<td>23%</td>
<td>5%</td>
<td>13%</td>
<td>16%</td>
<td>4%</td>
</tr>
</tbody>
</table>

UTA Students
According to Forbes Magazine,

“Millennials are ambitious and eager for their careers to take off — when describing their ideal job, they are more likely to value opportunities for career advancement and the chance to learn new skills than Gen-Xers or Baby Boomers.”

Target Audience Overview

Millennials are diverse, expressive, and optimistic. Our Target Audience is divided into 3 sub-categories: 1) Pre-College, 2) College, and 3) Post-College.

- **They want it fast**
- **They want it new**
- **They want it now**

*Social Creatures*

Millennials value the opinions of their peers and don’t trust corporations.

Millennials are very concerned about corporate social responsibility.

There are 86 million Millennials!

Ages are from 18 to 34.

Lone Star College-Kingwood

San Jacinto College

Target Market

- **Short-term:**
  - All three San Jacinto College Campuses
  - North, Central, and South
  - Veterans organizations including
    - Local and State Offices

- **Long-term:**
  - High Schools
  - Career and Technical Education Programs
  - Junior High Schools
  - Career Path Selection Programs
AWARENESS, KNOWLEDGE, AND INTEREST

PRE-CAMPAIGN BASELINE RESEARCH RESULTS

Types of Research Performed
- Surveys
- Focus groups
- Individual interviews

Common Initial Research Findings
- The majority of the target market has little knowledge and awareness of:
  - The significant role of the fuel and petrochemical manufacturing industry in their daily lives
  - Wide range of available industry careers and pathways to reach those careers
- Moderate interest in the fuel and petrochemical manufacturing industry

LONE STAR COLLEGE-KINGWOOD

Pre-College Pre/Post Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1: Do you believe there is a bright future in the Fuel and Petrochemical Industry?</td>
<td>40.2%</td>
<td>59.8%</td>
<td>100%</td>
</tr>
<tr>
<td>Question 2: Can you see yourself working in the Fuel and Petrochemical Industry?</td>
<td>30.9%</td>
<td>69.1%</td>
<td>100%</td>
</tr>
<tr>
<td>Question 3: Are you knowledgeable about careers in the Fuel and Petrochemical Industry?</td>
<td>10.9%</td>
<td>89.1%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total Surveys: 447

PRE-RESEARCH RESULTS

PRAIRIE VIEW A&M UNIVERSITY

Almost 69% knew little to no information about the industry prior to speaking to us.

UNIVERSITY OF TEXAS AT ARLINGTON

Pre-Campaign Research

Awareness
44% of Millennials were not aware of career opportunities in the fuel & petrochemical industry while 3% were very familiar.

View of Industry
50% had a fair view of the fuel and petrochemical industry while 5% had a poor view and 4% excellent view.

Future Opportunities
34% thought there were widely available and growing opportunities in the fuel and petrochemical industry.
31% were uncertain about job opportunities available in this industry.

SAN JACINTO COLLEGE

Program Research

Written Survey Results: 137 Respondents

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do you know anything about jobs in the petrochemical industry?</td>
<td>19%</td>
<td>81%</td>
</tr>
<tr>
<td>2. Do you know anyone who works in the petrochemical industry?</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>3. Do you know how much money you can make in the petrochemical industry?</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>4. Do you know what it takes to get a job in the petrochemical industry?</td>
<td>11%</td>
<td>89%</td>
</tr>
<tr>
<td>5. Do you want to know how to get into the petrochemical industry?</td>
<td>35%</td>
<td>65%</td>
</tr>
</tbody>
</table>
## Common Post-event Research Results

Overall reported increase in:
- Interest for industry careers
- Awareness and knowledge of the broad range of available careers
- General knowledge about the fuel and petrochemical manufacturing industry

### Pre-College Pre/Post Survey Results

<table>
<thead>
<tr>
<th>Question</th>
<th>Pre</th>
<th>Post</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1: Do you believe there is a bright future in the Fuel and Petrochemical Industry?</td>
<td>66.7</td>
<td>77.4</td>
<td>16.70%</td>
</tr>
<tr>
<td>Question 2: Can you see yourself working in the Fuel and Petrochemical Industry?</td>
<td>28.9</td>
<td>44.7</td>
<td>15.80%</td>
</tr>
<tr>
<td>Question 3: Are you knowledgeable about careers in the Fuel and Petrochemical Industry?</td>
<td>19.9</td>
<td>56.1</td>
<td>36.20%</td>
</tr>
</tbody>
</table>

### Post Event Evaluation

<table>
<thead>
<tr>
<th>schools</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Cards</td>
<td>598</td>
</tr>
<tr>
<td>Impressions</td>
<td>632</td>
</tr>
</tbody>
</table>

The results were astounding, with 330 interest cards being filled out, garnering an even larger crowd as the mass propagated.
EDUCATE AND INFORM

ADVERTISING AND CREATIVE DESIGNS

Common Creative Designs and Materials

- Brochures
- Flyers
- Career pamphlets
- Digital advertisements/banners

Delgado Community College

University of Houston

University of Texas at Arlington

Colorado Mesa University

Prairie View A&M University

Lone Star College-Kingwood

DELIVERABLES AND RESULTS
SOCIAL MEDIA, WEBSITE, AND VIDEO

Most Common Social Media and Video Platforms Used
- Facebook
- Twitter
- Student created website

AGGREGATE SOCIAL MEDIA NUMBERS

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Twitter</th>
<th>Instagram</th>
<th>YouTube</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posts</td>
<td>112</td>
<td>103</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Followers/Views</td>
<td>1035</td>
<td>237</td>
<td>14</td>
<td>281</td>
</tr>
<tr>
<td>Shares/Retweets</td>
<td>30</td>
<td>73</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>
EDUCATE AND INFORM

CAMPAIGN EVENTS
Includes on-campus events, forums, panels, presentations, and other educational events.

TOTAL NUMBER OF EVENTS
19

Common Event Types and Activities
• Career fairs and expos with industry guests
• Information table/booth showcase
• Presentations and info sessions
• Games and trivia including fuel and petrochemical manufacturing industry subject matter, played for giveaways

University of Texas at Arlington

Colorado Mesa University
Delgado Community College
Prairie View A&M University
Lone Star College-Kingwood
San Jacinto College

DELIVERABLES AND RESULTS
OPPORTUNITIES AND CHALLENGES IN REACHING MILLENNIALS

BOTH TRADITIONAL AND NON-TRADITIONAL MEDIA COVERAGE

Lone Star College-Kingwood

University of Houston

Lone Star College-Kingwood

Lone Star College-Kingwood
Recommendations and Conclusion

Recommendations
Raise awareness of the employment opportunities available in the fuel and petrochemical industry by:

• Reach out to local community and Pre-College Millennials
• Host a campus wide event with industry representatives for College Millennials
• Post relevant information on social media websites for Post-College Millennials

Conclusion
Our research shows that we were successful in increasing knowledge of job opportunities, primarily in craft and trades, and the benefits they offer in the fuel and petrochemical industry. Our campaign could serve as a prototype for other college communities. Our campaign tactics were planned and executed, and were well received by our three target audience segments.

RECOMMENDATIONS

1. The industry should fund and embark on a Fuel and Petrochemical industry ambassador program where industry representatives would travel to various trade and technical schools communicating the tens of thousands of unfulfilled, high-paying, career oriented positions within the industry.
2. Make information about the industry more positive by communicating all of the valued and vital services and products created through the industry.

Final Recommendations
• Hold an event that AFPM ambassadors can talk directly to target market
  • Make it fun with giveaways
• Have a video that is relatable to the target market
• Post more on Facebook
  • Fun facts
  • Potential job opportunities
  • Pictures
  • Videos
• A minimal amount of links
Most Common Recommendations

- Increase use of social media and utilize on a more consistent basis.
- Increase direct engagement between industry professionals and potential recruits.

Overwhelmingly, students agreed that to reach their generation, industry must significantly increase its use of social media as well as increase direct engagement between industry professionals and potential employees. They encourage industry to post more on Facebook, Twitter, Instagram, and other social media outlets. Fun facts about the industry, information about job opportunities, pictures, and videos to help promote who we are and the range of available opportunities are of interest to students. Based on the impact of “quick facts” for this project, the students who participated in this program became social media megaphones for the fuel and petrochemical industry. In addition, by participating in AFPM’s Recruitment Challenge, they have also become ambassadors for our industry and are able to talk to their peers directly about the positive impacts of the downstream sector.

The students also saw value in talking with industry representatives to learn more. Recommendations include reaching out to the local community and pre-college Millennials whether it is at school career days or talking with a local community group, hosting campus wide events for college students, or hosting events where company ambassadors can talk directly to the target market. But, industry must make the event fun to capture their interest and to encourage participation.

However, if industry doesn’t get the word out to this demographic about who we are, what we do, the impact on their lives, and why we want them to be part of the industry, we are losing out on a valuable resource. The ability to recruit from this demographic will have a critical impact on the long-term success of our industry.

References

3 Only numbers reported by student teams were calculated for aggregate impressions total. Actual total number of program impressions is likely higher.
4 Social media count includes only public numbers.