

Marketing Strategy of NOVA Employment

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ABSTRACT

This paper targets identifying challenges faced by the Australian non-profit organization NOVA in providing more suitable job opportunities for disabilities, focusing on communication barriers between NOVA and decision-makers in Small and Medium Enterprises (SMEs). It discusses how NOVA improve its competitiveness by providing unique services through market segmentation, targeting, differentiation, and positioning (STDP) strategies. This paper also emphasizes the current situation for disabilities of finding jobs and explores leveraging LinkedIn to achieve SMART goals, including showcasing services, expanding networks, and using LinkedIn tools to attract target audience.

KEYWORDS

NOVA, Disability Employment Services; LinkedIn; STDP Influencer Marketing Theory

1. INTRODUCTION

1.1. Background

NOVA was founded in 1990 and has 200 employees in 25 branches throughout Sydney (Nova Employment, 2023) [1]. It is a not-for-profit organization that is community-based and supported by the Australian Government to assist people with disabilities (PwD) or long-lasting medical conditions (Nova Employment 2023). The organization helps them look for long-term and secure jobs that suit their skills and abilities. NOVA provides a comprehensive service by offering practical assistance, such as identifying career goals, developing a professional CV, coaching on creating a professional presentation, and confidence-boosting for interviews (Nova Employment, 2023). NOVA mainly offers employment services to PwDs via the Disability Employment Services (DES), National Disability Insurance Scheme (NDIS), apprenticeships, job support clubs and its Nova Transition program for younger clients[2].

1.2. Core Values of NOVA

NOVA's mission is to build and develop the best professional team possible in order to properly provide working conditions that will give job seekers the best chance of success in their current and future careers[3]. NOVA also dedicates itself to honesty, professionalism, integrity, respect, and individual choice. NOVA's marketing strategy includes occasional posts and updates on their operations, such as success stories via their website, social media channels on Facebook and Instagram. NOVA has an active database on client success stories and influencer encouragement on Instagram (Nova Employment, 2023); however, their presence on LinkedIn leaves more to be desired.

NOVA Employment is heavily occupied by the amount of responsibility required towards both employing organizations and job-seeking clients[4]. NOVA's current activities and responsibilities as a disability employment service organization can be listed as, but not limited to:

- Raising awareness and building a solid foundation for a disability-inclusive environment;
- Providing required information and tools on disability and employment towards both PwDs and hiring organizations;
- Influencing governing laws and policies on employment of PwDs;
- Implementing comprehensive vocational training for opportunities in career development;
- Acting as the intermediary to link both hiring organizations and job-qualified clients.

1.3. Problem

Sufficiently catering to both parties will require NOVA to employ effective organizational strategies and policies[5]. The budgeting and focus required for the responsibilities above and activities will have to be optimized; which in NOVA's case - as seen from the disparity of content from other channels and LinkedIn - might support the fact that NOVA is currently unable to utilize a clear digital marketing strategy fully. In the digital age, a successful digital marketing strategy can lead to a positive business transformation (Veleva & Tsvetenova, 2020). Thus, without a set strategy and complementary budget plan, NOVA cannot perform its functions and commitments as an industry-leading disability employment services organization[6].

NOVA's LinkedIn presence can be attributed to a non-existent marketing strategy currently with an astonishing number of zero con-current posts on their page; this followed by a below average followers number of only thirteen thousand (Nova Employment, 2023) suggests that NOVA have not strengthened their position on the job-focused social media platform[7]. The lack of NOVA's presence indicates that the organization is missing out on engagement and exposure opportunities through a maintained frequency of usage of the site (Davis, et al., 2020). Davis et al. (2020) further mentions that the usage of LinkedIn yielded benefits such as profile visibility and the union of connections between all stakeholders. Furthermore, not posting on LinkedIn will result in a scarcity of engagement in Business-to-Business (B2B) relations, leading to the loss of co-creation value and trust (Sundström, et al., 2021). This affects NOVA's reputation as a job-support organization that provides career opportunities for PwDs. Thus, NOVA can be seen to have incurred all opportunity costs mentioned above by being inactive on LinkedIn. It is imperative for NOVA to immediately apply a digital marketing strategy catered towards LinkedIn in order to utilise the business opportunities available[8].

Large organizations in Australia have a misconception of the requirements of PwDs, thus resulting in hiring reluctance. Kryhul (2022) believes that hiring managers have misunderstood a few factors relating to PwDs: accommodating costs for related disabilities, lower workforce morale and productivity concerns. This is supported by Nagtegaal et al.'s (2023) study on the complex decision-making process of hiring behaviors. The study finds that, from 32 factors that influence hiring managers' behaviour to hiring PwDs, three main factors exists: worrying that PwDs would not be productive (14%), lack of knowledge on cost expectations (11%) and a general shortage of knowledge about PwDs (5%). An organization's management has an important role in creating a disability-inclusive environment (International Labour Force Geneva, 2011). A lack of understanding on the requirements of PwDs will lead to the lack of an inclusive environment, which will further result in on-the-job issues such as workplace discrimination and stereotyping, ultimately amounting to social distancing and the lack of motivation from PwDs (Narayan, 2018) [9]. This in turn will contribute to a lower job retention rate for PwDs. organizations having these misconceptions will cost PwDs an employment opportunity which could have translated into a long-term job stability. NOVA can rectify the large organizations' perception of PwDs as they are the ones to have worked with and understand

the qualities of PwDs. NOVA can employ informative marketing tactics to educate employers through activities such as hosted webinars, created content posting and regular information updates on their social media pages[10].

2. SMART OBJECTIVES

NOVA employment aims to increase 70% (measurable) of followers on LinkedIn page (specific) at the end of 2024 (time-framed), which aligns with the ultimate goal of reaching at least 50 companies or recruiters for partnering with NOVA (Achievable) to offer more job opportunities for NOVA disability client (relevant) [11].

3. SITUATION ANALYSIS

3.1. Domain 1: Industry Attractiveness:

3.1.1. Introduction

NOVA Employment plays an important role in the disability industry in New South Wales, Australia. The organization not only excels in statistics, contributing 30.3% of the workforce to people with disabilities, but also actively promotes the development of the disability industry by integrating people with disabilities into the labor market (Australian Chamber of Commerce and Industry 2014) [12]. NOVA focuses on improving success rates and promoting long-term employment, and is committed to achieving substantive and sustainable results, which makes NOVA stand out in the industry (Australian Government 2012, Australian Government 2023, Australian Human Rights Commission 2021) [13].

3.1.2. Disability Population Analysis in Australia

In the context of the disability landscape in Australia, a substantial population of 4.4 million individuals with an increasing prevalence of disability with age is evident. Notably, the prevalence is even higher among individuals aged 85 and over than those aged 65-69 (Australian Bureau of Statistics 2019) [14].

Turning our attention to the disability workforce distribution, a pie chart visually represents the geographic spread of disability workers (Dempsey and Ford 2009). New South Wales (NSW) stands out as a key player, contributing 30.3% to the disability workforce, underscoring the concentration of services and potential impact in this region (Wren 2023).

Additionally, it is noteworthy that 30% of people with disabilities in Australia require healthcare assistance, highlighting the critical role that healthcare support services play in addressing the diverse needs of this population[15].

3.1.3. Disability Workforce Distribution Analysis

The geographic distribution of the disability workforce reveals a distinctive pattern, with New South Wales (NSW) playing a significant role by contributing 30.3% to the overall workforce. This concentration underscores the significance of services and the potential impact that can be made in NSW.

3.1.4. Competitive analysis

Analyzing the employment service landscape for individuals with disabilities, a pie chart featuring APM, NOVA, WISE, and others reveals key insights[16]. While APM holds 18.0%, NOVA has 2.7%, and WISE comprises 7.6% (Wren 2023). NOVA's strategic focus on specific services gives it a unique advantage. This strategic focus involve specialized programs, targeted support, or other tailored services that cater to the specific needs of individuals with disabilities. This distinct approach

positions NOVA Employment as a significant player, offering tailored support services for individuals with disabilities, subtly underscoring its industry attractiveness[17].

Over a span of just 13 weeks, they stepped in to help 4390 people secure jobs. This support didn't stop there; it continued strong for 26 weeks, benefiting 4310 individuals, and extended even further to an impressive 52 weeks, providing sustained assistance to 3488 people. These numbers showcase NOVA's unwavering dedication to helping individuals with disabilities seamlessly integrate into the workforce.

In the thorough comparison of NOVA, APM, and WISE Employment Ltd, distinct trends emerge. APM takes the lead in assisting a large number of individuals within the initial 13 weeks, an impressive count of 11,890, surpassing both NOVA and WISE Employment Ltd[18]. However, when we shift our focus to success rates, a different narrative unfolds—NOVA shines with an exceptional 57.8%, outperforming APM (32.3%) and WISE Employment Ltd (29.8%). As we extend the analysis to 26 and 52 weeks, APM maintains the number of assisted individuals. Nonetheless, NOVA consistently showcases a superior success rate. NOVA's dominance in sustained employment is particularly noteworthy, demonstrating an extraordinary commitment to long-term success across all time frames. In summary, while APM offers broader assistance, NOVA stands out with a higher success rate and unparalleled job sustainability, placing it at the forefront of impactful and enduring employment support (Wrien 2023) [19].

3.1.5. Market Dynamics Attractiveness Analysis

Revealing the Soaring Need for Disability Employment Services, a deep dive into the NDIS industry analysis by disability types exposes a distinct trend over the last five years. Individuals with intellectual disabilities, including conditions such as autism, Down syndrome, and developmental disorders, demonstrate a remarkable surge in demand for employment services (Mellifont et al. 2023). In contrast, those with physical disabilities and other types show a relatively lower demand.

In this landscape, NOVA Employment stands out prominently. The data underscores NOVA's exceptional performance in addressing the heightened demand for employment services, especially for individuals with intellectual disabilities. This highlights NOVA's effectiveness in meeting specific needs and contributing significantly to the evolving dynamics of the disability employment sector[20].

Further dissecting the industry revenue in 2023 by key markets, users with intellectual disabilities contribute a substantial \$22.6 billion, commanding a significant market share of 60.1%. Users with physical disabilities follow with a contribution of \$9.3 billion, constituting 24.8% of the market. Additionally, other users contribute \$5.7 billion, representing 15.1% (IBIS World 2023).

As we delve into why NOVA is appealing to the industry. The balance between profits and taxes forms the basis for NOVA's ongoing contribution to the well-being and empowerment of individuals with disabilities throughout Australia. The path of Australia's services for individual welfare, especially in serving those with disabilities, shows a promising outlook. The matching of profits and taxes indicates a strong structure, positioning NOVA and similar organizations to tackle challenges while keeping financial stability[21].

3.1.6. Conclusion

NOVA Employment is competitive in the disability services industry, particularly within New South Wales. Boasting a substantial contribution to the workforce, NOVA's dedication to fostering long-term employment and achieving outstanding success rates distinguishes it as a leader within the sector[22]. The organization actively promotes the integration of individuals with disabilities into the labour market to reinforce industry attractiveness.

NOVA Employment stands out as a market leader in disability employment services. With a significant workforce contribution, a focus on long-term employment, and an exceptional success rate, NOVA's impact is both substantial and enduring (Lakhaniet et al.2019). The demand for

disability employment services in NOVA has risen, especially for intellectual disabilities, which can enhance the competitiveness in the industry.

3.2. Domain 2: Customer analysis:

3.2.1. Introduction

Actually, there are three types of people claim themselves as ‘customer’ status for the reason that they all need to pay NOVA: the job seeker, the employing businesses and the Department of Social Services[23]. But in terms of customer analysis, it is more reasonable to focus on the job seeker as there is nothing especially need to be analysis on the employing businesses and the government part.

3.2.2. Core strategy (Segmentation, Targeting, Differentiation and Positioning)

By using STDP strategy as the core strategy, NOVA’ costumers and brand image can be further defined.

3.2.3. Segmentation

Start by segmenting the overall market based on geography, demographics, and psychographics.

Geographic segmentation: Market segmentation based on the geographical location of consumers and other environments, such as countries, regions, cities, rural areas, climate, and terrain. Because consumers in different geographical locations have different needs and preferences for products, such as cities and towns[24].

Demographic Segmentation: Segment consumers based on demographic variables: age, gender, occupation, income, education, social class. For example, the market is segmented by gender, such as the clothing industry and cosmetics industry, and the market is segmented by income, such as the automobile and tourism industries.

Psychological segmentation: Segmentation according to consumers' lifestyle, personality, etc.: social class, lifestyle, personality...; if the market is segmented by lifestyle, it can be classified by cultural circle, social class, and different occupations[25].

3.2.4. Targeting

After segmenting the market, the company will choose which market segments to target. Geographically, NOVA focuses on the Australian market, to be more specific, New South Wales market; in terms of population, NOVA focuses on people who have a disability, or permanent medical condition. Currently, 65-70% of Nova's customers are from high school graduates and low SES areas. In the future, NOVA will still focus on this group of people[26].

3.2.5. Differentiation

There are currently a variety of marketing strategies, such as undifferentiated marketing strategy (using one product and a set of marketing plans to attract all consumers), differentiated marketing (designing different marketing mixes for each market segment, multiple products, Penetrate the target market based on multiple channels and various forms of promotion) and concentrated market strategy (concentrated marketing means that the company selects a market segment and conducts intensive marketing activities for it) [27]. Among them, NOVA chose a centralized market strategy. Conduct marketing activities based on selected market segments and focus on this target market. As analyzed in the previous part of competitive advantages, NOVA provides differentiated services for this part of the market. NOVA provides longer-term assistance so that employees can work longer. The data of NOVA customers successfully working for 26-52 weeks is significantly higher than that of other competitors.

In the thorough comparison of NOVA, APM, and WISE Employment Ltd illustrated in Figure 5 and 6, distinct trends emerge. APM takes the lead in assisting a large number of individuals within the

initial 13 weeks, an impressive count of 11,890, surpassing both NOVA and WISE Employment Ltd[28]. However, when we shift our focus to success rates, a different narrative unfolds—NOVA shines with an exceptional 57.8%, outperforming APM (32.3%) and WISE Employment Ltd (29.8%). As we extend the analysis to 26 and 52 weeks, APM maintains the number of assisted individuals. Nonetheless, NOVA consistently showcases a superior success rate. NOVA's dominance in sustained employment is particularly noteworthy, demonstrating an extraordinary commitment to long-term success across all time frames. In summary, while APM offers broader assistance, NOVA stands out with a higher success rate and unparalleled job sustainability, placing it at the forefront of impactful and enduring employment support (Wrien 2023)[29].

3.2.6. Positioning

Market positioning is when an enterprise creates a strong, distinctive and distinctive personality for its products based on the competition of similar products in the target market and the importance that customers attach to certain features or attributes of such products, and vividly portrays them[30]. Pass it on to customers and seek their approval. The essence of market positioning is to strictly distinguish the company from other companies, so that customers can clearly feel and recognize this difference, thereby occupying a special position in the minds of customers. NOVA never pursues comprehensiveness but wants to provide customers with the best service so that customers can feel that they are valued. Allow customers to join and work permanently through guidance instead of obtaining short-term job opportunities through other means.

4. IMPLEMENTATION

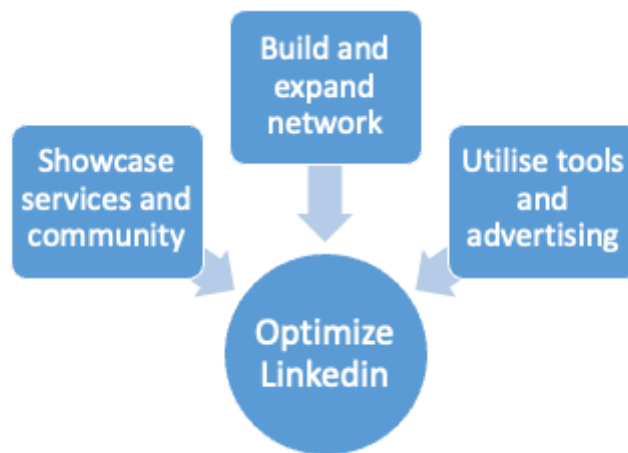
Through the above analysis, NOVA's internal and external environment and development direction have been clarified. Through the 4C marketing strategy, we can make suggestions for the development and implementation of NOVA. The 4Cs marketing theory refers to Customer, Cost, Convenience and Communication respectively. Our focus is convenience and communication[31].

Convenience means providing customers with maximum shopping and usage convenience. The 4Cs marketing theory emphasizes that when formulating distribution strategies, companies should consider the convenience of customers more than the convenience of the company itself. Through good pre-sales, sales and after-sales services, customers can also enjoy convenience while shopping. Convenience is an integral part of customer value. NOVA still lacks in this part and can further improve its promotion and customer usage.

Communication believes that enterprises should establish new customer relationships based on common interests through active and effective two-way communication with customers. This is no longer a one-way promotion and persuasion of customers by enterprises, but a way to achieve their respective goals at the same time in the communication between the two parties. Similarly, this part is also a point that NOVA needs to improve.

With the help of 4C marketing theory, we believe that NOVA needs to improve its convenience and communication by improving its construction on LinkedIn. We plan to take three main measures on LinkedIn: Showcase services and community, expanding Network and utilizing LinkedIn Tools.

Figure 1: LinkedIn Tools



4.1. Showcase services and community

First of all, NOVA should regularly sort out the conditions of all the patients it serves and conduct follow-up interviews, sort out the typical outstanding cases, and formulate showcases through interviews and other forms. Guide the value of NOVA services by examining before-and-after comparisons of patients receiving NOVA services and the help patients felt they received from NOVA. In this way, potential customers can take on the role of themselves through real cases, and hope that they can also successfully obtain the living conditions of the customers in the showcases. This marketing effect will be significantly better than straightforward publicity. In terms of the collection of showcases, we can focus on cases in multiple regions and types, so that more customers can find a sense of identity; in terms of expression, we can try to let successful customers explain the services they received and what they brought after receiving the service, which is more convincing.

4.2. Expanding Network

In the past, NOVA mainly proactively contacted high school students in grades 11 and 12 to obtain its main source of potential customers. However, this method is relatively limited and still needs to be improved and the social circle needs to be expanded. On the one hand, continuing to focus on the original main source of customers, that is, high school graduates, requires continued proactive contact. However, the number of schools concerned should be further increased, and the resources of other schools need to be further expanded. On the other hand, it is not enough to proactively contact student groups. NOVA needs to increase the proportion of other groups, such as developing potential customer groups in multiple scenarios, such as associations for persons with disabilities, clubs for persons with disabilities, etc. Through active cooperation, we can develop new customer sources and expand social networking. NOVA can improve its reputation and popularity among new groups by sponsoring activities organized by disabled people's associations, providing some voluntary services to disabled people's associations, building infrastructure for disabled people's associations, etc., and laying the foundation for further expansion of customer sources.

4.3. Utilizing LinkedIn Tools

LinkedIn is a tool that connects companies and job seekers, and for NOVA it is also a tool to promote itself and find more customers for itself. This tool needs to be well utilized.

On the one hand, NOVA needs to build its own LinkedIn homepage, display its service areas and content on the homepage, and actively post posts to show recent progress and successful cases so that potential users can learn about its services through LinkedIn. And try to add the LinkedIn of all customers you have served to create a true and reliable image. On the other hand, NOVA needs to

leave its various contact information on LinkedIn and actively reply to potential customers' private messages so that customers can contact them at any time. At the same time, it needs to actively interact with potential customers to leave a good impression on customers. Finally, increase advertising campaigns on LinkedIn so that potential employers and job seekers can see and understand NOVA when they open and use LinkedIn.

5. CONCLUSION

In order to make sure NOVA's ability of continually providing job services for disability to stakeholders, the main focus of this report is NOVA's lack of LinkedIn presence and a digital marketing strategy. The positive trend of disability employment numbers and NOVA's high aggregate success rates in NSW because they only focus on particular markets. STDP analysis shows NOVA's geographic and demographic focus and its niche market concentration on consumers which achieves unique targeting outcomes, while competitor differentiation and dependable positioning strategies are used to improve brand image. A LinkedIn engagement strategy is recommended, including service showcasing, employers' awareness developing, and perpetual content management. Celebrity collaborations and network expansions can result in an improved online brand presence. A target goal for 2024 includes 50 new leads via an achievable 4 monthly leads through scheduling. Specific LinkedIn tools can be implemented to improve lead creation. A complementing adaptive budget allocation on LinkedIn derives engagement, brand image and conversion improvements from CPC and CPM models. The concurrent adaptation of theories such as IMT, IMC and Social Networking Theory into the budget ensures a well-executed digital networking strategy to achieve organizational goals.

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