Employer Branding Guide via social media

Case company: HMSHost Finland Oy

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Abstract

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Possessing a strong labor force is a crucial key for enterprises. In order to achieve this, companies need to improve their image and reputation to attract more talents. These objectives can be only obtained by developing the organization's employer branding in order to stand-out in the market. However, traditional marketing channels for employer branding are high-priced and rigid. Using these channels in marketing strategies consumes vast amount of time and resources as well as difficult for adjustments. In the contrast, social media is a convenient, easy-to-use and cost-efficient marketing channel, in which a company present the brand messages and image on social media platforms.

This thesis presents a marketing strategy for the commissioner company, HMSHost Finland Oy, in order to improve their employer brand and attract more applicants. To be exact, the aim of this paperwork is to apply social media practices in marketing plan which improve its employer branding with a lower budget. Therefore, the final product is a social media marketing guidebook for the company.

This paperwork consists of four main tasks needed to complete. In this thesis, the product is based on the theoretical framework of employer branding and social media (1). The author conducts interviews (2) in order to examine the importance of employer branding to a company as well as the elements to evaluate a successful employer brand image. Afterwards, a tailor-made employer brand process is introduced with four steps (3). Next, the feedback (4) from the commissioner and tutor is obtained and strengthening the final version of the product. Finally, the author assesses the whole thesis based on its outcomes, give recommendations and relevant learnings from school.

The literature review presents a theoretical framework related to employer branding, social media and their elements. The author builds up a four-step procedure of employer branding via social media. A qualitative research is carried out to address the importance of employer branding and its value elements that determine the success level of an employer.

Keywords

Employer branding, employee value proposition, marketing, social media marketing, content marketing

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1 Introduction

In recent years, Social media has emerged as huge attention due to its value, flexibility, convenience and optimization (Blanchard, 2011, 4). According to a Jobvite recruitment survey in 2019, 41% of younger workers are willing to seek for jobs via social media (2019 Job Seeker Nation Survey, 2019) Social media consists of network of different platforms such as Facebook, Instagram, LinkedIn, etc. In these internet-based forums, a platform consists of many users who could freely interact with each other's without geographic limitation. They could share contents quickly, efficiently and in real-time. In traditional marketing procedure, an enterprise spreads their stories mostly by using billboard or television and newspaper.

Recently, many companies have struggled to cope with branding marketing with different channel, such as broadcast, television, radio and printing materials. They are difficult to improvise when there is a need of small adjustments (Miller-Merell, 2013). In contrast, social media channels are convenient with high elasticity and cost efficiency. Marketers could edit contents regardless of time frame. The texts are able to be scheduled and supervised. Since the agility is the vital key for businesses. It could bring them advantages compared to their opponents. Moreover, enterprises are regularly striving for financial proficiency, but the old-style advertisement is complicated and costly. The archaic marketing channels are rigid, uneasily compromising and cannot reach to a specific targeted group. Therefore, they obstruct firms to grow rapidly. Different social media platforms have their own highly active groups of users. The concept of social media is typically well-known and there are a wide variety of platforms helping to promote Nordic Kitchen Restaurant's branding.

1.1   Problem statement

HMSHost International is a company that develops their business on food-service units along with transportation spots such as railway stations, airports and highway service station. The branch of HMSHost International in Finland named HMSHost Finland Oy, which is the author's working place. The social media guide of HMSHost International has described the strategy for HMSHost International social media strategy and in regional level (HMSHost International, 2016, 9). However, a country level strategy is neglected and rarely applied to social media activities. In addition, the ready-made guide was more customer-centralized.

Recently, HMSHost Finland Oy is demanding to plan a new marketing solution in order to ensure the need of employment (about sixty new employees per year). Therefore, this thesis presents social media marketing as an alternative to the distributed employer branding. This

paperwork focuses on developing marketing strategies on platforms (Instagram, Facebook, SuccessFactors and LinkedIn) and designing contents in various methods (texts, photos, videos and etc.). During this paperwork, social media is reviewed as a tool for improving employer branding and becoming a solution for talent attracting problems. In an attempt to answer the above question, the reviews of employee satisfaction and competitor analysis were researched.

1.2   Objectives and Scope

Due to the demand from HMSHost Finland Oy, the aim of this thesis is to design a social media guidebook to enhance the employer branding. Consequently, this social media guideline would support the development strategy for the company as a suitable solution by raising awareness and create connection with not only internal (shareholders, employees, top managers) but also external (desired employees, potential candidates) audiences. The guidebook presents methods to expose the enterprise to suitable talents via social media with different steps.

The first process is to prepare the foundation for the whole strategy, in which includes company objectives and build up a team of different roles. After the preparation, the second process is to do research about Employee Value Proposition (EVP), competitors and the company itself by measure the employer image, listen to the audiences (Daniel, Rowles, 2014). This will be accomplished by searching, designing "Real-time situational awareness" company image and listening to the audiences. Basically, an employer should build a survey with the employees based on suggestion of the guideline to review their satisfaction. The third process is to plan different strategies for various channels such as Facebook, Instagram, LinkedIn as well as SuccessFactors and produce marketing materials for those channels. When all the channels are set, back-up methods and the implementation modality are going to be produced. This guideline is a cyclic process, in which all the problems are solved and tested again to find out new methods and new strategies.

1.3   Structure

As the remainder of this paper is organized as follows. Chapter two describes the definition and the use of employer branding to attract talents. Chapter three introduces a theoretical framework of Social Media with specific guidance for each platform (Facebook, Instagram, LinkedIn and SuccessFactors) and content marketing. In chapter four, we provide the framework used to execute guidebook project process. The guideline production with methods and presentation as well as feedback from the commissioner are composed in chapter five. In chapter six, we evaluate the guidebook by define outcomes, evaluation and reflection on learning.

The thesis is divided into three main parts. The chapter 1 is the introduction for the whole paperwork. Next, the body of this thesis introduces the theoretical framework as well as practical tasks and a small qualitative research. To be exact, it includes chapter 2 to chapter 5. In the last chapter, I clarify the project evaluation with key outcomes, assessment, recommendations for the commissioner and reflection on learnings.

1.4 Key Concepts

The three most important key concepts that concerned in this paperwork are Employer branding, Social Media and Employee Value Proposition.

According to Schmidt and Mosley (2017), Employer branding is a set of actions that designs a unique good work place for enterprises and advertises it in labor market. The information could be perceived by talents acquiring expertise and skills that meet the organization's business targets and ambitions.

Social Media is a marketing channel, in which companies or individuals have their own space to share and deliver their messages. The effectiveness of a campaign or strategy in these platforms measured by statistics: reach ability, audiences engaging levels with specific numbers (followers/subscriber, views, comments, share, etc.). According to Phillip Kotler, Social Media advertising creates a small percentage of online advertising, but they have the fastest speed of growth in advertising channels (Kotler, 2017).

Employee Value Proposition (EVP) is a recipe to form the offer (intangible and tangible) to potential applicants and employees from enterprises. It includes 5 main elements: Rewards and Benefits, Affiliation, People, Advancement and Work (Ginter-Lyght, 2018). Each of them has various contents. For example, Rewards and benefits factors are monetary, extrinsic and Ancillary. Meanwhile, Advancement consists of opportunities, training, tracts and growth plants. There are multiple ways to create an EVP: Internal employee-satisfaction surveys; internal wage, benefit surveys; entry and exit surveys; application experience surveys, etc.

In this paperwork, we would not deal with various key concepts related to "employer brand": Organizational Identity, Organizational culture and Employer brand loyalty.

1.5 Company Review and Benefits

HMSHost Finland is a Finnish branch of HMSHost International, a company belong to Autogrill S.p.A. The corporation focuses on food and beverage services for travelers on transportation

hubs such as airport, railway station and highway station. Moreover, it is the world-recognized largest provider in the on-the-way industry. Furthermore, HMSHost offers extraordinary experiences with the slogan: "Feeling good on the move". In Finland, HMSHost operates eighteen outlets in Helsinki Vantaa Airport in both Terminal 1 and Terminal 2. They are running not only franchised brands such as Johan & Nystrom Coffee Shop (from Sweden), Burger King but also their own concept restaurants like Nordic kitchen, Pier0 and Bistrot. They have started the journey in Finland since the year of 2013 (HMSHost International, 2020). The company comes to Finland with the aim to make customer enjoy the service on their moves as well as make those experiences terrific (HMSHost International, 2020). Annually, HMSHost Finland possesses around sixty vacant positions required to fulfill range from entry-level workers to manager-level positions. Their social media accounts are created on Instagram, Facebook with the number of followers are around two hundred fifty (HMSHost Finland Instagram, 2020) and five hundred fifty (HMSHost Finland Facebook, 2020). However, the interaction in both channels are quite low (under ten percent on both channels).

This product-based thesis develops a custom-made guideline for the company to improve its employer branding via social media. From this material, HMSHost Finland could raise the awareness and distinct the brand image among the labor market. Therefore, it attracts more qualified candidates with suitable CVs. According to Rowles, a character is sculpted by a company based on distinctive elements from which audiences are introduced and attracted by the character (Rowles, 2014). However, this guideline is either restricted to HMSHost Finland Oy or HMSHost International. Other businesses could consider it as the guide for the first step in building its own employer brand image.

Desired talent's awareness would be increased gradually as the case company has the willingness applying the employer brand improvement plan followed with the guideline. That awareness is coming from different social media platform promotions. Therefore, the company image is enhanced firmly in the labor market. Moreover, due to the inclusive internal marketing guide, recent employees have a chance to get to know deeply about company's goals and objectives. Consequently, the loyalty level of worker increases and the similar happens with the productivity in the whole company.

2 Employer Branding

This chapter presents a set of theories about employer branding. Analysis employer branding is an important for studying and applying social media in an enterprise marketing strategy. Understanding this sector is a crucial prerequisite for developing employer image.

This chapter is organized as follows. Section 2.1 presents the definition of employer branding in general. Its benefits for a company image are described in Section 2.2. In Section 2.3, the foundation and conceptual framework are introduced with a wide range of basis theories and Employee Value Proposition (EVP). Finally, the foundation of employer branding process is analyzed in Section 2.4.

2.1   Employer branding: Definition

"Brand" is one of the most valuable elements for a firm development and main activities in a long-term goal (Backhaus & Tikoo, 2004, 501). The original definition of brand is "a mark (made by burning with a hot iron or with a stamp), or a class of goods identified as the product of a single firm or manufacturer." (Gronlund, 2013, 2). In contrast, Schneider presented brand as a combination of such things: a name, term, sign, symbol and design which identifies products or services of an individual seller (or sellers) to distinguish them from opponents (2003). In human resource management, branding's application is called "employer branding" (Backhaus & Tikoo, 2004, 501).

According to Sullivan (2004), "Employer Branding" is a long-term strategy, which controls the awareness and the impression of employees as well as potential applicants. Moreover, it attracts future stakeholders for a specific enterprise. Similarly, Boella and Gross-Turner stated that employer branding is a combination between specific rules of concepts and marketing strategy. Besides, practical actions of human resource management are concerned as well (2013, 265). A wide range of companies has developed or shown their interests in developing employer branding strategy (Conference Board, 2001).

Gehrels and Looijhas described "employer branding", is a strategy that an enterprise applies to distinct themselves with competitors. Therefore, that company could attract strong profile applicants and ensure their internal labor force (2010, 45). The idea has been developed from an employment situation of the hospitality industry such as high labor turnover and talent management (Boella & Gross-Turner, 2013, 267). During employment time, various reasons are accumulated for staff drop-out: career advancement, working hours, lack of authority, treatment

of staffs, etc. Therefore, the improvement of employer branding is crucial for an enterprise in the labor market.

The author conclude that employer branding is a set of human resource and marketing activities. Those actions are produced in order to build up and maintain the employer images from both internal and external. Moreover, the company aim as they put employer branding into action is to raise the awareness of audiences and attract more talents in order to ensure the labor force as a base for the business. Human resource activities are talent recruitment and talent developments. However, marketing is mostly focused on external promotions and internal communication for employees during their working period.

As analyzing "Employer branding", employee commitment should be mentioned as an affecting aspect of employer branding. Based on Meyer & Allen's theory, that commitment is composed of three elements: Affective commitment, Continuance commitment and Normative commitment (Boella & Gross-Turner, 2013, 266). Firstly, affective Commitment is formed by employee's emotion to a firm. Secondly, continuance commitment is the desire to persist in a current career in an enterprise. Lastly, normative commitment shows worker's responsibility to their career as well as to other colleagues.

Based on different definition mentioned, "Employer branding" is a set of activities of a long-term strategy that strengthens an enterprise's image and increase its employer brand loyalty. The target audience of those strategies is employee and potential candidates for available positions in the company. Employer's image helps to attract and match with suitable. In contrast, the brand loyalty improves employee's performance or productivity by increasing trust and pride of the employees.

Due to the development of the hospitality industry, a company must put employer branding into practices to maintain labor forces and attract the best people in a competitive market (Boella & Gross-Turner, 2013, 267). Because eighty-four percent of job applicants have admitted that the popularity of an enterprise is significant for their final applying decision (Foster, C. 2010). Therefore, employer branding is essentially worth-to-investing for organizations.

2.2 The benefits of improving Employer branding

According to the Chartered Institute of Personnel and Development (CIPD, 2007), the development of employer branding should be taken crucially due to the benefits it distributes for an enterprise. CIPD (2007) described different advantages from employer branding. Firstly, by developing employer branding, your company is being a right choice employer for your future

employees (locally or internationally) who you seriously desire to have as a part of your organization. Secondly, these activities mark your company existence in the labor market. Thirdly, a strong employer branding has the resonance from existing employees and potential ones who is willing to list down your company in their own resume. Finally, identifying employer branding creates an authentic firm character or culture. Consequently, employees are convinced to commit with your enterprise.

An effective employer branding could help enterprises financially and its reputation (The Six Degree Recruitment Limited, 2017). A unique and authentic company branding could reduce the cost per hire (CPH) and encourage potential employees attending in application. According to Workable Technology Limited (2016), Nine out of ten job seekers desire to submit their application as a job advertising from an employer branding that's actively retained. Other instant benefit is to create a diverse talent pool for a firm. From that talent pool, the employer could save time for recruiting a specific position due to the quantity of applicants. Moreover, a strong employer branding increases the engagement from your working employees. Therefore, the employee turnover is able to be maintained in the low level. Finally, the Human Resource department would save time and resource to attract and keep labor force in their company.

2.3 Employer Branding foundation and conceptual framework

This section presents the foundation of employer brand: Human capital and psychological contract. Moreover, the conceptual framework is introduced that how the employer brand operated and effects on employee productivity as well as the attraction level of employer.

However, in this paperwork, the application of the employer branding foundation is focused on human capital. Moreover, I concentrate on develop the employer brand image for HMSHost Finland Oy.

2.3.1 Foundation

Recently, employer branding has implemented by various companies with different practical actions but barely in the theoretical research area. In the following part, I present theories of foundation for employer branding based on Backhaus and Tikoo paperwork (2005).

In Backhaus and Tikoo research (2005), they stated two main aspects constructing the foundation of employer brand: the use of human capital; the psychological contract with its effects. Rosethorn predicated in this author's paperwork these two roots carried out parallelly in the twentieth century (2009, 4). They have been combined and brought up the concept of

employer branding to public attention in late 1990s. Internal and External marketing strategies are the way to practice two roots of employer branding.

Human capital is one of the most crucial elements that brings specific value to a firm that is confirmed by the practice of employer branding. Human capital contains skills, experiences possessed by a person or population assessed in terms of the value or cost to an enterprise or company. By recruiting skilled talents, a company performance is improved (Backhaus & Tikoo, 2005). Moreover, the unique quality of a company's resource could build up its distinctive advantage (Barney, 1991). Similarly, Barney has stated that if an organization possesses rare, valuable, irreplaceable and difficult to duplicate resources, it could be the leader in the industry (1991).

The psychological contract was defined by Rousseau (1995) as the foundation of employee's truth and behaviors in working premises. She presented the term "From the recruitment stage of an employee's work life to retirement or resignation, it can have an immerse effect on the attitudes and well-being of an individual". The belief was introduced is about not only the terms and conditions of different agreements between employees and managers but also the practice of promise that has been made and the condition has been agreed by every stakeholder (Rousseau, 1995). According to Rosethorn (2009), the psychological contract is closed relative with engagement. It insists of three specific dimensions: Emotional or affective (1), cognitive (2) and behavioral or physical (3) dimensions. It is equal to the meaning that when workers are proud to be part of your company (1), trusting in business's vision and plan (2) and having firmly decision to stay (3). (Rosethorn, 2009)

External marketing and Internal marketing play significant roles in employer brand developing process due to their own function. External marketing activities (Public relations, Advertisement, Social Media and etc.) help the company to establish in the labor market as "an employer of choice" (Backhaus & Tikoo 2004, 503). The establishment of a company could show the brand distinction, therefore, allowing the firm to recruit suitable applicants via channels. However, using Internal marketing in employer brand strategy is a way to keep the brand "promise" for employees. Employees are contacting with the value propositions (EVP) of the brand (Backhaus & Tikoo 2004, 503). Therefore, the company culture is constructed based on the firm's long-term goals. Consequently, the enterprise possesses a workforce that is difficult for other companies to copy.

2.3.2 Conceptual Framework

The conceptual framework of Employer branding has presented in Figure 1 (Backhaus & Tikoo 2004, 505). In Figure 1, the employer branding produces two values "Employer Brand Associations" and "Employer Brand Loyalty".
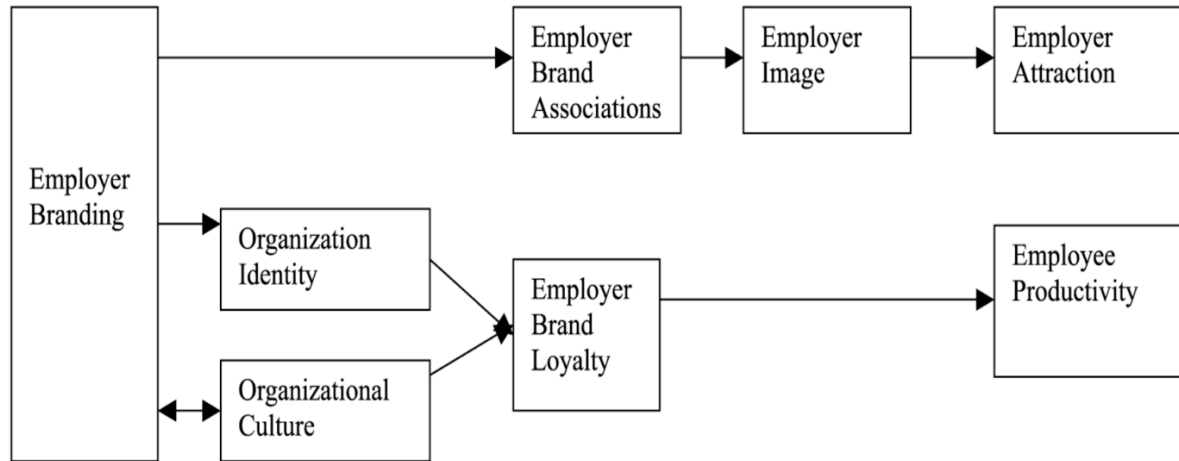

Figure 1. Employer branding framework (Backhaus & Tikoo 2004, 205)

The first one "Employer branding associations" would build up an "Employer Image" that would contribute to the attraction of company as a choice of employer. Furthermore, employer branding associations improve the matching values level between applicants and organization. Indeed, Employer Image has been defined as the emotional reflection of consumers and their imagination as if they are working for the firm with symbolic benefits. Those benefits include salary, health care services, leave allowance, etc. In the recruitment circumstances, applicants are appealed to various welfare from the firm. Moreover, they have the belief in company's offers for desired workers. However, job seekers are finding the match between their needs, demands and attributes with employer image. They are looking for positive features in employer branding and the more positive the brand is, the higher chance they will more likely to purchase the brand.

The Employer brand has a direct effect on "Organization Identity" and "Organizational culture", a system of shared values, beliefs stating how people acts in a organization, which compose employer brand loyalty. Organization identity is a set of statements that brings awareness of the organization to its members. Employer brand loyalty is represented by two objectives: customer's willingness to come back with the brand and their level of commitment toward the brand (Chaudhuri and Holbrook, 2001). That commitment is specified as identification and involvement with the organization, including agreement of the company's targets and qualities, willingness to work hard and crave getting along with the firm (Crewson, 1997). According to

researches, organization commitment has the closed relation with organizational culture (Backhaus & Tikoo, 2004, 509). In an organization, internal marketing objectives are designed to display a culture that disciplines desired workers attitudes and supports personal quality of working life. For example, IHG group is using internal network in order to share about corporation's main values and IHG academy possesses different online training courses for employees.

In this paperwork, we apply the theories of employer Image to attract potential employees and employer brand loyalty in order to increase worker's productivity.

2.4 Employee Value Proposition

This section introduces Employee Value Proposition definition with its elements as well as various steps to create a distinctive employee value proposition. They are formed up by the theories provided from Schmidt & Mosley (2017), Rosethorn (2009).

The suggestions of employee value proposition are introduced by Zojceska (2018). They consist of five main elements that are easy for the company to choose and determine the last options based on the John Wiley & Sons' EVP structure.

2.4.1   Definition and structure

Schmidt and Mosley (2017) defined Employee Value Proposition (EVP) as the features that a company most like to be correlated with as an employer. It presents for potential and working employees the reason they should submit their application and stay with the firm. By accomplishing EVP, an organization could draw audience's attention to their talent pool and leverage the engagement and possession of employee (Schmidt & Mosley, 2017). Rosethorn (2009) has predicted that the EVP is considered similarly with the customer proposition. The combination of these propositions and employee experience, how employees expose with the company treats, creates the strength of a branding. In her research (Rosethorn, 2009), EVP is described as a distinctive promise that a firm makes to its desired talents and current workers.
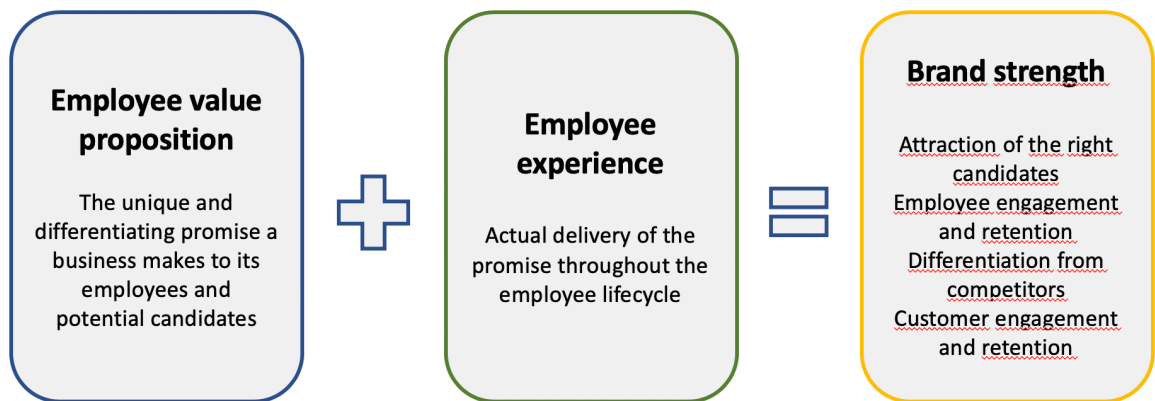
Figure 2. The employer branding in action (Rosethorn 2009, 20)
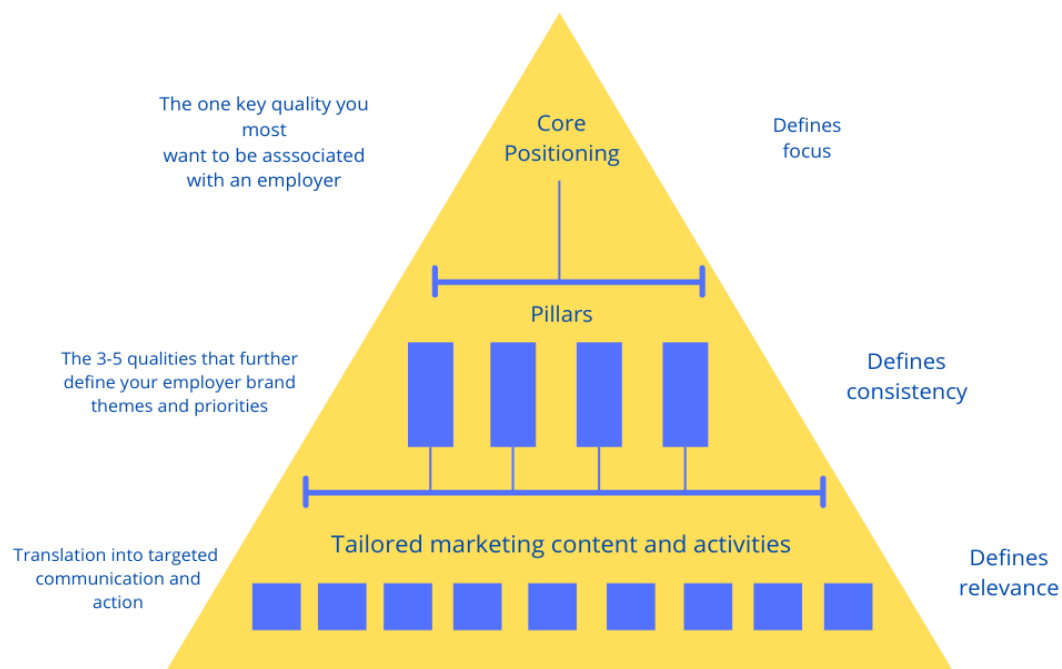
Figure 3. Employee Value Proposition Structure (John Wiley & Sons, Inc.)

Schmidt & Mosley (2017) shows an EVP hierarchy of John Wiley & Sons (Figure 3) in their research to display about the structure of a productive EVP for a firm. In the bottom of hierarchy, a wide range of tailor-made marketing contents and activities are presented as a base. They called the base as a tool to define relevance and those actions are translated into target communication. In the middle, three to five key elements are defined as the pillars for your

employer branding image and they distribute the precise for company's branding strategy. Only the most important quality is displayed on the top of employer branding structure. This quality is not only the focusing point of the whole brand depending on the stages of company but also the key character that a firm desire to be familiar with.

2.4.2   EVP Elements

Zojceska stated that five sectors composing EVP are Compensation, Benefits, Career, Work Environment and Culture (Figure 4). The first component, Compensation, concerns issues particular to salary, raises, promotion, fairness between employees and Evaluation system. Benefits is the second element, which includes a wide range of non-money profitable value for employees. Time-off, Holiday policies, Insurance, Retirement and etc. The third composition is Career, which is related to the development and stability of employee's career. Career includes all the trainings, educational tasks, feedback from manager and the assessment to the success of employees. Work Environment is the compass for different factors, which build up a healthy working atmosphere, in Employee Value Proposition. It presents employer's recognition to worker's distribution and the awareness of personal achievement. Employer's culture is a set of various components with the common aim is to construct a great company's working lifestyle. It begins with maintaining a positive relationship with co-workers, managers and firm's leaders by trust, association, helps and team spirit. (Zojceska, 2018)
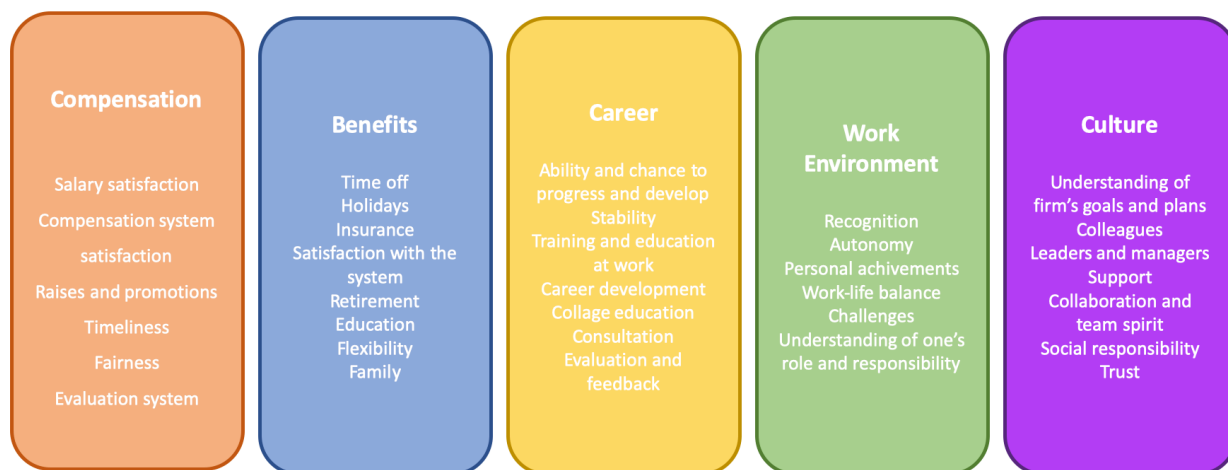

Figure 4. Five components of Employee Value Composition (Zojceska, 2018)

According to John Wiley & Son, Inc., EVP consist of nine main components (Figure 5). They are status, performance, career, learning, reward, innovation, teamwork, empowerment and

purpose. Most of the elements, which relate to working conditions and recognition system from companies, are similar with Zojceska.

Figure 5. Components of Employee Value Composition (John Wiley & Son, Inc.)

The author prefers applying the five components of Employee Value Composition from Zojveska (2018) to the guideline due to its clarity and usability. The model of John Wiley & Sons contains a wide range of main sectors, which makes marketers confused about what should be focused and define the specific EVP for the company.

2.4.3 Steps to create an EVP

Five steps have presented by Schmidt and Mosley (2017) to conduct a productive employer value proposition. This process starts with the briefing of firm's employer brand, continues with presenting the insight platform. After that, the firm should consider brainstorming about the ingredients for employer value proposition based on the theories in Part 2.4.2. Narrowing down the chosen EVP elements is the following step before a company define finally its brand personality.

The briefing of employer brand helps related stakeholder to have a similar point of views and background information. This paperwork should mention different contents. Firstly, a reason (benefits) for the organization to define EVP and design a strong employer branding. Secondly, mentioned terms are listed down with a clear definition. Those concepts include the EVPs, core positioning EVP and pillars. Thirdly, the brand hierarchy is clarified by visual methods to show the relation between employer brand and stakeholders (Corporation, customers and different

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level of employer branding). Finally, the goal of actions and the level of promise are classified after EVP has been created. Those activities are creative design, validation, external and internal marketing. (Schmidt & Mosley, 2017)

After employer brand briefing introduction, the firm presents their insight platform in the plan. This insight platform requires various following contents. The business contents, which consist of the need of employment and performance goals, is one of them. The next consideration is the desired profile and crucial talent positions. Moreover, the company's external reputation and attractive drivers including main perception is an important context also. Internal company aspect should be reviewed is employee engagement and possession drivers. Last but not least, the firm prepares an analysis of competitors (globally and locally), in order to make the comparison with its own current insights. (Schmidt & Mosley,2017)

The EVP ingredients mentioned before in Part 2.4.2 are the main elements making an organization charming in applicant's eyes. A key goal from the EVP elements wheel of John Wiley & Son is to define the most suitable components that inspiring a firm's final EVP. All of ingredients are the starting point, it is not a must to acquire all of the propositions in potential choices in the end.

It is a wise choice to shorten the employer value proposition components to a clear and precise list. Obviously, the EVP development theory is providing more than needed to include in every company EVP. The firm could optimize the list by choosing the suitable elements for your company scale, future strategy and weighing current advantages.

The final stage of creating an effective employer value proposition process is to illustrate the company's personality. It demonstrates the characteristics or distinguish quality that be used to distribute for the firm branding. Brand personality is, sometimes, a crucial element, which investors and authorities are towards to in a brand. Jennifer Aaker's brand personality map (Figure 6) is a good example for a firm to prepare its own version.
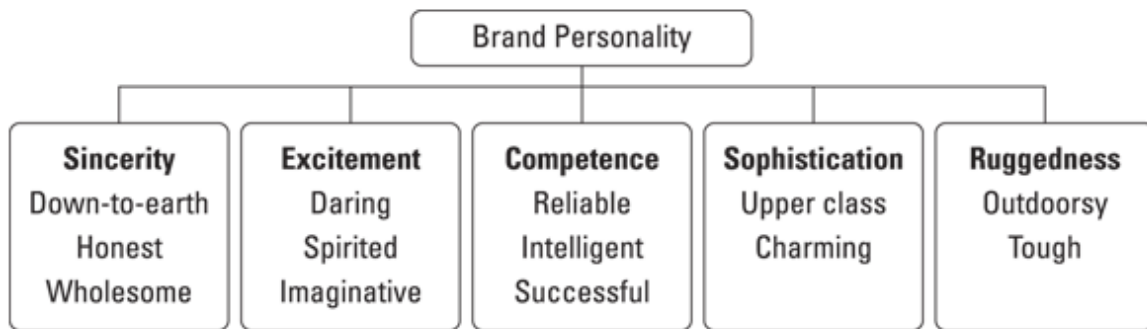
Figure 6. Illustration courtesy (Jennifer L. Aaker)

The process of EVP creation would be applied for this social media guideline as an appendix in order to help HMSHost Finland Oy to build up a strong and distinctive EVP ingredients. It would be mentioned in the second step "Research" of the guideline.

2.5 Employer branding process

Before the employer branding process is presented, we should consider the most three important criteria suggestions for employee branding (Parmen & Dyhret, 2009). The first implication is that employer branding is an independent activity with recruitment. To be exact, recruitment is a temporary action in order to fulfill the gap from the lack of employment in an organization. In contrast, employer branding is related to the process keeping up a great employer branding. Employer branding distribution should start from inside of the firm is the second criteria. The company itself is required to find what is the most important, distinctive and attractive for it as an employer compared to its opponents. The last consideration is that the branding efforts help the company to figure out who is their potential applicants. Moreover, a suitable candidate model is different between firms. The match level is depending on personality and background of the ideal worker.

According to Universum (2009, Parment & Dyhre, 2009, 58), the employer branding process includes five major steps (Figure 7). The first step is research, in which the organization should analyze the trustworthy data of internal and external employer branding activities. From data analysis, the company is able to set up an appropriate goals and benchmarks agaisnt its competitors.

The second step is to define EVP in order to have a right target to ideal workers by presenting different effectively benefits based on categories of EVP. A distinctive and honest EVP is one of the primary profits for any employer in the war of talents. With a wise choice of core elements and carefully research, the organization is capable of delivering a precise message to desired

applicants. In a strategy, EVP could be updated by reviewing current values and substitute with the latest ones. An Identity-Profile-Image (IPI) analysis (Figure 7) is necessary for current EVP review. This analysis consists of discussions about Identity, Profile and Image.

```
              Identity                              Profile
            The image,                         The image you
         career-paths and                           want to
         possibilities your                      communicate
       organization can offer


                                                  Existing EVP

                       Image
                   The external
                 perception of you as
                   an employer
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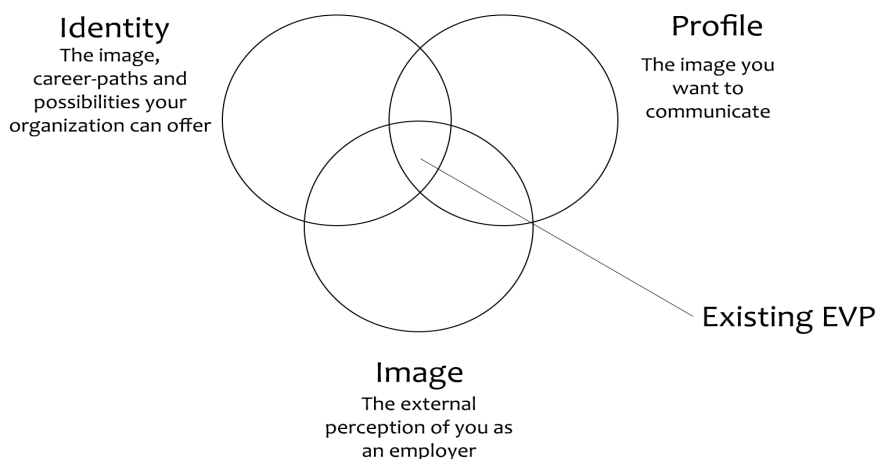
Figure 7. Identifying your Employer Value Proposition (Universum, 2009)

In the next two steps, the firm finds suitable channels and marketing materials to prepare for the employer branding campaign in the future. Every chosen channel is decided by target audiences based on the EVP elements that the firm is willing to introduce. For example, millennials are the youth generation at the moment and one of their priority criteria is educational working environment. If your company will have chosen it as a core proposition, then millennials are the target customers. Due to their behaviors, the social media and digital channels are the handy marketing channel for your employer branding strategy. In materials production, the organization should consider the consistent with corporate identity and branding intention. Due to that fact, they consider the creation of marketing products guideline such as photo, context and text guide for responsible employees to make the quality as well as quantity.

The last step is Action, in which the firm implements what is planned in four earlier steps and monitor the adjustment in order to improve the employer branding efforts. Setting targets or Key Performance Indicator is a must for any action plans. The targets have to includes the information of: the number of losses compared with previous years, the time to fill vacancies, a specific ranking for posted positions, employer satisfactions and the number of applications.
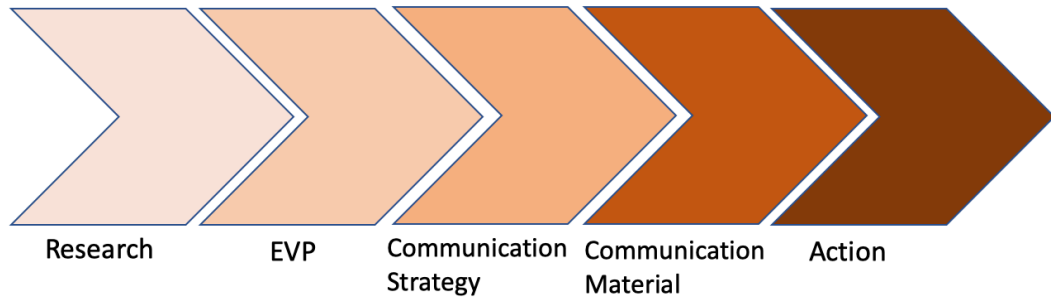
Figure 8. The Employer Branding Process (Universum 2009)

Schmidt & Mosley (2017, 9) have stated that the process of building up a strong competitive employer brand could be summarized in two steps: design your company as an excellent workplace and let your target audience know how excellent it is. They considered a cyclical process more than a continuous one. This cycle insists of eight moves. Firstly, the company builds up a clear awareness of firm's business goals and the talent is required to match with those. Secondly, they classify existing employer brand image between potential employees and brand experience of your company. Thirdly, Employee Value Proposition is illustrated with the key elements that makes your enterprise be an excellent workplace. Next, the firm create an employer brand framework in which includes creative ingredients that selectively record the look and feeling it wants to express and the emotions to stimulate. Afterwards, story-telling, interesting contents are produced as a respect with company's promise of EVP to attract its potential employees. Then, those contents are speeded on internet by different channels in order to increase the number of touch points. Subsequently, marketers have to evaluate the results to claim what's working and what's not. Finally, based on the statistics from the strategies, the firm could alter the following strategy and labor market activities, if needed, to increase the effectivity.
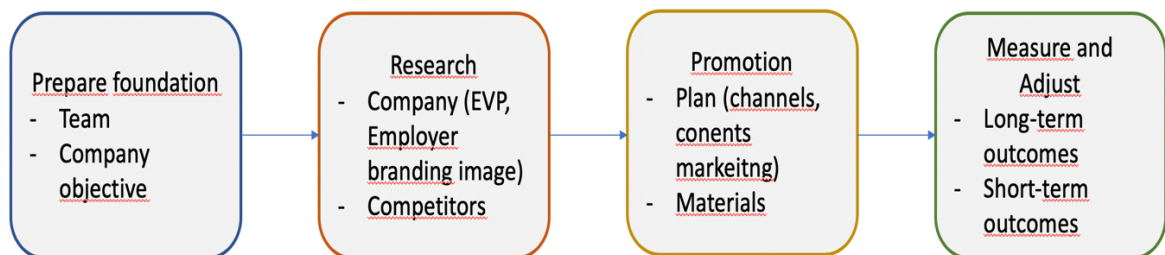

Figure 9. Employer Branding Process designed by the author

Based on above references, a wide range of consideration on EVP and employer branding strategy via Social media, the author has built up an employer branding process (Figure 8). Steps would be presented further in chapter four.

3 Social Media

This chapter presents Social media, the most popular platforms with the guide to find out suitable channels and a content marketing strategy for social media marketing. Moreover, specific examples for the company future contents on platforms are introduced in the end of this chapter.

Social media's characteristics, benefits and its development are presented in Section 3.1. Section 3.2 discusses about different platforms also called as "touch points" such as Instagram, LinkedIn, Facebook and SuccessFactors, an internal network for an enterprise form SAP. In section 3.2, the author explains the concept of "content marketing".

3.1 The general application

Social media has gained the major influence on branding within all of the digital channels (Rowles, 2014). The Internet transformed how people communicate with each other twice. Once is when it was invented, and second, when people occasionally be able to create and publish contents to other users via social media (Wyrwoll, 2014). Nowadays, most of everyone around the world has their own mobile devices. They are smartphones, tablets or laptops. Due to the development of internet, everyone is connected on the same site as well as the same environment. Therefore, Social media is rapidly satisfying and easily make people addict to it (Vaynerchuk, 2013, 2). It changes the way people interact with the enterprises, products and services even they have been on any social media platforms yet. Moreover, it suddenly changed from consumer-oriented communication culture to a communication culture of interaction and participation (Wyroll,2014). Interaction with audiences is one of the best benefits social media channels distribute for businesses. From internet-based system, social media is an interact touch-point, in which a firm is able to communicate with via comments and virtual connections.

According to Kotler and Keller (2009, 578-579), the interactive marketing provides a wide range of benefits for an enterprise. The company can design a message, based on what audience is willing to expose to, that draw their attention and retention. Internet-based channels are liable and easily to track with helps of various data analysis software. In this paperwork, the author would provide different tools and tailor-made excel sheets to trace the improvement of social media activities.

Recently, social media users can review content by consumption and evaluate the quality of content with its value (Wyrwoll, 2014, 4). However, they are analyzing it in a rudimentary way.

Consequently, most of them are confused to identify good or bad contexts (Jansen, Zhang & Zhang, 2007). In contrast, people cannot refuse a crucial advantage that social media is easily embraced with. It created connections between people, regardless of physical and geographic conditions, in a way that is useful, beneficial, appropriate and without the limit (Blanchard, 2011, 4). They communicate with each other, share their own ideas, opinions, photos, videos, information, blog posts, news, information and anything related to themselves.

According to Statista's survey (2019), seventy nine percent of participants to a survey reported to use WhatsApp application during the year. It has been followed to seventy two percent who spent their time on Facebook and sixty nine percent who used YouTube. Eighty two percent of Facebook users said that they kept in touch with their friends and family via applications.

Recently, Facebook, Instagram and LinkedIn are the most three popular for business world with the number of active users, consecutively, are two-a-half billions over one billion and two hundred (Instagram, 2020), and sixty million. However, building up social media channels for a business is a long process. Moreover, it is time-consuming and difficult for a beginner (Blanchard, 2011, 3). In additional to popular platforms, SuccessFactors is a network that HMSHost International and HMSHost Finland Oy are using for internal branding strategies and Human Resource related objectives.

The focus of this paperwork is working on specific application of social media marketing via different platforms in order to improve employer branding for the commissioner. This has various reasons. First of all, HMSHost Finland Oy did not have any specific guideline for HR or Marketing department to carry out social media plans except a general guideline from HMSHost International. Secondly, the commissioner is finding a new method to draw attention of targeted audiences. Thus, the firm possesses a vast talent pool fulfilling the occupational need. Finally, with the branding instruction from HMSHost International, various of employer branding values are required to deliver to desired talents.

3.2 Channels

In this section, the author presents about the strategies for different channels. Instagram, LinkedIn, Facebook and SuccessFactors are four main channels that be focused in this paperwork.

The author presents all of those channels and how to use them in marketing strategies. However, the choice of social media platforms depends on the commissioner and all the context is mentioning as a recommendation for the company in the future plan.

3.2.1 Create art on Instagram

Instagram is a social media site founded in 2010 by Kevin Systrom and Mike Krieger. It stands out for the effectiveness of visual perspectives. One hundred million photos and videos, including posts as well as story, were posted per day on Instagram (Alsam, 2020). Moreover, the number of engagements on this platform are more than 4.2 billion per day.

In Instagram, three main tools are available for a business account recently. Firstly, a company could transform its Instagram page to Business Profile. A business profile is a fundamental for an enterprise as it publishes on Instagram. It provides many advantages: contacts added, options for setting up age limit. Secondly, call-to-action buttons are Book to book an appointment, Reserve to make a reservation at a restaurant and Get tickets for obtaining tickets for an event. Finally, Instagram Insights is a convenient tool for business in Data Analytics in order to improve the quality of contents being published.

In Jab, Jab, Jab, Right Hook book, Vaynerchuck (2013) has presented various tips in order to improve business's Instagram activities. The first tip is to create your content as authentically as possible, in order to design artistic commercial. It means that a firm should share context of authenticity not commercial products or activities. Composing common hashtags is the second milestone that an organization is able to concern for Instagram strategy. On Instagram, hashtags matter (Vaynerchuk, 2013, 138) due to the ability to open a new way for users reaching your account. The third tip is developing your account to become an Explore-worthy. Search & Explore is a page that users discover contents that they might be interested in from different accounts they have not followed yet (Instagram, 2020). In this page, a firm has a huge opportunity to reach to followers not following its account yet. The last tip the author considered for this social media guide is getting the "Social" behind Social Media. Nowadays, Instagram is an environment that encourage users engage each other's contents. According to Instagram's algorithms, in order to draw the attention from audiences, an organization should interact with its followers that promoted the brand by their own ways.

3.2.2 Connect on LinkedIn

LinkedIn is a suitable site for engage and expose to your potential employees on their career path. Starting to build up an employer brand from zero meets various obstacles, however, ninety percent of LinkedIn users stated that opportunities to work in a new place is always welcomed and interested (Lybrand, 2018).

On Lybrand's blog (2018), she mentioned four methods, tools in order to make an enterprise appealing with their desired candidates. Firstly, increasing interaction with different accounts (especially your target consumers) is a great move for a new business on LinkedIn. By asking employees to join your company's conversation, the company improves its existence on virtual networks. Secondly, the free company page and Career Pages are an official channel on LinkedIn. Moreover, candidates find your page and do research immediately when they know about an open position in your company and the story of your company via customized landing page. Thirdly, a tool named Recruiter on LinkedIn allows a firm to collaborate with in-house recruiting team and connect directly with applicants. The employer could look for suitable candidates fast with search filters and spotlights, smart suggestion and prioritize a person who are open for job opportunities. Finally, LinkedIn Jobs and LinkedIn Learning are the tools for publishing an open position and training your employees. Via LinkedIn Jobs, an advertisement is sent to the talents that matching with your job description. Therefore, your company have the higher chance to find a correct employee. By investing in company's LinkedIn Learning, a firm shows for their employees and new hires the ability to be invested in themselves. (LinkedIn, 2020)

3.2.3 Story telling on Facebook

The most attractive characteristic why marketers always intend to mark their presence on Facebook is the huge number of audiences. In marketer's logic, their brands are drawing user's attention by appealing contents and excellent visual works. However, even a Facebook page is full of great contents and hundreds of photos, videos, its audiences could not be reached out directly on their Newsfeed. Due to the competition of contents from various brands on Facebook, users normally are distracted with many texts and advertisement on their social media feed. Moreover, people like, follow more pages and sites than they truly need and consume (Vaynerchuk, 2013). With its algorithm named Edge Rank, Facebook is able to sort out the contents appearing on user's Newsfeed based on what they did engage and interact with in the past. The more interaction a consumer does with a similar content, the harder this algorithm understand that user's favorite consideration will be relevant contents. Therefore, Facebook continues to refresh user's news stream regard of their interests.

In order to solving the Edge Rank problems, a marketer prepares to adapt and change the contents because Facebook keep changing constantly every day. A firm is willing to learn about what subject their target audiences are interested in and does not attack people feeds with aggressive jab. HMSHost Finland is capable of telling story about cooking, passion and the happiness of serving travelers around the world. Moreover, a special occasion or holiday of the year is a great content in order to encourage people's engagement. On Facebook (and in future

other platforms), you could not expect to hook a right user by attacking them with one post about your main products only. Therefore, a great strategy to draw the audience's attention is to encourage with the contents they like. However, the main reason why a brand consider social media as an official marketing channel is to raise the branding awareness and boost up the sale of their products as well as services. Targeting daily posts is a must attention when the company use social media to reach out their audiences. It's completely necessary as marketers do a right strategy (Vaynerchuk, 2013, 36).

Vaynerchuk (2013), a social media marketing guru, has point out three special tips for marketers that the author highly recommends for the guideline in order to improve employer branding. Firstly, Smart Spending is a strategy that the company chooses two different contents and produce more the similar content that gain higher intention (measured by shares, likes and comments) from users. Secondly, with the development of mobile devices usage, marketers have to deal with the advertisement problem. Nowadays, a great number of internet users are abandoning their personal computer or even their laptops and gluing their eyes to mobile devices such as tablets and cellphones. Therefore, we face with the reality is that there is no space for advertisements hanging around those tiny screens. Hence our charming contents, at the moment, are the advertisement representing for the branding. In order to attract more audiences, the contents provide a value for consumers. Finally, a sponsored story is a really useful tool for marketers recently due to its effectiveness and the resonance with word-of-mouth marketing. To be specific, a business could pay for customer's service or experience in the condition that they will share the story and feeling about that service on their Facebook page. For example, Clarion Hotel Helsinki sponsors for Joonas Pesonen, an influencer, one year stay at the premise with fully package from the Food & Beverage. Therefore, the influencer would share his or her experience on social media pages (Photo below).

Picture 1. A post from Joonas Pesonen on Instagram about his experience at Clarion (Pesonen, 2019)

The posts or contents from an influencer or customer are objective, precise and more trustworthy for audiences. By way of contrast, an objective is not only starting from a customer, indeed, or outsider of an organization. Nowadays, various organizations have used their own employees as an opinion source for employer brand activities. For example, a worker could share about their employment experience in the firm or daily working activities on social media.

3.2.4 Strengthen internal employer brand via internal marketing on SuccessFactors

SuccessFactors is a tool that HMSHost International and its Finland branch would like to put into action in their internal marketing plan. It boosts up the experience of both employer and its employees internally. It designs an experience to engage a firm's employee that enhances the business results. The employer is capable of using tools such as lifecycle feedback, benefit optimization and engagement solution. This internal platform offers a wide variety of core Human Resource functions: payroll, time tracking, benefits admin, delivery Human Resource services and etc (SAP, 2020). In the term of talent management, SuccessFactors is an effective engine in order to recruit newbies, welcome new comers, performance, compensation, training and development. Moreover, HR specialists could use Human Resource Analytics and Workforce Planning to develop employee's performance and succeed.

Due to the applicability to internal marketing, the company could use SuccessFactors to improve their reputation and message promising for their employees. Firstly, On-boarding plan is a must for a sophisticated employer. It includes welcoming posts and introducing to employee community. Therefore, the post content consists of name, position, a brief about the person as well as working premises. Secondly, the employees are requiring to be updated with company news, real-time situation as well as benefits and their missions. Consequently, the representative of employer could create poll to listen their internal audiences or inform essential information. Finally, minigames or the rewarding system on this internal channel are needed to make employees connected with the company.

3.3 Content Marketing

During the last ten years, the content marketing is becoming more essential for a business, especially on social media networks. Gronlund (2013) point out five crucial chance that make marketing strategy clearer and more influential in the world of social media. Nowadays, marketers have to focus on the insight of customers in order to develop a macro business strategy. Moreover, the way of building a brand is beyond the brand message. It is wiser to engage customers on platforms, have clear conversations with them, publish valuable content and inspire their acquaintance by sharing the experiences. Many new innovative platforms have been published in the market at the moment. Therefore, trying out an alternative distribution channel or business models is a better suggestion compared to improving outdated strategies. The enterprise is also required to create and practice a new definition of "marketing excellence". This definition covers all the leverages of digital marketing that optimizing the value from marketing budgets. Beside find a new channel to spread brand messages, the firm designs an inventive and customer centric culture as well as brainstorm new ways to improve user experiences.

Content Marketing is the process that produce a continual flow of appealing and inspiring contents while at the same time strengthen fascinating connection with the brand. People is willing to share these contents which is suitable for them as target customers (Mosley, 2014, 189). Mosley (2014) has indicated that the "content marketing" was the result from four major trends relating to technology: Social media, personalization, user generation and gamification. The remarkable development of social media usage is leading to a requirement for around-the-clock present of brand. Therefore, it demands marketers must reinvigorate the brand gradually on different platforms. The personalization trend generated the demand of customized contents for various locations and demographic consumer groups. Moreover, the sudden development of user generated contents on social media channels has changed the way of marketing discipline from corporations. Using those user-generated contents are similar with the methods of Public

Relation, article or press announcement from a third-party organization. Recently, influencers or Key Opinion Leaders (KOLs) are people who spread their perspectives about one specific subject that they are specialized at. For example, a professional chef shares its reaction about a new cake on the market. Gamification brings up for marketers more immersive and encourage the interaction with their audiences.

Social media's users are required organizations to show the transparent employer branding on platforms. By showing internal perspectives from its own employees, a firm could present a big picture of their working environment and perks as be a part of their organization. Mosley (2014) introduced five different profile that helps a firm to build up the content from their in-house resources: job profile, culture profile, passion profile, hero profile and team profile. Firstly, In the job profile, the worker distributes from his/her point of view within the enterprise, consists of responsibilities and typical daily life challenges. For example, the chef shows their cooking tasks in a working day such as grilling meat, making a pasta as well as how he or she communicates with colleagues. Secondly, the culture profile is focusing on employee's perspective about the culture of the organization they are working for. For instance, an Instagram story demonstrate the value of the company (set the pace) by recording the floor planning discussion between shift leaders and the manager. Thirdly, the demonstration how personal characteristics and normal-life interests of employees is presented as passion profile with the effects to their work within the firm. Basically, a photo that shows a tailor-made apron of a barista as well as the story behind could introduce their own aspect brought to work. Eventually, the hero profile describes a story-telling content that recalls a challenge the employee has overcome with the company.

4 Project Process

In this chapter, I present four main steps for the social media guideline for improving employer branding with the empirical research from different stakeholders. The people interviewed are working in Human resources industry as well as hospitality industry (both inside and outside the company) or studying in the university with major in hospitality management.

I would present in section 4.1 the process and results of the interviews that I have organized before building up the employer branding procedure. In Section 4.2, the foundation of the whole document is introduced by forming up a team and define the objectives of the strategy. Section 4.3 demonstrates three main contents that are needed to do research: Employee Value Proposition (EVP), competitors and company's own strengths as well as weakness. A promotion guideline is suggested in section 4.4 with explicit implementation plan on different channels and a set of common marketing materials such as videos, photos, contents. In section 4.5, the measurement and adjustment plan are conducted in order to check up the result of the whole process then improving methods.

4.1 The empirical research

I have conducted a group discussion meeting with a theme of employer branding between five people as a qualitative research. The group includes a marketing executive of an international five-star hotel, two recruitment service agents and two students major in hospitality management as well as a colleague at HMSHost Finland Oy. The interviews were conducted in two weeks' time due to the schedule of each participant.

Afterwards, a set of descriptive questions are provided to the interviewees. Those questions examined the level of HMSHost's current employer branding and the most crucial elements for enhancement process. For example, the evaluation discussions are executed from the level one to five (one is very poor and 5 is very rich). Moreover, the overview both internal as well as external to examine the current HMSHost image in audience's eyes. Afterwards, people were received questions about which tools are up-to-date for employer branding strategy as well as specific contents in order to engage the community. In conclusion, the results turned out diversely and beneficial for the guideline in term of contexts.

After the meeting, they have pointed out that employer branding takes an important foundation for recruitment and human resource management, especially for talent management. Due to the high human transfer rate of hospitality industry, an employer with good reputation can maintain the employee retention. In the twenty-first century, E-human-resource management and content

marketing are two tools, which attempt advantages for an enterprise to head up the market. Indeed, for example, Intercontinental Hotel Group (IHG) carried out three marketing activities to strengthen corporation branding: Internal activities, learning community culture and personal branding for Board of Directors.

Furthermore, all of the meeting participants agreed that Board of Directors image, reputation, social media activity and annual report are the key important points for an attractive employer. Firstly, the Board of Directors has to present a wise vision and they are excellent at current professionals. The interviewees composed that the top managers of a company (beside the job description) are one of the first motivation for them as they apply for a position. Because they would like to develop their career along with the professionals in the industry, therefore, the background or characters of the "bosses" are should-have information. Secondly, the company should highlight its name as a strong brand with distinctive values. Therefore, the level brand recognition is enhanced, and it is retained in audience's mind. Thirdly, social media pages, recently, is attentively judge by users whether they are elaborate, attractive and informative or not. In addition to, with the development of internet, the Y generation and social media active users are defined social media platform is one of the first sources to criticize a company. Finally, annual report is one of the user's consideration due to the economic result of the company. It could be published in different sites: company's many webpage, social media platforms and third-party publishing.

After building up the core of the product (social media guideline), I sent the first draft for the representatives from HMSHost Finland Oy (the commissioner) to acquire the feedback from them. The feedback is based on three suggestions from the author: the level of provided theories, the applicability of the product in the future and commissioner's expectations. In general, they are interested in the product due to the clear writing structure and professional knowledge applied in steps as well as the theoretical base. Moreover, they required more community building plan for the SuccessFactors channel in which they are building up internal marketing strategy. Because the employees are expecting to get more benefits from this new communication platform between the employer and its workers. After research from academic references as well as internet forum, creative contents and on-boarding plans, for instance, are the current solutions developing by many companies in the market. However, they have a willingness to try out the plan in next summer 2021 due to the catastrophic business situation during this year and lack of financial budget. As a massive of enterprises are affected negatively from the pandemic Covid-19 in the year of 2020. Therefore, this new strategy has to be postponed until the business recovers from the current situation.

4.2 Prepare foundation

In the process of building for your company an employer brand, all of organization members are required to force into the same path with an effort of the widest range possible. Therefore, a brand momentum starts being produced that attracts your potential stakeholders (audiences, consumers and investors) in order to advocate your brand for developing faster (Schmidt & Mosley, 2017, 11).

In addition to, a successful branding in any industry is dependent on how everyone conforms, and branding actions arrange clearly. Consequently, your company's employer brand should be built on the steady foundation. Different layers of that foundation are comprised in this section such as human resource plan and designation of goals or objectives. (Schmidt & Mosley, 2017, 12)

4.2.1 Create a team

Most of successful strategies are required to possess a team in which all of the members are connected to each other. The company has to get everyone be in the same boat, especially top managers relating to employer branding efforts (Schmidt & Mosley, 2017, 10). Even more, your colleagues are coherent about their duties and obliged to finish those tasks. Moreover, they should help junior staffs to be aware of the important of employer branding and inspire them to distribute for company's employer branding. Human resource and marketing departments take mainly responsibility for the insights and expert point of views. Whereas, employees must support to generate contents, make prospective engagement as well as be a promoter for the company. The chosen EVP is going to be dead on arrival (DOA) without the coordination. Schmidt & Mosley (2017) described in their book four major roles should be taken into consideration for employer branding human resource plan: Senior leadership, Marketing and communications, Human resources and Line management. However, during this thesis production process, HMSHost Finland is required to acquire a marketing and communication coordinator in order to be in charge of the project as well as monitor the plan.

The first fundamental part of an organization is the board of directors (BOD) or senior leaders (Schmidt & Mosley, 2017, 13). In order to ensure the authenticity and profound in the organization, it is compelled to be led by an CEO and cooperatively controlled by the whole top management team. The participation of BOD team strengthens the appearance of company's employer branding as well as their awareness of its values bringing back for them. Indeed, the employer branding assures the talent management in order to meet the organization's demand required to achieve its goals and objectives. In order to get senior leadership onboard, there are

three aspects that could solve the problem. Firstly, employer brand reputation is what leadership teams desire, indeed, they always want to become the appealing employer in the industry. Secondly, employer brand promises a transformative process for the organization due to the assurance of support from employees through the changing period. More precisely, by adjusting employee value proposition according to the situation, marketers bring the new deals of benefit for employees into convincing discussions. Lastly, employer brand could save the human capital cost for the business by direct sourcing.

Marketing and communications are the nucleus component for the whole employer branding strategy. This department take the responsibility of protection for business and customer brand due to its main functions. Besides, the employees in marketing and communication make the distribution in internal brand advocates and raise the awareness of appealing brand to external audiences who may not have a chance to reach the brand.

Persuading the marketing and communications to get along with the idea of employer branding are recommended implementing via three steps (Schmidt & Mosley, 2017, 39). The first step is to ensure the consistency with the brand identity by various monitoring rules. The marketers need to know that nothing is terminated from the original brand without their agreement and support. The second step is to interpret the role of EVP in corporate brand definition. The process is enforced by converting the corporate brand into the employment context then presenting benefits that are the most related to recent and desired employees. The last step is to require a free-form of brand scheme by splitting the potential needs of customers and employees. For example, marketers could not use the similar strategy to reach an investor seeking for a place to invest their money and Gen Y applicants finding a place to develop their career. (Schmidt & Mosley, 2017, 39)

Your business obviously needs the distribution of human resource for employer branding because of its irreplaceable tasks. The human resource department not only manages directly people management process, but also possesses a huge influence on talent development (Schmidt & Mosley, 2017, 40). However, due to their heavy workload, they are cautious to obtain extra work tasks involved in employer brand. Therefore, building up a strong business situation in advance is a great move in order to attract human resource's desires and convince them to participate in the campaign. Building up a strong business situation means that you convince them with benefits accruing. For example, employee compensation in EVP could engage employee's productivity and working attitude strongly. Therefore, the loyalty level increases and improve the quality of talent management process. However, marketers should implement the two following steps to absolutely persuade HR department attending on your plan. The first task is to simplify marketing language as clear as possible due to the fact that people prefers refusing

complicated things to adopting with it. Then, presenting how the long-term HR plan enhanced with the assistance of employer branding is the second step. Thus, this action breaks the doubt of the distraction from employer branding to their agenda.

Line management is a key connecting the branding strategy to the needs of talent inside the organization (Schmidt & Mosley, 2017, 40). The marketers could encourage the cooperation from line managers by showing them the pain points and ambition of the brand procedure. Moreover, by persuading to meet their goals and the recruitment flow for each manager, you could get their hand on the employer brand plan.

4.2.2   Define the objectives

The objectives of an organization for social media strategy are related to its business goals. According to Blanchard, there is nothing named individually "Social media strategy" (2011). The number of followers and engagement is worthless without a specific business objective. Indeed, recently, HMSHost Finland establishes their social media accounts because they know it is necessary but without a specific reason. It could be getting potential customers, raising the audience's awareness, enhancing loyalty, obtaining higher market share and even boost up the revenue. However, a company's social media activities are required to continuously updated in order to be recognized as active accounts, then it draws the audience's attention. In the other hand, "your business does not plug into social media. Social media plugs into your business." (Blanchard, 2011, 16). In order to succeed with a goal, the company has to turn it to different targets. For example, "being the top company in the industry" is a goal, but it is not easy and reasonable to achieve. The firm have to notice what targets it needs to aim in order to gain the achievement. The process consists of training targets, performance targets, and scheduling targets. On the other hand, the target has to meet the requirement of S-M-A-R-T principle. It means that it is specific, measurable, attainable, realistic and Timely. Instead of "get new customers", for example, the company could set the target "get three hundred new customers (50% compared to recent numbers) on Instagram in the end of next month". In this paperwork, I would present top five business functions that can be easily improved via Social media program with the theory from Blanchard (2011).

Revenue is the most important key for a business and strongest influence on its operation (Blanchard, 2011, 18). However, bring sale or money onto social media is improper in some ways. Indeed, social media could have an effect on an organization by acquiring new customers via its reach and influence but via product advertisement. It means that the sale improvement via social media process is a conversion channel and starting with the brand awareness, which brings the interaction with the brand via social media platforms. Consequently, in the end, users

are converted into customers. In addition, a company is able to enhance its revenue by increasing the reach of marketing campaigns via various social media platforms (Blanchard, 2011, 19). For example, your company tends to introduce a new product next month. Blogs could strengthen the relevance and depth of the content around the new product. Besides, potential customers suddenly watch your promotion videos on YouTube, Facebook or Instagram. Meanwhile, a branded Facebook page influence on users by open discussion posts, articles, scheduled events, competitions, special offers and etc. The mentioned example proved the practical application of social media driving the sale or revenue for a company. Moreover, they could aim for the increase of ten percent sale in the next six months as well as ten to fifteen inquiries coming from social media platforms.

The most different feature of social media compared to other marketing channels is the open both-way interaction with users, on which customer support staffs notice necessary assistance (Blanchard, 2011, 20). Nowadays, with the help of social media, a company is capable of solving customer's problem in real-time. Therefore, it results the high productivity of customer support processes and enhance customer satisfaction level without add-on expenses. The way to efficiently manage social media as a customer support channel is the combination of qualified staffs and monitoring tools (Blanchard, 2011, 20). Your enterprise needs a trained professional customer support representation, who understands social media well and familiar with user support practices. Moreover, audit tools are essential for a professional brand. You can choose an advanced social web monitoring or various free tools and build yourself mixture dashboard. On the other hand, the decision depends on the size of your organization and trials to fit for your actions. Moreover, the customer support agents could use the ability to answer in real-time to avert the situation of customer angers (Blanchard, 2011, 21). For example, if a service offered for a customer is not great, she needs help to figure out who is able to receive the feedback and fix the problem with compensations or service improvements in the future. The quicker the answer is, the lower the ability of crisis.

Human resource is the third function influencing on social media activities that I would like to present in this paperwork. People is more regularly recruit a person that they know both his skills and background. One of the best platforms for enterprise human resource practices at the moment is LinkedIn with a wide range of benefits that I have mentioned in section 3.2.2. The increasing number of interactions between people leading to the development of private and professional networks. Therefore, the connectivity between many people helps recruiters to better pre-qualify and spot a suitable candidate for their organization (Blanchard, 2011, 22). The human resource manager with a profound network can not only find a competent applicant by using exact keywords on LinkedIn but also gain more knowledge about them by interviewing his network (Blanchard, 2011, 23). For instance, HMSHost Finland could set a Human Resource

objective is that it possesses a diverse talent pool of one hundred to one hundred fifty people that ready for every position available in the company.

Public relation is a business sector that social media could support directly on the conversation and perception with the public. There are a wide range of problems that an enterprise is able to solve on internet-based platforms such as failure explanations, incorrect rumor invalidation and issue clarification (Blanchard, 2011, 23). Moreover, during normal operation days, the public relation department should maintain the online reputation management procedure. Under such circumstances, company's activities on Facebook, Instagram and LinkedIn enhance its reputation and show up more frequent then encourage significant engagement with social media users (Blanchard, 2011, 23-24). For example, the company updates the latest news in twenty-four hours and get rated at least four out of five in every platform.

The interaction on social media channels benefits your company the acknowledge of what potential customer's concerns, which is called as "Business Intelligence". Marketers gains the knowledge of customer's thoughts about their company, their competitor with the level of reaction and the pattern of communicating movements (widely used channels) (Blanchard, 2011, 24). With the help of social media, Business Intelligence, recently, becomes easier to use, cheaper, faster and more intense. From the keyword search engine monitoring, the number of mentions, sentiment, voice, engagement counts are searchable and comprised on social web (Blanchard, 2011, 24). Blanchard (2011) has stated that business intelligence is one of the most crucial focused section as a company mentions to carry out social media channels actions. The company is able to set a target to be aware of trending seasonal items, therefore, design a method to adapt with them.

4.3 Listen

A company need to analysis the strengths that they can develop in the future as an employer. In addition, the weakness is pointed out in order to avert happening during the employer branding process. Therefore, its employer brand image and experience are enhanced. (Schmidt & Mosley, 2017)

During this section, I present how to examine your employer brand to evaluate its efficiency and inadequacy, according to Universum theory (2009), in term of three sectors: Employment experience, External perception and competition.

4.3.1   Clarify strengths and weakness

Self-evaluation is not the most sufficient solution for business's employer branding analysis. Thus, listening to your audiences (internal and external) is the best way to gain the knowledge about your own organization. The process starts from analyzing the internal and external perspectives in order to reveal company's strengths and weakness.

Before reviewing the employer brand from external view, your organization considers evaluating from your own workers due to the fact that the reputation is, normally, the impression of what really happens daily (Schmidt & Mosley,2017, 42). This work could be done by conducting employee satisfaction survey and focus on representative groups. However, before creating the research, seek out for extant works that may help you to form up your mind in advance. In addition, existing researches save time from already examined problems, especially as your workplace is huge and crowded. Local agencies or internet are the best place for you to search for the knowledge from previous inquiries (Schmidt & Mosley, 2017, 42). Furthermore, reviewing your own social media accounts is a must for future improvement. In Picture 2, we could recognize how the quality of the marketing materials at the moment.

Picture 2. A photo on HMSHost Finland's Instagram account (HMSHost Finland, 2018)

Understanding your employee's is a useful way to point out the recent position and promising capacity of your employer brand. Your workers have noticed whether your brand promises were matched with the working experiences or not. Furthermore, they are more than happy to share brilliant ideas in order to improve the situation by honest feedbacks. In conclusion, carrying out

an employee satisfaction survey is a vital task for employer branding monitoring plan due to its benefits. A suitable format to conduct the survey is an anonymous ten to fifteen minutes online form then employees are freely to give the reliable answer with both negative and positive thinking. After conducting the survey, the human resource manager could distribute it to the store managers then spreading in their own store's internal communication group (WhatsApp, SuccessFactors, Slack, etc.). A successful survey would receive minimum sixty percent answer rate to represent for the majority of an organization.

This survey includes a set of specific information. Firstly, demographic-related questions provide a view about the range of different people joining in your survey then you are able to identify specific patterns belonging to one group. It normally consists of gender, ages, tenure (the working duration at the company) and operating units with roles. Secondly, the survey possesses questions about employee's opinion of working experiences. Working relationships, empowerment, training, career circumstances, performance, management style and compensation are topics it addresses. Finally, the problem should be discussed in this paperwork is your worker commitment, which concludes loyalty, desire, pleasure and recommendation levels (Schmidt & Mosley, 2017, 44).

The results from employee commitment evaluation contribute five elements of research that review the current situation and check the employer brand health as well as present the obstacles your company encountering. Firstly, Engagement heat map provide the level of engagement in term of temperature: cold (disengaged) to hot (fully engaged). The display of temperature describes the most effective efforts your organization made, and the area should be improved in the future. Secondly, an adequate survey shows your enterprise's general advantages and disadvantages as an employer by performance scorecard. Moreover, this scorecard displays the stability in the whole organization. Thirdly, Engagement drivers helps you to figure out the crucial components affecting on employee commitment. From these drivers, engagement feedbacks are leading to the conclusion that indicates various aspects of employee's working experience. Next, differentiators stand out after the survey review and it marks up the contrast between your organization against the competitors. Therefore, your company is acknowledged of which areas executed well or bad compared to the norm. Finally, this survey result creates a momentum in order to manage the way of change in each distribution of employment experience. (Schmidt & Mosley, 2017, 45)

On Internet, recently, multiple of free survey tools are available for an enterprise such as Webropol and Google Forms. Those websites allow company to create a survey with unlimited questions based on a model form or blank pages. In additional, Google Forms transforms your

data to an excel sheet. Therefore, you could illustrate it into graphs and tables easily for analytics.

4.3.2 Competitor Research

The competitors are basically defined as an organization from that you recruit many of your employees and your workers pretend to leave your company to join in. Knowing your competitors is a compulsory step for an organization as they conduct the employer brand plan. This task results the differentiation between your own company and other opponents in the market. Nowadays, marketers easily research about their competitors via their own career sites and social media platforms. Due to the publicity of those channels, your company is capable of benchmarking their employer branding activities in order to position company's future strategies.

Competitor's sites are assessed carefully with sort of perspectives. Firstly, you concern whether the main page's clarification about general employment offers or it just navigate users directly to available positions. Secondly, the level of encouragement from the webpage is an important element for employer branding, indeed, if they mention about the secondary opportunities or advantages of joining in their organization. Thirdly, you can check out the customization for different users in their sites, if they display various section for graduates or experience applicants. Next, the visual and contents are the vital key for your consideration that needed to do checkup. Therefore, you are able to prevent the similar visual in your works such as color, fonts, videos and photo ideas.

Positioning category	Company A	Company B	Company C
Purpose			
Teamwork			
Empowerment			
Innovation			
Learning			
Career			
Performance			
Status			

Table 1. Sorting out number of messages from competitor's sites (Schmidt & Mosley, 2017, 57)

In the end of benchmarking process, mapping your opponent's brand position is appropriate in order to recognize their brand messages and communication methods in social media platforms. The first thing you note down the touch point and titles in their front pagers or current campaign's

supplies available on the internet. Then, you can sort out those contexts and materials into eight different categories: Purpose, Teamwork, Empower, Innovation, Learning, Career, Performance and Status. Afterwards, a table (Table 1) is created in order to count the frequency of those message types. Finally, you would highlight the focal positioning category from every employer from Table 1, therefore, you notice the leading message each employer focuses compared to the rest. (Schmidt & Mosley, 2017, 57)

4.3.3   Identify EVP

In section 2.4, I discussed about the big picture of Employee Value Preposition with its importance and steps to choose suitable EVPs for your organization. This section consists the context of how to differentiate your organization from the competition.

I thoroughly present the EVP identification process before demonstrating how to make your EVP distinctive. The main identification process starts after the stakeholders are clear about the importance of EVP as well as different insights of social media platforms. Afterwards, multiple EVPs are brainstormed according to five main sectors: Compensation, Benefits, Career, Work Environment and Culture. All of them are structured to the order: four main values supported by tailored marketing contents define the core positioning of the company such as the most passionate food service company in the airport. HMSHost Finland Oy is following the corporation interesting values (Picture 3): Set the pace, be passionate, keep it simple, be reliable and be open. Therefore, the company is at good position for EVP identification from the Autogrill group.

PASSION   OPENESS   SPEED

RELIABILITY   SEMPLICITY
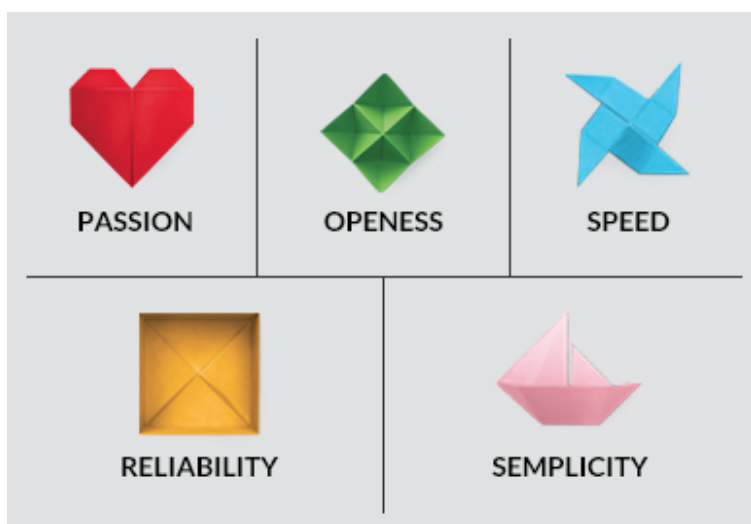
Picture 3. Autogrill Corporation values

In the last decades, the top priority goal of almost all companies around the world is the consistency in employer branding development process. However, the game is changing and the most successful employer branding strategy, recently, is the one that possesses unique

elements. Thus, marketers have to be more creative, more braved to persuade every partner with a distinctive and highly chance of controversy EVP and employer brand. In the contemplation of comprehending your EVPs, think outside the box, expand the border of thinking to clarify the path delivering these characteristics is the right choice. Furthermore, various unique companies cultivate stepping ahead in the market and present the concept of innovation in uncommon phrases. For example, Disney presents its concept of innovation as "Imagineering", otherwise, IKEA has introduced its brand of innovation in the phrase "democratic design". These words are not naturally innovative turns of phrase, moreover, they are connected to each company's philosophy and the working method. A tip for your long-term branding process is to avoid monotony in the identity as well as brand activities, therefore, thriving for the distinction is a key method in order to make talents desired to work for you.

4.4 Promotion

In chapter 3 of this paperwork, I have discussed about the overall of social media and how to put platforms into action. Every channel has its own strategy to approach audiences that are active users on those channels, however, a company needs a general protocol for running social media platforms consistently and handle to every audience.

In this section, I introduce different rules implemented for any social media which a company decides to put into action. Moreover, marketing voice to distinct your brand is introduced as well as the technical basis of marketing materials.

4.4.1   Marketing plan

The first step a marketer has to take before social media planning process is to find out the platforms that your potential candidates use in their daily life. Afterwards, you can start applying the plan how to draw their attention by the tailor-made social media technique. By following the common rules, your company's social media is enhanced to gain the success in any platform you chose for the strategy.

The general guidance includes four different rules in order to maintain the consistency of your procedure. Firstly, you have to provide a precise scheme that you are willing to succeed with a specific channel. That purpose could be approaching job applicants, advertising about your branding or developing a community of workers as well as desired candidates. Secondly, finding a value or additional values for your audiences is a key action that raise your company's attractiveness. Inspiration, entertainment or Information could be one of the profitable for your potential viewers. For example, an image of a pizza chef working at Nordic Kitchen is a great

motivation for applicants to imagine what happens in their future jobs. Moreover, adding value is always more than an occupation as you are using social media with the aim to attract more talents, the more value your sites offer, the broader it appeals to the audiences. Thirdly, concerning to diversify your content, you can mention the industry news and information, real-time employment experiences as well as reward activities at your company. The social media pages become boring as the posted contents only involving to available occupation, therefore, the amount of engagement decreases. For instance, the company social media accounts are booming with the information about great destinations for next summer and give them some advices that they always have our services along any trip. Finally, the marketers monitor the real-time effectively for interaction with audiences. They always require getting the answer rapidly and instantly. Thus, if your company has a plan to launch social platforms, the preparation for engagement and responses to customers is a must, for example, model replies or the way to answer.

An offbeat and consistent tone of voice on social media makes your image distinctive and memorable. Furthermore, the persistent in employer branding on various platforms brings an intimate proposal for job seekers and connected feeling with your brand. Additionally, employee value propositions are the main ingredients for your marketing voice. Therefore, it demonstrates the core components of what you decide from section 2.4 because they are what you provide as well as devote as an employer. The tone of voice in employer brand and customer one is different due to their aims (to get customer buying products and to attract talent fulfill open positions). However, creating an employer branding voice less serious and friendlier is draw the attention from audiences easier. A less corporate tone pulls applicants closer by personal touch and designed storytelling. In conclusion, using social media is not the extension of your job board, because it is a site for interactive communication with the aim for building relationship between users. (Schmidt & Mosley. 2017, 179-180)

4.4.2 Marketing materials

In order to ensure the consistency of social media contents, visual demonstration materials are crucial support elements. They are range from simple photos, designed banners to professional production videos as well as GIF. However, the technical problems on various platforms create challenges for marketers as they conduct the employer brand plan in real-time. For example, a low-quality photo or blurry video can affect on the convection level of your brand message. In this section, I present various technical issues related to visual works on social media platforms. Photos are the most basic materials that a company should include on their sites, marketing appearances. Furthermore, a photo displays your contents more vivid and interested. Therefore, the digits giving your audiences a clear view of those photos is with the width dimension at 1024

pixels and the best at 2048 pixels. Especially, the cover photos of your Facebook page should calibrate as according to the size in Figure 10 and the ratio 16:9 in order to optimize the contents displayed. On the other hand, the photos or videos published on Instagram are made with ratio 1:1 for the best visibility in user's feed and profile. Profile pictures on Instagram, Facebook and LinkedIn are the circle cropped from the square with minimum size at 360 pixels and recommended at 1048 pixels. Furthermore, I recommend the company use ready-made design tools such as Canva, PicArts, Snapseed as well as Pixaloop in order to create visual materials for social media platforms.
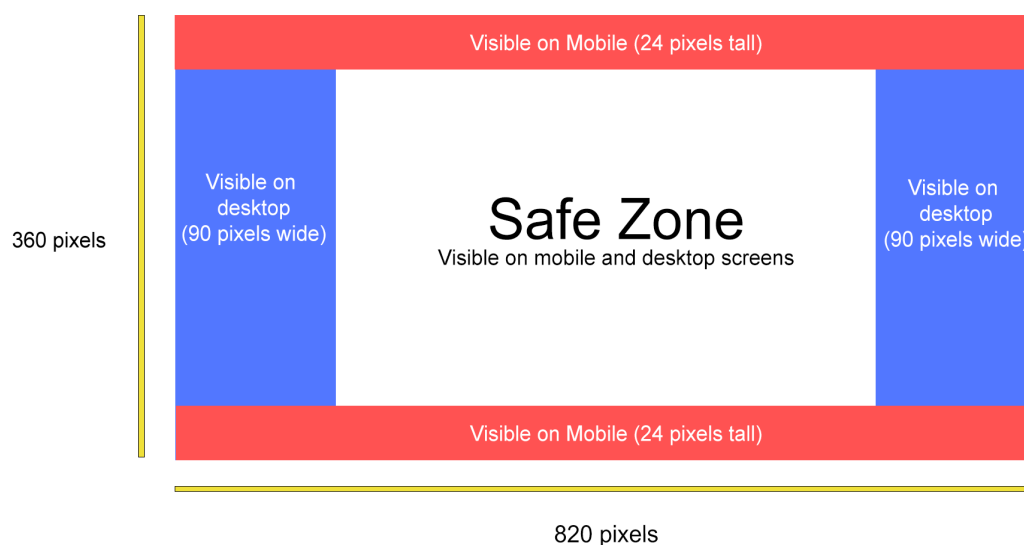
Picture 2. Facebook cover photo size instruction.

The difference between a video and a photo is that a video is a set of multiple photos creating a timeline of movement with both additional visual and audio. Nowadays, no matter how you produce a video, as you publish it on social media, it must meet the quality requirement in order to be visible clearly. The numbers a marketer should concern about videos on Facebook are: ratio (16:9 for landscape and 9:16 for portrait or 1:1 for square), dimension (1280x720 pixels for landscape and the other way around for portrait) (York, 2020). Additionally, Mojo is a suggestion for HMSHost Finland to create incredible Facebook or Instagram story with tailor-made templates.

Picture 4. Example for quality photos from author's collection

In general, the images and videos are high quality as they are published from HMSHost Finland social media accounts. The content is clear and supported by a good image. A good example is found in Picture 4 above. This image meets both the technical quality as well as a principle for a good photograph.

4.5 Measurement and Adjustment

Measurement process is a step to evaluate your plan or strategy in order to improve the future social media activities. it includes four main steps: Monitoring, measurement, analysis and reporting. Firstly, monitoring is the action that the company listens to its audiences on different social media platforms with specific reasons. Moreover, it helps to identify and sort out the data for the next step, Measuring. Secondly, examined data is being measured in order to explore practical values. For example, the measurement could be carried out with the number of clicks on the link, views from videos, engagements on various platforms. However, two principles make your task easier are being exact and measurable what effects on your objectives. Therefore, starting with the business goals is an ideal option as you start checking the numbers. Thirdly, analysis is the data transformation process to beneficial information for the organization. In this stage, marketers could extract out the data patterns, customer insights by graphs made from collected data. Therefore, they show if the plan is successful or not then the adjustment is implemented in order to keep strategies on the right track. Finally, a report is made to record collected data, accountable insights and potential suggestions in previous steps. (Blanchard, 2011, 194-197)

In additional to the step of measurement and adjustment process, the company needs specific assessment criteria to focus such as: social media costs, audience exposure, engagement and future solutions. The expenses required to consider are the expenditure of material production process and advertising spending to reach more audiences on social media platforms. For instances, the production expenses include sourcing, copywriting, photography and time spent on planning. Next, the number of reaches reflect the level of audience exposure, indeed, it counts the number of people having chance to perceive your contents. On the other hand, engagement is the figure that represent the interaction between users with a brand. To be specific, it concerns to the likes, shares, comments, click-through rate (number of clicks on advertisement) and applications. From those statistics, the solutions are decided and divided to three timelines: short-term, medium term and long term. The short-term results are to determine which social campaigns, contents or schemes producing the most benefit for the organization then use them to update your strategy. Differently, medium term aims for considering the attribution to current employee value proposition (EVP) then adjust the investment on social media. in contrast, EVP adjustment to fits with talent demands and aspiration that you try to draw the attention is the long-term objective. (Schmidt & Mosley, 2017, 269-272)

During your daily measure and adjust process, it is required to possess a convenient tool in order to monitor multiple platforms at the same time. Nowadays, there are a wide range of free and paid available dashboard that support your social media controlling with real-time data and statistics. For example, the most popular free site for your organization is Google Analytics, in which you could review your social media as well as website customer's interaction with real-time crafts. Moreover, available paid service dashboards are Hootsuite (www.hootsuite.com), Buffer (www.buffer.com) and Sprout Social (www.sproutsocial.com). The marketers can administer social media platforms activities such as contents schedule and analyze the performance from those channels. (Schmidt & Mosley, 2017, 180)

5 Guide Production

In this chapter, the method to write the guideline is presented with the context of presentation tools. It demonstrates the process to arrange contents (theories and practical learnings) in the guideline production for the commissioner, HMSHost Finland Oy.

In section 5.1, presentation tools are introduced with the way how to create and deliver to the company. On the other hand, I clarify the framework of contents included in this social media guideline. The whole product is attached in the Appendix in the end of this paperwork. Chapter 5.2 presents the feedback from the commissioner. The main contents of the guideline are proposed roughly in chapter 5.3.

5.1 Methods

Due to the argument with the commissioner's human resource manager, the guideline is produced on the basis of HMSHost International general social media for marketing and the author's study in the term of employer branding. Therefore, the research in chapter 2, chapter 3 and chapter 4 is combined together to distribute for the product of this paperwork. Afterwards, the draft version is given to the commissioner representatives in order to evaluate and provide feedbacks from various perspectives.

I use PowerPoint presentation slides in order to display the contents of this guideline due to future use of the commissioner. Moreover, the slideshow is handy and reachable for every employee as well as managers who take the responsibility for employer brand activities. Afterwards, PowerPoint is flexible to adjust the details from the slides and visualized works always specific and comprehensive compared to a note version.

5.2 Feedback from the commissioner

In this chapter, reviewing the feedback from the commissioner and discussion process are the main contents. Subsequently, the final employer branding via social media guideline is developed. The discussion process includes different stages and how the suggestions are collected and leading to the adjustment for the completed product.

The feedback process started in the beginning of thesis production time. Before design the scope of this paperwork, a discussion with the representative from HMSHost was held in order to align the guideline with general business goals and the current financial situation. After that I work on the final scope of the guideline by narrow down the area and focus on employer

branding via social media marketing with the support of thesis tutor as well as constantly argument with managers. In the end, the manager and human resource manager agreed with the scope and provide previous social media guideline from the company, which was made from 2016 and in the need of strategic upgrade.

Afterwards, the goals are conducted for the thesis by discussion with author's personal work and thesis tutor navigation. Continuously, they are reviewed positively with the commissioner. He has found it interesting and advantageous for the company. Moreover, the goal would fulfill the missing gap in country level marketing plan of HMSHost. Next, I composed the theoretical framework and product planning process individually.

The first draft from the core of this paperwork was sent to the commissioner and thesis tutor in the end of April. However, due to the Covid-19 situation, the feedback was given by written documents via email from the commissioner. Additionally, it was reviewed helpful and highly applicable for the company with practical solutions. The presentative of HMSHost Finland Oy stated that this thesis offer a good explanation of the matter. To be specific, the theoretical framework was well-prepared: from the definition, the benefits of employer branding as well as the plan in order to set up an employer branding strategy. Furthermore, this paperwork provides distinctive moves in different social media platforms for the commissioner. However, he would like to possess more contents or solutions for the internal marketing channel, SuccessFactors, due to the existing plan of the company. Therefore, it has been updated in the final guideline submitted for the company in the beginning of May. Whereas, because of the effects from the current situation of the CoVid-19, the plan would be postponed until the year of 2021. In general, the final product meets the expectation from the company by professional advices to enhance the employer branding. Moreover, he pointed out that the guideline is an excellent recommendation to strengthen the employer branding image both internally and externally in the future.

5.3 Presentation

This guideline contents include two major components: Background introduction and employer branding process. The background is prepared with a table of contents, the theoretical framework of employer branding and general introduction about social media. Subsequently, the second part introduce the process of employer branding via social media, the main objective of this paperwork.

The first step is to prepare the foundation which consists of forming up an operation team and identifying company's business objectives as a base for the future research. Next, in the second

step, the marketers have to carry out the research of their own organization in order to develop the employee value proposition and modify it with the benchmarks from competition analysis. The third step concludes the marketing plan via social media channels and different rules related to marketing materials published on those platforms. Within the scope of this guideline, the rules for marketing materials are only related to specific channels such as Facebook, Instagram and LinkedIn. In the end of the process, the step four introduces measurement and adjustment procedure for the company with the aim to optimize their employer branding plan in the future.

6 Project Evaluation

This chapter solves the task of thesis self-evaluation. To be exact, the key outcomes, which describes the result of this paperwork, would be discussed in the section 7,1. Continuously, in section 7.2, I would evaluate the writing process. Section 7.3 introduces suggestions for the company as the plan is implemented in practices. Finally, the section 7.4 reflection on learning and relevant courses from school that provide the academic background for this thesis.

The main goal for this thesis is to produce a social media guideline for the commissioner in order to improve the employer branding in labor market, consequently, the company is appealing to audiences and attracts desired employees. The goal is the result of the discussion with company's managers about the recent business situation that the competitive labor market in Uusimaa region becomes stiff due to the development of hospitality industry. Therefore, enhancing employer brand is a suitable act in order to be more competitive and possess high quality human capital, ensure the labor security, cost-effectiveness, guest experiences that lead to higher revenue as well as strengthen the business in long-term plan. To support the plan, theoretical framework mentioned about employer branding with its elements such as: definition, foundation, employee value propositions and building employer branding process. Moreover, Social media has introduced as a main channel for the whole plan, consequently, specific guides for each channel and general rules providing the consistency for the whole strategy are discussed. Furthermore, small interviews were conducted with the aim to research different point of views from current employees as well as industry workers.

6.1 Key Outcomes

The employer branding has not been considered as an essential for a company nowadays due to the daily basis and the amount of workload the managers have to deal with every day. However, this action should be included in the big picture of a corporate to establish the company as an appealing and great workplace to develop employee's careers. Therefore, it is worthy to invest on this long-term strategy as if an enterprise has a budget and resource for the plan. In the end, an engaging and pleasant employer brand image saves financial resources as well as time to attract and keep a sustainable workforce. The plan that I have built up includes four main steps: Prepare foundation, Research, Promote, Measure and adjust.

The first step of every plan is to form up team and determine the main objectives of the action. To be exact, this employer branding team should consist of the participation from the senior managers, human resource department and marketing department. Afterwards, they are working together to figure out objectives of the plan based on different sections: Revenue, customer

support, talent management, public relation and business intelligence. Next, different researches are conducted to evaluation the strengths of their own company, competition benchmarks via surveys and online analysis. Moreover, in this stage, they decide which are essential employee value propositions that are related to benefits or perks for employees. The process is continued with promotion procedure which develop from separate methods for each social media platform as well as common rules such as: tone of marketing voices, the quality of materials and cross-marketing between channels. Finally, the process is closing but not ending with measurement and adjustment activities by using tools, social media dashboard, data analysis scheme in order to improve the development path of employer brand. However, this strategy is a continuous process in a long-run operation. It means that after the step 4, the marketer should start again from step 2 in order to upgrade new strategy due to the rapid development of internet services.

6.2 Project Evaluation

In this section, I discuss about the evaluation based on these criteria: the topic, objective; framework; project planning and implementation; project results; written expression; project management and use of advising. Moreover, the additional discussion with the company is presented as a support argument.

This project has started in December 2019 after a meeting between me and his manager about the outstanding issues of HMSHost Finland Oy. Employer branding is a necessary topic at the moment for the company. Therefore, I proposed to the commissioner a plan of social media marketing guideline production. This objective was evaluated as an essential for the development of HMSHost Finland's marketing. Afterwards, I have built up theoretical framework as well as practical tools for this paperwork after different discussions with thesis tutor and managers from the company. Moreover, the theories were presented carefully and practical for the final guideline such as: employer brand and its aspects, social media marketing, content marketing as well as measurement, adjustment process. However, it was a challenge in the beginning because employer branding was a brand-new definition, in that case, a wide range of self-learning, researches are required to possess. I have studied about different terms related to human resources management, employer brand, employee value propositions and qualitative research. In contrast, with the knowledge of social media practices from school and personal experiences, I have finished the final product with clear instruction for platforms based on solid academic theories.

The structure of thesis was a huge problem for me in the beginning of the planning process. Due to the amount of theories presented in this paperwork, the task of arranging them into a coherent format is a challenge. Afterwards, I have taken the references from various sources in order to

form up a final structure. The product is designed by various guidelines (existing social media guideline of HMSHost International as well as others available on internet). Due to the Covid-19, it is expected to carry out in summer 2021 by the commissioner in order to enhance their employer brand image and raise the awareness of audiences in Uusimaa metropolitan area.

As doing research about a new definition individually, it demanded to a huge amount of reading in order to form up a writing style and thinking path. Before starting the thesis, I was not keen on writing skills, so that it was an extensive obstacle for myself to work alone on an academic work. However, with helps from managers, the scope of this paperwork was made precisely. Step by step, it was narrowed down from employer branding in general to use only social media marketing to carry out the plan. By self-development, I have accomplished this paperwork thoroughly and comprehensively for readers.

A qualitative research was made by various interviews with five people with aim to achieve the idea of employer brand's importance and its successfully decisive elements. However, due to the shortage of time, I have not conducted the research carefully and it was a mistake needed to improve in the future. Therefore, the quality of the research was not high as it expected, and the results were not informative enough to distribute greatly for the final plan.

The company in my approaching range (country level) is a beginner with the topic "employer branding". Therefore, the product should be easy to follow and simple to carry out in the future. Furthermore, I have to keep it short due to its complexity and the managers have a huge daily workload needed to be done. It is a challenge for me because the company has not possessed any specific employer brand process to be reference, consequently, the included contents are required to be precise and straight to the problems.

In general, this paperwork works well on the theoretical framework of employer branding and social media marketing with its practices. However, the guideline is slightly generic in order to apply for the future marketing plan. Therefore, it is required the company to work hard on practices for implementing the suggestion from this guideline. In contrast, the discussions with the thesis tutor and managers are carefully considered to form up a logical guideline. Moreover, the commissioner evaluated the final guideline as excellent and interesting with highly applicable in the future strategy of HMSHost Finland Oy. Additionally, a suggested timeline to implement this guideline is introduced in the final presentation.

6.3 Recommendations

The product is recommended to apply for a food service company who has a willingness to improve its employer branding to draw the attention from audiences. It means that a vision of that company's human resources department is to extend its talent pool that be ready to fulfill rapidly vacant positions. For example, it is applicable in such situation: summer jobs, top managers wanted as well as missing match skilled employees.

This paperwork produces a social media guideline with four main steps for the employer branding enhancement. It is a blueprint for the beginning of the whole process, therefore, the commissioner has to carry out even further acts in order to achieve the position as high as possible in the market. In order to save time as well as budget for the process, the company could choose one or two major objectives and step into the second step. Meanwhile, they could shorten the process by making references from existing research (internal sources, third-party or market research agencies). In contrast, the company chooses to implement the research by themselves so that attentive monitoring and data analysis skills are required in order to ensure the quality of final results.

At the moment, HMSHost has been promoted their five qualities around the world: Be passionate, be open, set the pace, be reliable and keep it simple. Those are excellent elements for a successful set of employee value propositions, therefore, using them as key propositions boosts up the effectiveness as well as makes the employer brand process easier to be carried out. On the other hand, social media marketing strategy is recommended to update gradually due to the fast change of internet environment such as the establishment of new tools, algorithm on platforms changed. Consequently, the marketers are expected to keep track with latest trends and technology to improve the visual as well as approaching plans.

By taking advantages from the guidelines, the company possesses of consistent visual on various platforms in the precise looks. Moreover, the contents are made of clear and strategic points in order to attract the audiences to follow and keep updated with company's information. However, using mentioned design tools and analytics sites makes the company easier to create as well as follow the marketing strategies.

6.4 Reflection on Learnings

After working on this thesis for four months, it forced the author to study as well as do research about a wide range of relevant academic knowledge and practical works. Moreover, the author has a chance to learn about new tools for presentation and marketing tasks monitoring in the

future career. Indeed, various designing marketing material applications are incredibly handy such as Canva, Snapseed, Mojo. Furthermore, I learned basically how to use Google Analytics for businesses with free courses from Google Academy.

During the thesis production process, multiple challenges were put on the table leading to the self-learning of time management, discussion as well as technological skills such as photography, design on Photoshop, Adobe Illustrator and design an logical survey. I gained the huge knowledge of hypothetical subjects such as: Employer branding, employee value proposition and social media marketing in theoretical ways.

Furthermore, I have applied theories from various courses at Haaga-Helia University of Applied Sciences such as: Digital Marketing, Experience Economy in Hospitality Industry, Leading Virtual Team, Branding and Marketing Communications. These courses provided for the thesis base in both the first big picture and specific marketing procedures created by the author. In conclusion, the author has gained substantially knowledge and skills that is advantageous for the future career path.

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Appendices

o **Appendix 1. Agenda for Interviews and questionnaire**

Questionnaire:

Question 1: In your opinion, what does "employer branding" mean?

Question 2: How do you find out a company as an attractive employer?

Question 3: What is your company doing to strengthen its employer brand?

Question 4: Why did you choose your company as a workplace?

Agenda: Every interview started with a small talk with the interviewees. Then it was followed by question by question (six interviews were carried out in two weeks, 3 interviews per week) In Week 15 and Week 16 (06/04/2020 to 19/04/2020).

The author did not record the interviews; therefore, the scripts are not available for tracking.

- **Appendix 2. Employer branding guideline: 4 steps to attract applicants via social media marketing for HMSHost Finland Oy**

AGENDA

A Introduction

B Benefits and Process

C Step 1: Prepare

D Step 2: Listen (Research)

E Step 3: Promotion

F Step 4: Measure and Adjust

Introduction

The talent war becomes more and more competitive in labour market. To attract potential employees, the company has to step ahead as an attractive employer who offers an outstanding workplace. Therefore, Social media is a new and suitable channel to promote the company due to the effectiveness and cost-saving features. Moreover, a large number of young generation (Millenials, generation Z) are active on those platforms, which is match with the target of the company.

This four-step guideline offer a solution for employer branding process of HMSHost Finland. The main focus of this paperwork is for the mentioned company, however, other are recommended for your reference.

Benefits & Process

Employer branding (EB) is a set of human resource and marketing actives building up and maintain the employer images for both internal and external stakeholders. To be specific, the main objectives of these activities are to raise the awareness from audiences and attract desired employees in order to ensure the labor force as a base for business.

Its benefits:

- Raise audience's awareness

- Build up a unique image

- Encourage people attending application

- Cost-efficiency: to hire and to keep people

Benefits & Process

Implementation timeline for Summer 2021
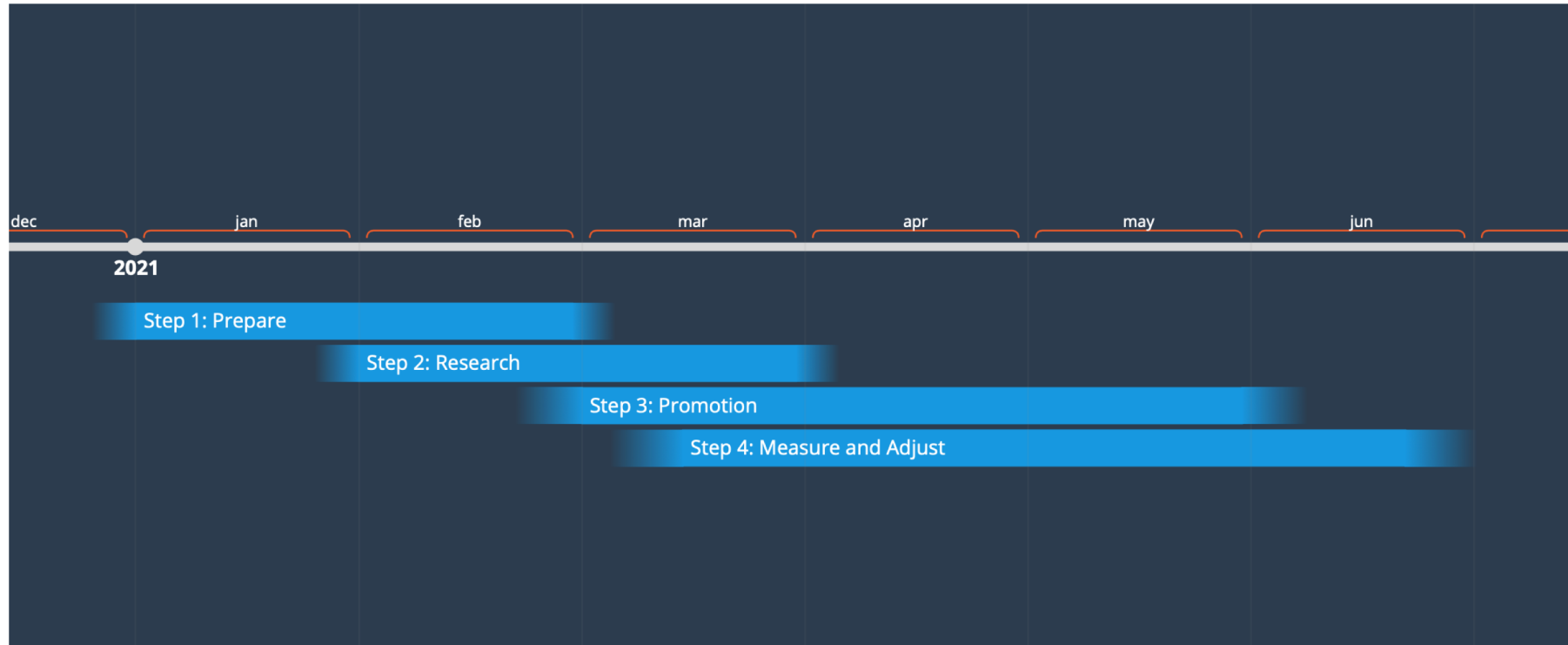
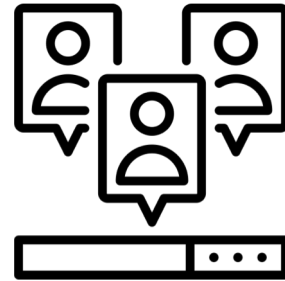# Benefits & Process

Suggest timeline
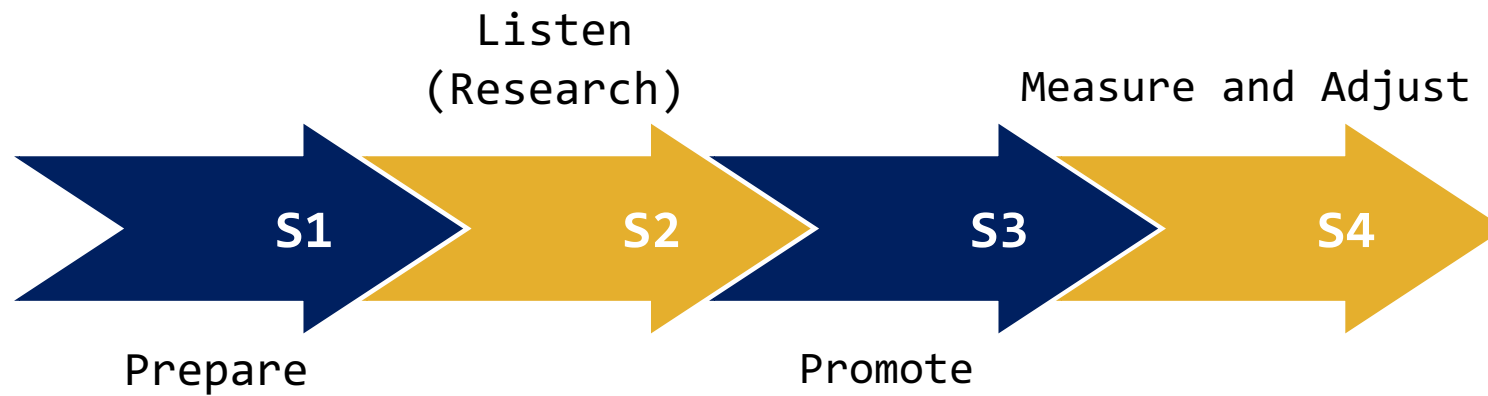
Step 1: Prepare

Form a team

Senior Leaders

Strengthen the appearance for the company
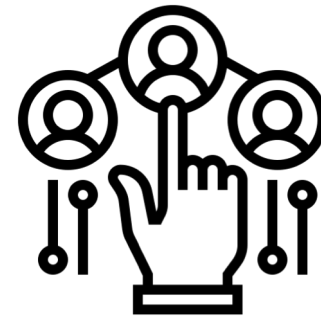
Assure the talent management meet company's goals

Marketing & Communication

The nuclear of the strategy

Protect the business and customer branding

HMSHost Finland needs a Marketing coordinator

Human resource

Control directly people management

Strongly influence on talent development

Step 1: Prepare

Company Objectives: Specified by five business factor

Revenue

The key element

Achieved via high conversion rate on platform

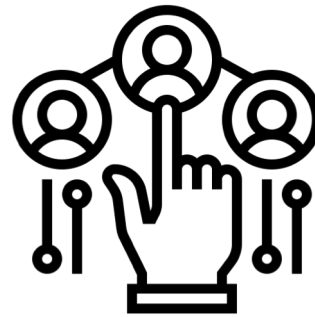For example: increase sale 10% in the next 6 months

Customer support

Solving customer problems in real-time

Bring back the satisfaction

For example: Solve 80-90% daily questions via social media in half an hour

Human resource

Talent management

Pre-qualify via connection on channels

For example: possess a talent pool with 100 people and for every position
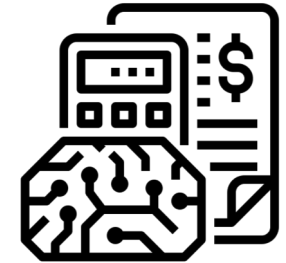
Public relations

Conversation with public

Online reputation

For example: Provide information in 24 hours and get rate at least 4.0/5.0 in channels

Business Intelligence

Acknowledge customer's concerns

For example: Get to know the trending seasonal items

Step 2: Listen (Research)

Company strengths and weakness

Conduct internal survey

Measure the skills (Human capital) via personal development survey

Measure the employer brand promises via employee satisfaction survey

Measure the awareness and familiarity

Point out employer brand images

Free Web survey tools

Resources for results: Newly conducted survey, internal existing survey, student's survey, third-party resources.

Step 2: Listen (Research)

Company strengths and weakness: Suggested question

> The level of good employer image

> What is your company's image as an employers? (Characteristics)

> How do the audiences feel about your appearance as an employer? (Online and offline)

> How do the audiences get to know about your company?

> Job characteristics and benefits

> Advancement opportunities

Step 2: Listen (Research)

Competition benchmark: Examine who is your main competitors

Competitors are examined via their social media channels with different perspectives:

The statistics on available platforms
The encouragement from the sites
Visual works (Colors, images, themes)
Content production
customization for different users (Language, regional, etc.)
Touch points

Suggested competitors: SSP Finland Oy, HOK-Elanto, Noho restaurants, Scandic hotels, Kamp hotels

Step 2: Listen (Research)

Define your Employee Value Proposition (EVP)

Step 1: Briefing company's employer branding with stakeholders

> Reasons to define the EVP

> Clear definitions for different terms

> Present brand hierarchy that show the relation between EB and Stakeholders

> The goal of actions and the promises

Step 2: Listen (Research)

Define your Employee Value Proposition (EVP)
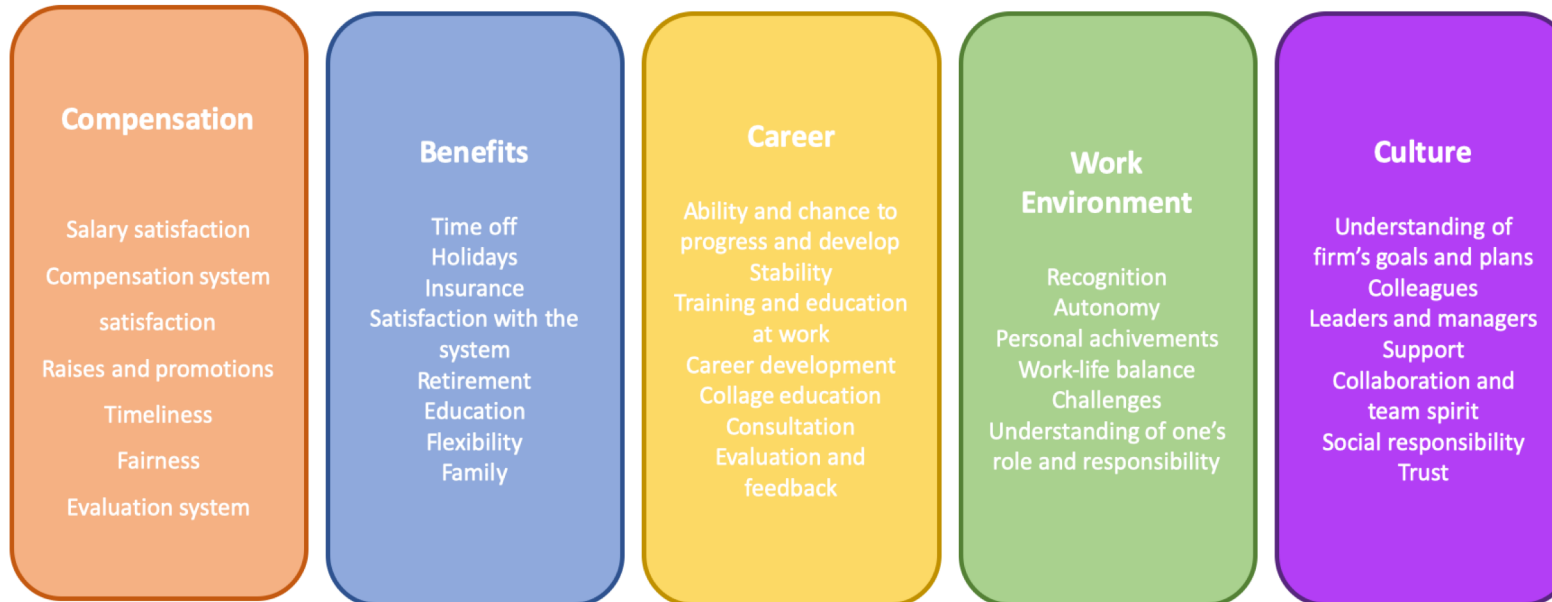
Step 2: the insight of platforms

> The need of employment and performance goals

> Desired profiles and priority positions

> Company's external reputation

> An analysis of competitors for comparision

Step 2: Listen (Research)

Define your Employee Value Proposition (EVP)

Step 3: Brainstorm EVP ingrdients

The company chooses the best components from here that are suitable with company scale, future strategy and current advantages

Compensation	**Benefits**	**Career**	**Work Environment**	**Culture**
Salary satisfaction	Time off	Ability and chance to progress and develop	Recognition	Understanding of firm's goals and plans
Compensation system satisfaction	Holidays	Stability	Autonomy	Colleagues
Raises and promotions	Insurance	Training and education at work	Personal achivements	Leaders and managers
Timeliness	Satisfaction with the system	Career development	Work-life balance	Support
Fairness	Retirement	Collage education	Challenges	Collaboration and team spirit
Evaluation system	Education	Consultation	Understanding of one's role and responsibility	Social responsibility
	Flexibility	Evaluation and feedback		Trust
	Family			

Step 2: Listen (Research)

Define your Employee Value Proposition (EVP)
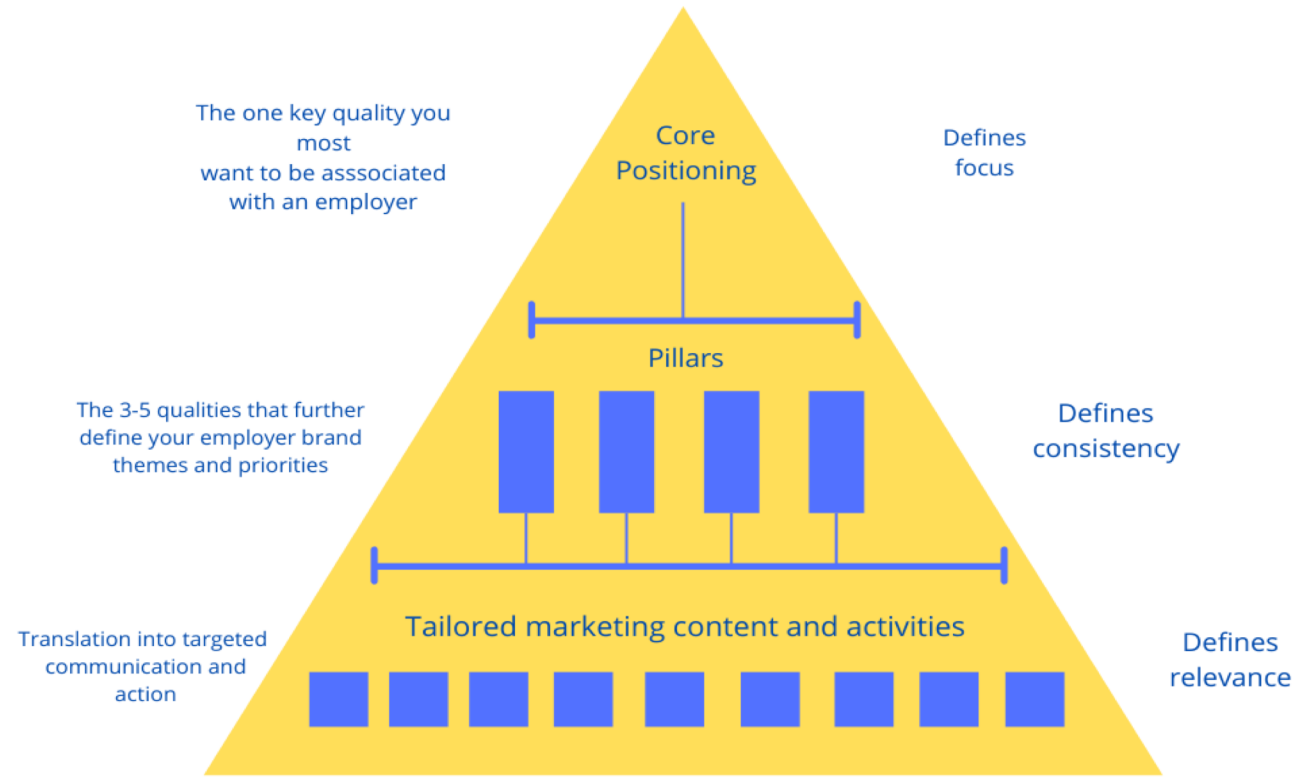
Step 3: Brainstorm EVP ingrdients

HMSHost Finland Oy could use the value from the corporation
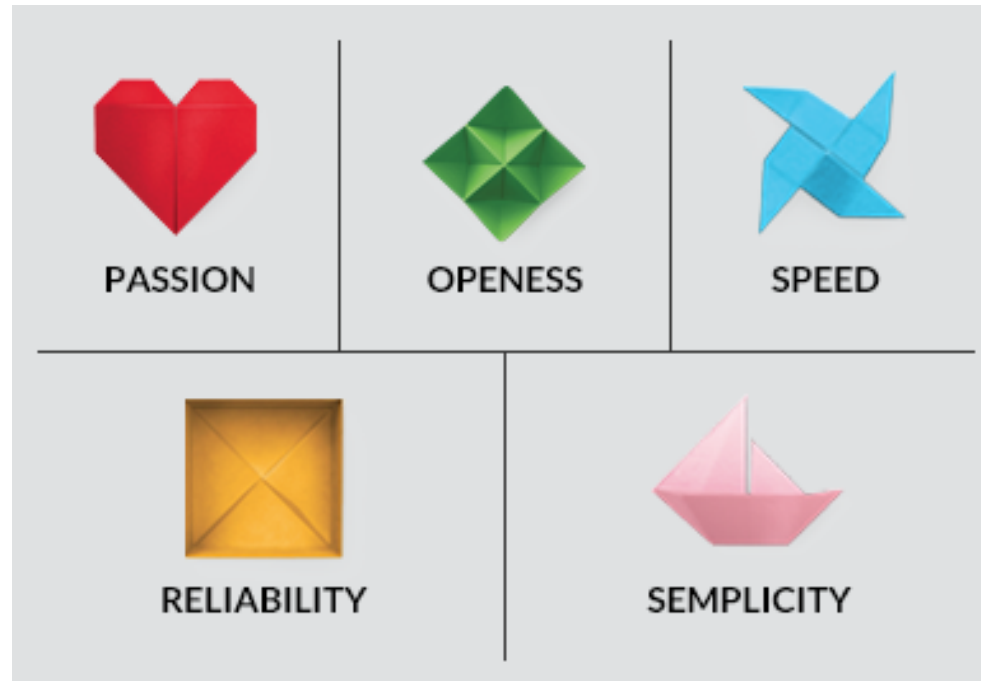
Step 2: Listen (Research)

Define your Employee Value Proposition (EVP)

Structures: 4 main EVPs supported by marketing contents and define the company's core positioning

Step 3: Promotion

Marketing plan: Common rules

> Provide a specific goal with each channel

> Finding additional values for audiences (Inspiration, entertainment, etc.)

> Diversify the contents (change contents monthly)

> Monitor real-time interaction with audiences

> Complement the plan with offbeat and consistent tone of voice

Step 3: Promotion

Specific Channels: Storytelling on Facebook

▶ Learn about what subjects the target audiences likes and post them before the call-to-action posts (for example, cooking or travelling is a great content for HMSHost)

▶ Constant posts are the must

▶ A sponsored story from influencers is a great ideas

▶ Make your ads as a story about you and your products. (for example: the origin of coffee you use

▶ The biggest social media platforms in the world (2.5 billions active users)
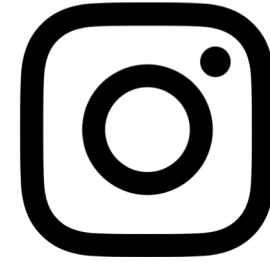
Step 3: Promotion

Specific Channels: Storytelling on Facebook (Example)

Here is our pizza chef from Romania. He lived in Italia for many years. Now he brings the best flavor and texture of the original pizzeria to our Nordic Kitchen. Please come and order our freshly pizzas.

Step 3: Promotion

Specific Channels: Create Art on Instagram

> Transform to Instagram Business profile

> Call to action button is on (Order now, Book now)

> Analyze business from Instagram Insights

> Create the content as authentically as possible for artistic commercial (beautiful photos of food and drink)

> Hashtags are matter (#HMSHostFinland, #HMSHostcareer, #HMSHostlife)

> Getting social by engage other users (share their stories during their experience at premises)

Step 3: Promotion

Specific Channels: Connect on LinkedIn

> Increasing interaction with different target customer accounts (students, graduates, industry experts)

> Develop your Company page and Career Pages

> Use Recruiter in order to connect with applicants

> LinkedIn Jobs and LinkedIn Learnings are great tools to publish the positions and train your employees (post vacant jobs and upload training lessons for employees)

Step 3: Promotion

SAP SuccessFactors ♡

Specific Channels: Create community on SuccessFactors

> On-boarding content projects (welcoming posts, get-to-know games)

> Create frequent contents (example: share ideas, questionnaire, polls for future plan)

> Partner with your own audiences (share working experiences or their expertise)

> Rewarding systems and minigames for employees to be connected

Step 3: Promotion

Content marketing

➤ Result from 4 trends: Social media, personalization, user generation and gamification

➤ Showing internal perspectives (Job, culture, passion, hero, teamwork) makes content unique

➤ Using Key Opinion Leaders (KOLs) or Influencers is a great move for your content marketing strategy

➤ Follow the trends or be a trends setter for contents

Step 3: Promotion

Content marketing: Suggested contents

- Megatrends: Create a puzzle for audiences and the winner is chosen to have a company visit

- Showing internal perspectives: a video or a set of photos presenting a daily routine of a chef or a barista

- Using Key Opinion Leaders (KOLs) or Influencers: invite an influencer to dine at one of the restaurants

- Dancing video against the COVID-19 or any social problem such as breast cancer or lack of water resource

Step 3: Promotion

Marketing material: Target transformation

Step 3: Promotion

Marketing material: Rules and Tools

▶ Photos: at least with the width dimension at 1024 pixels, recommended at 2048 pixels

▶ Videos: at least with the dimension 1280x720 pixels and be careful with types of presentation (landscape or portrait mode)

▶ Recommend tools: Photos (Snapseed, Canva, PicsArt), videos (Mojo, Tiktok and Pixaloop)

▶ Theme: Make your visual works unique by creating a special color palette for your company

▶ Profile pictures always at 1:1 ratio and follow the ratio of cover photos from different platforms

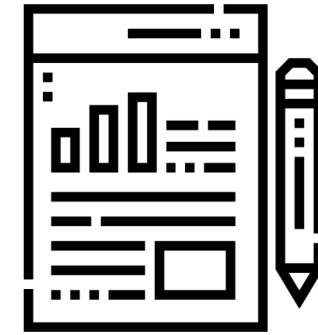# Step 4: Measure and Adjust
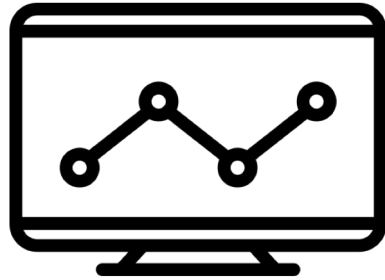
Process

Monitor

Listen to your audience on different platforms

Identify types of data and sort them out

Measure

Measure to explore the values with specific elements (engagement, clicks counting, views)

Analysis & Report

Data transformation process, find the patterns of customer's behavior & insights

Record collected data, insights and suggestion to adjust

Step 4: Measure and Adjust

Concerning numbers

> Engagement numbers on Social media (Likes, comments, shares)

> Social media cost (Cost per clicks, Total budget)

> Conversion rate (Number of applicants from Social media)

> Working contents and channels (the level of engagement)

> Demographic success (numbers of target candidate applications)

> Future solutions (optimize or cancel the channel activities)

Step 4: Measure and Adjust

Online dashboard tools to monitor several platforms

Step 4: Measure and Adjust

Google Analytics: