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Employer Branding in the Digital Age – How Social  
Media influences Branding and its process?

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# **I Eidesstaatliche Erklärung**

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(Laylah Rabitsch)

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### **III Abstract**

The underlying thesis aims to explain the term Employer Branding and how it is used nowadays in terms of personnel marketing and branding. Employer Branding is often related to Human Resource Management and marketing at the same time. It is quite hard in practice for companies to allocate its role, there is often seen a blending in both fields – it combines elements from both (Christiaans, 2013; Edwards, 2009). According to Birgit Sponheuer (2010), Employer Branding is more seen in the strategic management, as it focuses on strategic goals for a company. Employer Branding is defined as a targeted, long-term strategy (Sullivan, 2004). It first came up in the 1960s, when companies realized an employee is more than somebody to generate revenue. All the aspects around them should matter. Everyone is seeking for high potentials, proven record of experience or knowledge. But in order to receive good people, a company needs to offer certain values and needs to – in a wider perspective – sell itself to the outside (Bartscher et al., 2011).

With the implantation of social networks, a company has several new opportunities to interact with potential employees. Before Social Media was introduced, a firm interacted with its customers either directly on an individually basis, or in indirectly with mass communications. Face-to-face communication, email or postal mail were the tools used for direct interaction. Mass communication included print media and broadcast advertising. But nowadays, modern Social Media technologies offer communication paths that greatly enrich the interaction between a firm and its customers, and enable both, the firm as well as the customer, to monitor what other individuals are saying about the firm (Gallaughier and Ransbotham, 2010). This makes Social Media an obvious and essential tool for Employer Branding.

In order to support the theoretical findings, the second part of this thesis will consist of a qualitative research study conducted with experts from Human Resource Management and marketing departments. The focus on these interviews is Austria and the status quo on the use and awareness of Employer Branding.

**Keywords: Employer Branding, Human Resource Management, Marketing, Social Media**

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## **VI List of abbreviations**

DMCA	Digital Millennium Copyright Act
EB	Employer Branding
EVP	European's People Party
HRM	Human Resource Management
HR	Human Resources
ITM	Information Technology Management
OECD	The Organization for Economic Co-operation and Development
UCG	User Generated Content
Gen. Y	Generation Y



# **1. Introduction**

## **1.1. Field of interest**

The war of talent (Ed Michaels, 1998) refers to the growing shortage of suitable specialists. It is true, more and more companies need to present themselves as attractive employers. Companies not only want to win this war, they also want to be recognized by others as successful and powerful. Through using methods and strategies they want to have a certain position in this war, meaning they want to be recognized as a brand. A brand that stands for more than just an employer, a place to work, they want to be recognized as a brand everyone knows. They focus on getting new experts and potential employees but moreover they try to create a secure, well-structured and comfortable environment for their own employees (or at least they try). But often companies forget the war of talent does not end with the recruiting process itself, because even having high potentials, not doing something to maintain them, can lead to a loss and fluctuation.

## **1.2. Research question**

According to Duke University, “a research question guides and centers your research. It should be clear and focused, as well as synthesize multiple sources to present your unique argument.” Following this definition, the research question “Employer Branding in the Digital Age” covers all definitions of the term and general aspects. We highlight the digital assumption, when explaining Social Media and well-known tools, like Blogs, Social Media channels and virtual communities.

Employer Branding is not only a tool, a firm is able to use. It includes various tools and methods and is more likely seen as a circle. How is a company presented on its website? How is a job ad written and designed? Which values are represented on the outside? How is the staff treated and how can a company maintain high potentials within the company? In other words, Employer Branding does not end with an employee leaving the company. Former employees are important for the reputation of a company. Word-to-word

recommendations are the best marketing a company could receive (or the worst, if Employer Branding is not done correctly).

Employer Branding goes back to the 1960ies, but with today's rapid growth and change of technology, taking modern aspects into account is indispensable. Of course, when looking at marketing perceptive, a company has lots and lots of different tools and opportunities to promote and publicize a brand. It is done on- and offline. The higher the budget of a company's marketing department, the more ideas somebody creates. But even though, budget is not the key to success. Authenticity is the major difference. A brand's message that is transported to the outside needs to be believed and lived in the inside.

The research question with its sub-question "how Social Media influences Branding and its process" will be answered in the upcoming chapters. Social Media is here seen as a tool that companies often use, but to be more specific; referring to Social Media in Austria and its use in Human Resource departments we will realize it is limited. Companies know about the importance, but due to the lack of knowledge and more over the lack of yet answering the question, which department is responsible for Employer Branding, there is still room for improvement.

### **1.3. Structure of thesis**

The thesis starts with a theoretical framework, where we will discuss which role Social Media plays in Employer Branding and the recruitment process and why it is such an important tool for organizations. First, in chapter 2.1, we will explore in some detail for what the term "Employer Branding" stands for. We will discuss Employer Branding as a HRM strategy to differentiate the organization from its competitors, and as a tool to attract the most talented employees. Therefore, chapter 2.1 is structured as follows: First, in 2.1.1 we will discuss the different definitions of Employer Branding, and take a look at related terms in 2.1.2 to better differentiate these concepts. Next we will take look behind the term Employer Branding in 2.1.3, discussing the necessary steps for an effective strategy. In the last section, 2.1.4, we will consider the history and development of this strategy, as well as the transition into online media.

In the second subchapter 2.2, we will define Social Media and the different tools it can provide. And, in the final subchapter 2.4, we will discuss the implication of Social Media as a tool in modern Employer Branding.

We choose a qualitative research approach, which can be found in chapter 3, conducting interviews with HR experts in Austria. In chapter 4 findings are summarized and the underlying theory is proven. The interview guideline is attached in Appendix B. The purpose of this study is to gain practitioners' point of view and their perception of the role Employer Branding plays in Austria and how Social Media is used in this process. Our approach follows the research done by Ambler and Barrow (1996) and Sivertzen et al. (2013).

## 2. Theoretical framework

Globalization and liberalization of markets increase the competition for skilled labor in both foreign and domestic markets. This becomes apparent if we consider, for example, a country that does not trade, and is completely cut off from any other nation, thus in a state of autarky. In such a country domestic firms compete only with each other for domestic labor. Although, once trade barriers are lifted, or reduced to a certain point that trade becomes feasible, firms are able to access new markets. However, only the most competitive ones will be able to compete with the foreign competition. Let us assume here, for simplicity, that firms in both markets have access to the same technologies and are very similar in terms of overall productivity. Therefore, only the most productive organizations will be able to export, and take away market shares from less productive foreign firms. This creates a surge in productivity, for both exporters and non-exporters, since the one-group aims at taking advantage of the possibility to expand their business, and the other fights to stay in business (Melitz, 2003; Helpman et al., 2010).

In this rise of productivity, human resource management (HRM) plays a crucial role in improving labor productivity, by attracting and retaining better qualified personal, and combining their talents. The impact of an effective HRM on a firm's productivity is well established in the literature (Wright et al., 1994; and Boxall, 1996; Ichniowski et al., 1996; Datta et al., 2005).

Another factor leading to increased competition over skilled labor comes from the rise of start-ups, their success, and their increasing attractiveness for the very high skilled workers. Starting a business, especially tech firms, has become as cheap as never before. In many cases it only takes a laptop and the knowledge to code. Due to low investments, investors are willing to finance start-ups with new ideas. Even if many fail, some will succeed, and the most successful will yield exponential returns. To list some of Americas biggest start-ups: UBER, Airbnb, Snapchat, Pinterest, and Wework. All of those listed were worth more than \$10 billion USD in July 2015, and founded after 2008. Therefore, for already established companies it becomes increasingly more

difficult to attract the very best (The Economist, 2015a). Moreover, the average time a company spends on the Fortune 500 list has fallen from 70 years in the 1930s to about 15 years today, and the average job tenure of a Fortune 500 CEO has gone from ten years in 2000 to five years today (The Economist, 2015b).

The practice of Employer Branding (EB) relies on the assumption that human capital brings value to the firm, and that performance can be increased with investments in human capital (Backhaus and Tikoo, 2004). Thereby, human capital is framed as a resource of the regarding firm. This follows the resource-based view (RBV), suggesting that resources that are rare, valuable, non-substitutable, and difficult to imitate allow a firm to develop a competitive advantage (Barney, 1991).

From an organizational architecture point of view, EB is generally situated between marketing and HRM, and combines elements from both (Christiaans, 2013; Edwards, 2009). According to Birgit Sponheuer (2010), who considers the classification of HRM into strategic, tactical and operative management, employer management is attributed to the strategic management, since it is focused on strategic goals of the company as a whole. Similarly, John Sullivan (2004) defines Employer Branding as a targeted, long-term strategy. In contrast, tactical elements are focused on groups of employees and jobs, while operational elements are targeted at single employees and jobs (Sponheuer, 2010).

When considering the recruitment process, Employer Branding is a combination of principles from marketing, HR, and strategy, including the resource-based view, external and internal branding, organizational behavior, and psychology (Backhaus and Tikoo, 2004; Edwards, 2009). In Sivertzen et al. (2013) it is argued, that this multiple foundation is due to EB being a relative new concept in academic literature.

## **2.1. Employer Branding**

We will discuss Employer Branding as a HRM strategy to differentiate the organization from its competitors, and as a tool to attract the most talented employees. Therefore, chapter 6.1 is structured as follows: First, in 6.1.1 we will discuss the different definitions of Employer Branding, and take a look at related terms in 6.1.2 to better differentiate these concepts. Next we will take look behind the term “Employer Branding” in 6.1.3, discussing the necessary steps for an effective strategy. In the last section, 6.1.4, we will consider the history and development of this strategy, as well as the transition into online media.

### **2.1.1. Different definition of Employer Branding**

Employer Branding first came up in the 1960s, when discussing the fact that an employer is not only producing a product and its major purpose is getting profit, all the aspects around their employees matter as well. Not only profit should suppose to be their purpose, moreover there is a competition within company's human resource departments. Everyone is seeking for the best employees. The personnel departments where added some marketing aspects and the term personnel marketing first appeared (Bartscher et al., 2011, p. 362).

Even today the term Employer Branding is often referred to personnel marketing. But there is a significant difference: personnel marketing is strictly done at an operation level whereas Employer Branding is seen as an overall company strategy (Bartscher et al., 2011, p. 361).

Branding is used to differentiate between tangible products, people, places and firms (Peters, 1999), while EB is mend to highlight the unique aspects of a firm as a potential employer. It is employment specific, characterizing the firm's identity as an employer, and directed towards both internal and external audiences (Backhaus and Tikoo, 2004). Tim Ambler and Simon Barrow (1996) define the employer brand as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (Ambler and Barrow, 1996, p. 8). A similar definition is proposed in a 2001 publication of The Conference Board (2001): “The employer

brand establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies, and behaviors toward the objectives of attracting, motivating, and retaining the firm's current and potential employees" (Dell et al., 2001). Kristin Backhaus and Surinder Tikoo (2004) take a somewhat more precise angle and define EB "as the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors" (Backhaus and Tikoo, 2004, p. 3). Moreover, in their analysis the authors examine Employer Branding at the organization wide level, emphasizing the importance of promoting the employer brand both within and outside the firm. John Sullivan (2004) defines employment branding as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders concerning a particular firm.

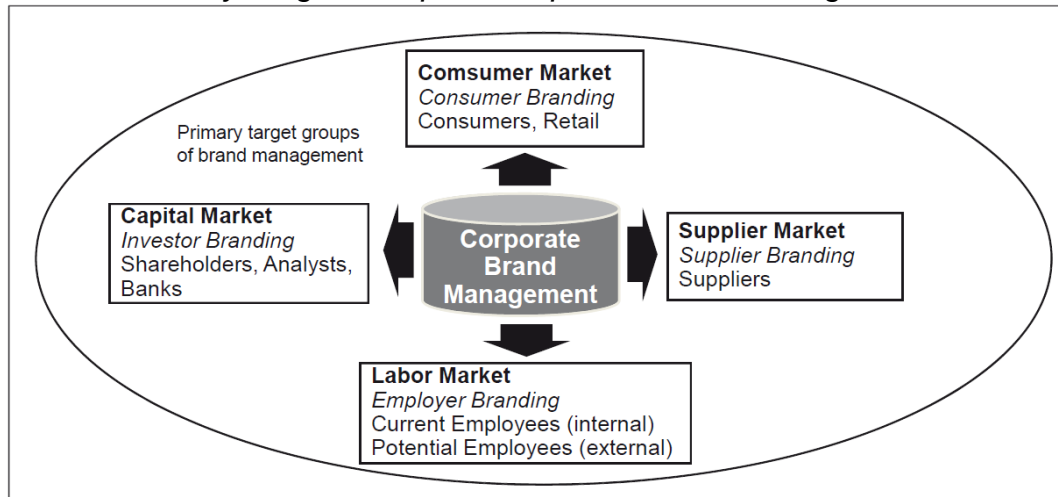
All these different, although similar, definitions have one crucial aspect in common: the connection of brand management and human resource management strategies. EB is not just a tool of internal marketing, but rather builds upon internal and external marketing. In its full scope, EB cuts across many traditional strategies and becomes an umbrella program including previously separate policies and practices (Edwards, 2009). But, it is important to note, that for the employer brand to be successful and trustworthy, it has to be consistent with both the internal values of the organization, and also with the external image and product brands (Backhaus and Tikoo, 2004).

Lena Christiaans (2013) argues that EB is part of corporate branding, since the branded object of reference in the labor market is the corporation itself. Moreover, the corporate brand takes all stakeholder groups into account. This includes investor branding, consumer branding, supplier branding, and Employer Branding. The Conference Board (2001) defines the corporate brand as follows: "A corporate brand embodies company values and a promise of value to be delivered. It may be used to differentiate your company from your competitors based on your strengths, your corporate culture, corporate 'style,' and future direction." (Dell et al., 2001, p. 10). Although, as Backhaus and Tikoo (2004) point out, EB is not only employment specific, identifying the firm as an

employer, but also directed at both internal and external audiences, whereas corporate branding is primarily directed at an external audience.

FIGURE 1

*Primary Target Groups of Corporate Brand Management.*



Source: Adapted from Christiaans, 2013, p. 18.

However, a successful Employer Branding strategy increases both the number and the quality of applicants. In doing so, it provides a long-term solution to the recruitment problem of skilled labor. Moreover, it reduces the turnover rate among top performers, improves employee relations, and increases overall workforce productivity (Sullivan, 2004). Furthermore, as Mark Ritson (2002) argues, a strong employer brand also reduces acquisition costs, strengthens relationships between consumer and producer, improves loyalty, and increases the price a firm can charge for their products, as well as allowing the same firm to offer lower salaries than comparable organizations with weaker employer brands. To summarize these benefits of EB, one could follow the approach of Ambler and Barrow (1996), who see them as parallels to those of conventional product brands: functional, economic, and psychological.

### **2.1.2. Related terms of Employer Branding**

Following Lena Christiaans (2013) we distinguish here between the employer brand, Employer Branding, employer brand equity, employer image, employer attractiveness, and the employer value proposition.



The employer brand is the outcome of all brand-related activities. Employer Branding, on the other hand, is the process of reaching the desired outcome of being perceived as an attractive employer. Thus, all decisions concerning the planning, creation, management, and controlling of employer brands, as well as all corresponding activities that positively influence the desired target groups are included (Petkovic, 2009).

The employer brand equity is the strength of the employer brand. It gives the likelihood that the employer will be chosen by an applicant over a competitor due to its image. Michael T. Ewing, Leyland F. Pitt, Nigel M. de Bussy, and Pierre Berthon (2002) define the employer brand equity as a set of employment brand assets and liabilities linked to an employer brand, its name and symbol that add to, or subtract from, the value provided by an organization to its employees. With the term “liability” they included the possibility in their definition that some firms might have negative employer brand equity, putting off potential applicants. To put it into the context of the evaluation by Christiaans (2013), this would mean a reduction of the likelihood of receiving applications of potential employees the organization aims for.

The attitudes from potential applicants towards a specific firm, and the perceived attributes about the job or the firm, are incorporated in the employer image (Collins and Stevens, 2002). This is very similar to the definition of organizational image in the recruitment research, where both aspects, the general attitude towards the firm (Gatewood, Gowan, and Lautenschlager, 1993) and the beliefs about specific attributes regarding this firm (Belt and Paolillo, 1982), are included.

The perceived benefits a potential employee sees in working for a specific organization is called the employer attractiveness (Berthon, Ewing, and Han, 2005). Christiaans (2013) describes it as precursory to the employer brand equity, and as influenced by the employer image. She further argues that the envisioned benefits can be conceptualized through instrumental and symbolic features, similar to employer image attributes.

And finally, the employer value proposition induces a positive brand association, with the goal of a favorable employer image, and encompasses the most important benefits, the instrumental attributes, as well as key organizational values, the symbolic attributes, which reflect the organization's identity (Christiaans, 2013). The value proposition is organization specific, distinctive as a fingerprint, varying from one to another, and tailored to the specific targeted potential employees the organization is trying to attract and retain (Sparrow, and Cooper, 2003).

There are some related concepts to EB, which we think are important to clarify. The concept of personnel marketing, for example, is often mistakenly used interchangeable with Employer Branding. In contrast to EB, although, which is based on the strategic level of HRM, personnel marketing is located at the tactical level. It is aimed at attracting a specific target group of future employees and to motivate the target group of current employees (Christiaans, 2013; Sponheuer, 2010). Another concept, the employer image, is very similar to employer attractiveness, but is targeted at consumers instead of potential and current employees. The term employer image is used in the customer-based brand equity research for creating a favorable brand image, increasing the likelihood that a company's product or services will be chosen over similar ones from competitors (Christiaans, 2013).

### **2.1.3. Behind the term Employer Branding and its aspects**

Now, after discussing the theoretical aspects of Employer Branding, its theoretical foundation, the definition, and its differentiation from related terms, we will take here a more practical look behind the term Employer Branding. In this section we will explore how an employer brand is build, what makes it effective and believable.

Backhaus and Tikoo (2004) describe EB as a three-step process: developing the value proposition, external marketing, and internal marketing. The employer value proposition (EVP) provides the central message that is conveyed by the brand. It refers to the collective array of programs that an organization offers in exchange for employment (Towers Watson, 2012). We will discuss EVP's more

in chapter 6.3.1.1, where we will also consider the implication of Social Media. Here, it should suffice to keep in mind, that the EVP is to be embodied in the brand, and uses information about the organization culture, management style, qualities of current employees, the current employment image, and impressions of product and service quality. All this combined gives a concept of what unique and particular value a company offers for employees (Backhaus and Tikoo, 2004; Sullivan, 2002).

Following the development of the value proposition, the firm promotes the EVP internally and externally. The external marketing of the employer brand is targeted at potential employees, recruiting agencies, placement counselors and the like. It is designed to support and enhance product and corporate brands. Therefore, consistency between the different brands associated with one organization is fundamental for a coherent and trustworthy image (Backhaus and Tikoo, 2004).

The internal marketing of the employer brand carries the brand, or the value proposition, into the organization and incorporates it as part of the organizational culture. This is also sometimes called internal branding (Backhaus and Tikoo, 2004). It is important to note here, that through external marketing certain promises were made towards new recruits. To keep these new employees, a firm has to be honest in what it promises. Being honest does not condemn firms to be homogenous, but they need to make sure they are developing an employer brand their organization can live up to. Statements about the culture, values, people, programs, and core skills of the organization need to be valid and tested (Sullivan, 2002).

John Sullivan (2004) identifies eight elements necessary for a successful employer brand. First, it is essential that the senior management team recognizes, encourages, measures, and rewards the development of employment branding and openly shares its best practices. The process of Employer Branding has to be an open process, and to some extent a publicly exposed one. After all, it is meant to be marketed internally as well as externally.

Second, there needs to be a balance between good management and high productivity. The primary foundation of any employer brand is the firm's management practices, which should not get undermined by efforts of trying to look good. Becoming soft and losing focus of other organizational goals in the process would be contra productive. After all, the basis of any HR effort should be to improve its workforce productivity (Sullivan, 2004).

Third, obtaining public recognition through exposure in news, features, and magazines, is important to increase the credibility of the firm and to reinforce the mindset that this particular organization is a great place to work.

Fourth, Sullivan recommends creating an environment in that employees volunteer to tell their stories, both inside and outside the workplace, about the firm's management and business practices, as well as how working for this firm positively impacts their personal life. Having created such an environment enables viral marketing, where employees spread the word to their families, friends, co-workers, and even strangers. Sullivan (2004) further notes that having employees proactively tell stories within the organization builds pride and increases retention rates.

Fifth, being talked about in specific publications is essential in building a strong employer brand. This requires managers to speak and write about their management practices in highly visible ways. Again, being open and honest about management practices, and creating public recognition are the key. Moreover, making managers available to reporters and editors can increase the number of times that a firm's best practices are mentioned by the business press.

Sixth, the best-managed firms are those who are known as benchmark firms. Becoming such a firm requires the management to participate in major benchmarking studies and to make conscious efforts to respond to those that highlight the firm's best practices.

The seventh essential aspect lies in crafting specific messages to educate potential applicants about the organization's management practices that make it

a good place to work. They should appear at tradeshow booths, in recruiting materials, in annual reports, and especial on the company's website and Social Media.

And, as the eighth and final element of a successful employer brand John Sullivan (2004) proposes the use of brand assessment measures or metrics to continually improve the brand. He argues, EB is a continuous and never-ending process, requiring intense efforts over time.

#### **2.1.4. Historical background and evolution of Employer Branding**

The origin of employer brand is traced back to relation marketing by Ambler and Barrow (1996). Relation marketing is defined by Berry (1983) as attracting, maintaining, and enhancing customer relationships. The connection between relation marketing and brand equity with positively perceived employee relationships and superior long-term performance was established before the concept of EB was introduced (Kotter and Hasketh, 1992; Collins and Porras, 1994).

Ambler and Barrow (1996), who are often mentioned as the first to introduce a clear definition of Employer Branding into the academic literature, conducted a survey with top executives from 27 UK companies. They found that a somewhat fuzzy version of Employer Branding already existed implicitly in some of these companies. Or, as one of their respondents put it, "if we have the best shops, with the best people, then we have the best word of mouth and receive the best applications and then we will have the best shops" (Ambler and Barrow, 1996, p. 2).

Martin et al. (2005) argue that the concept of employer marketing was discussed first by marketing academics and only after some delay, due to lagging interest, from HR academics. Martin R. Edwards (2009) explains this lag with the different interests of writers in the marketing and HR field. He further argues that they might have different assumptions about what topics validly lay within their respected areas of expertise. Since "branding" is traditionally found in the sphere of marketing, it is not obvious to study it from an

HR perspective. The practitioner literature although was much quicker to adopt. The first blog post of John Sullivan regarding Employer Branding was made in 1998, discussing how to become an employer of choice, followed by his 1999 entry “Building an Employer ‘Brand’”, where he describes employment branding as the hottest strategy in employment.

Today, EB has emerged as an important strategic tool, not only for the Human Resource Management (HRM), but also for the organization as a whole, to deal with the ever-increasing competition for skilled and especially high skilled labor. One key aspect, of being perceived as a great organization and an attractive place to work, is a Social Media presence. But, as we will explore in chapter 6.3, it is not enough to have just “a” Social Media presence, since having a bad one can be even worse than having none.

Social Media as a concept is widely used, but often only loosely defined. This is understandable, considering its relative infancy and its flexibility, to adjust and change with the demands of its users in very short time. Or as Elieen Lee Lavergne (2014), Vice-President of IABC Franc put it at the 2014 OECD Social Media Conference: “No one can really be an expert in Social Media because it is constantly changing.” Therefore we will do our best to provide a meaningful definition of Social Media and to clearly distinguish between the different Social Media concepts in this chapter. This will help us to discuss the implications of Social Media in Employer Branding in chapter 6.3. Before we come to the definition, although, we will give a short overview of the development of Social Media and some background information.

The current trend toward Social Media can be seen as an evolution back to the Internet’s roots; after all it was initially created as a platform to facilitate information exchange between users (Kaplan and Haenlein, 2010). It is definitely different from what it used to be over 20 years ago; the technology alone changed remarkably. Describing Social Media, although, as a groundbreaking concept, would be an overstatement. Andreas M. Kaplan and Michael Haenlein (2010) trace the origin back to the 1990s, when Open Diary, probably the first social networking site was found. Following the growing availability of high-speed Internet access the concept became increasingly

popular and led to the creation of social networking sites such as MySpace (in 2004) and Facebook (in 2004). The most recent addition to Social Media, so the authors note, are the so-called “virtual worlds”, such as Second Life or Active Worlds.

Nevertheless, the Internet changed the flow of information drastically; making it increasingly more difficult for organizations to control what information consumers, stakeholders, and potential employees will receive. Every article, comment, interview, or publication is available on the Internet, and often only a quick Google search away (Kaplan and Haenlein, 2010). This creates risks for organizations not adapting to these changes. Moreover, competitive pressure might force companies towards establishing a presence on various Social Media channels to avoid being pushed aside and fade into obscurity, since customers increasingly expect to companies to have an online presence (Larson and Watson, 2011). A study by Nora Ganim Barnes (2010) showed that 23 per cent of the 2010 Fortune 500 companies had public blogs, 60 per cent had an active corporate Twitter account, and 56 per cent showed a corporate profile on Facebook.

Kaplan and Haenlein (2012) argue that mobile Social Media will be the future, therefore Social Media accessed by mobile devices like smartphones or tablets. Already 80 per cent of Twitter's users access their account via mobile devices (Twitter, 2015). Moreover, location-based services provide the possibility to further integrate Social Media into the everyday life. For example, if someone visits a career fair and checks in virtually, organizations interested in this potential employee might send out a personal invitation to their respective booths directly to the personal mobile device.

The next chapter is structured as follows: First, in chapter 6.2 we will provide a clear definition of Social Media and its related terms, and in chapter 6.3 we will discuss the different tools and instruments of Social Media.

## **2.2. Definition of Social Media**

Kaplan and Haenlein (2010, p. 61) define Social Media as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content”. We think it makes sense here to take step back and elaborate a bit more on what this definition actually means, since there seems to be some confusion about what Social Media is, and what it is not.

Two terms, Web 2.0 and User Generated Content, are often used in relation to Social Media. Web 2.0 was first used in 2004 and is often considered as the platform for the evolution of Social Media. It describes the change in how software developers and end-users started to utilize the World Wide Web. The Internet was used as a platform, where content and applications were no longer created and published by individuals, but instead continuously modified by all users in participatory and collaborative fashion (Kaplan and Haenlein, 2010). For example, personal web pages and the idea of content publishing belong to the era of Web 1.0, and Wikis, Blogs, Forums, and collaborative projects are associated with Web 2.0.

User Generated Content (UGC), sometimes also called user-created content (UCC), on the other hand can be seen as the sum of all ways in which people make use of Social Media (Kaplan and Haenlein, 2010). According to the OECD (2007), the Organization for Economic Cooperation and Development, UGC empower the Internet user to contribute to developing, rating, collaborating on, and distributing Internet content and applications. Moreover, the 2007 OECD study defines UGC as (1) content made publicly available over the Internet, (2) which reflects a certain amount of creative effort, and (3) which is created outside of professional routines and practices. Kaplan and Haenlein (2010) argue that while UGC has been available prior to Web 2.0, it is fundamental different from what was observed in the early 1980s. Access to the internet as well as the hardware has vastly improved, tools for UGC creation are more available than ever before, and people are substantially better educated and more willing to engage online.



### **2.3. Different tools and instruments of Social Media**

Now, for further distinction we need to acknowledge that it is very difficult to systematically categorize Social Media applications. Differentiating them by characteristics, such as whether users are able to leave comments on other user pages, or whether videos are integrated in the Social Media application or not, would provide only a short-lived separation. Social Media applications are simply too dynamic and flexible, ever shifting, and adapting to the demands of their users. After all, Social Media is a very active and fast-moving domain. Nevertheless, we want to introduce here the approach by Kaplan and Haenlein (2010) who distinguish between six types of Social Media: collaborative projects, blogs, content communities, social networking sites, and virtual worlds. We will extend our analysis by adding communities and online portals to the list, which include some characteristics of the former six types of Social Media, but are also distinct in their own way.

An alternative framework to differentiate Social Media is provided by Jan H. Kietzmann, Kristopher Hermkens, Ian P. McCarthy, and Bruno S. Silvestre (2011), who distinguish between seven functional building blocks on which, so they argue, Social Media activities rely more or less. They separate these activities by the extent they rely on each of these blocks. Here, although, we will focus on the distinction introduced by Kaplan and Haenlein (2010).

#### **2.3.1. Collaborative Projects**

Collaborative Projects, probably the most democratic manifestation of user generated content, enable the joint and simultaneous creation of content by many end-users. We differentiated between Wikis, websites allowing users to add, remove, and change text-based content, and Social Bookmarking applications, which enable group-based collection and rating of Internet links or media content. Wikipedia, the free online encyclopedia, available in more than 230 different languages, and the social bookmarking web service Delicious, which allows the storage and sharing of web bookmarks, would be two examples (Kaplan and Haenlein, 2010).

The main idea behind collaborative projects, Kaplan and Haenlein (2010) argue, is that the joint effort of many actors leads to a better outcome, than any actor alone could achieve individually. This is very much in line with economic theory and the efficient-market hypothesis, going back to Adam Smith's "An Inquiry into the Nature and Causes of the Wealth of Nations", published in 1776. The fundamental idea behind wikis is that a vast number of users read and edit the content, and by doing so, correcting potential mistakes in the process (OECD, 2007), enhancing the trust consumers have in these collaborative projects. The trend towards these bottom-up collaborative projects, as the main source of information, makes information and damage control very difficult, from the corporate perspective. We will discuss the implications of Social Media for organizations more in chapter 6.3.

### **2.3.2. (Micro-) Blogs**

A Blog, the earliest form of Social Media, is defined as a type of webpage usually displaying date-stamped entries in reverse chronological order. It is updated at regular intervals and may consist of text, images, audio, video, or a combination (OECD, 2007). Blogs have become very popular. They are easy to create and to maintain, and authors range from everyday people to professional writers and celebrities as well as employees of certain firms. Today, the blogosphere consists of millions of blogs, interconnected and an important source of public opinion. The estimation of how many blogs actually exist varies between 100 million (Kietzmann et al, 2011) and 200 million (OECD, 2007).

A relatively new phenomenon of micro-blogging focuses on offering real-time updates, the main idea behind Twitter (Kietzmann et al, 2011). In June 2015, Twitter had over 300 million active users, sending over 500 million tweets per day (Twitter, 2015). These are mostly short status updates of what users are currently doing, where they are, how they feel, or links to other sites (Kietzmann et al, 2011). The most recent evolution, as it seems, are Video-Blogs, where the blogger uploads videos instead of posting a text. This creates a more personal atmosphere, since the blogger seemingly talks directly to the viewers.

### **2.3.3. Content Communities**

Content communities exist for a wide range of different media types, including text (BookCrossing), photos (Instagram and Flickr), videos (YouTube and Vine), and presentations (Slideshare). The main objective of these communities is the sharing of media content between users. It is often not required to create personal profile pages, which contain in most cases only basic information about the user, and therefore frequently refer to other Social Media sites of the same user (Kaplan and Haenlein, 2010).

From the corporate perspective, content communities carry the risk of being used as platforms for sharing copyright-protected materials. Even though most content communities have rules in place to ban and remove illegal content, it is difficult to remove content once it has been uploaded to the Internet. To prevent such copyright issues, content communities controlled and verified every upload in their beginnings. It soon turned out, that this was not in the interest of many users, and platforms that were not as restrictive in regard to the uploaded content thrived. YouTube, for example, had a quite liberal interpretation of the Digital Millennium Copyright Act (DMCA) in its beginnings, allowing users to upload all sorts of copyright protected videos and only removed them after a complaint was issued.

But, as argued before, once a video or any other file was online accessible, it is very difficult to remove it entirely from the web. After all, it is far from difficult to download digital content, duplicated it, and upload it somewhere else.

### **2.3.4. Virtual Worlds**

Virtual world content is created in the context of an online game-like 3D digital environment, allowing users to create their own content, or to use the scripting language to integrate and develop new objects and environments (OECD, 2007). One could argue that virtual worlds are the ultimate manifestation of Social Media, as they provide the highest level of social presence and media richness of all Social Media application. In these virtual worlds, users can appear in the form of personalized avatars and interact with each other as they

would in real life (Kaplan and Haenlein, 2010). There are two forms of virtual worlds: virtual game worlds like World of Warcraft and Minecraft, and virtual social worlds, like Second Life, which are generally less restrictive on what users can do and are allowed to do. Second Life allows its users to create, share, and exchange their creations in a virtual environment and is with more than one million active users worldwide (Second Life, 2015), is probably one of the best known virtual social worlds.

### **2.3.5. Social Networks**

Danah M. Boyd and Nicole B. Ellison (2007, p. 211) define social network sites as “web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system”. Boyd and Ellison (2007) further note that social network sites are not primarily used to establish new connections, but rather to communicate with people who are already part of the users’ social network. Therefore, the authors argue, what makes social network sites unique is not that they allow individuals to meet strangers, but rather that they give the user a tool to make their social network visible to others. This gives them the opportunity to present their own connections, take a look at others, and expand their network if they wish to do so. All in all, this can help active job seekers to find potential jobs and help employers to find both active and passive job seekers (Sivertzen et al (2013).

David Beer (2008), on the other hand, argues that the definition of social networks by Boyd and Ellison (2007) is too broad, standing for too many things, making a differentiated typology of the various user-generated web applications more problematic. Beer (2007) therefore encourages using the term “social networking sites” to describe applications where networking, thus connecting and “networking” with strangers is the main purpose. Both terms are introduced by Boyd and Ellison (2007), and the difference might seem small and insignificant, but wanted to emphasize the difference here, since they are often wrongly used interchangeably.

Following this distinction, Facebook would fall into the category of “social network sites”, and XING and LinkedIn would be seen as “social networking sites”. Whereas Facebook is a platform used by everyone to share everything from personal experiences, their stories, and individual interests, XING and LinkedIn are Social Media platforms designed for job seekers and organizations looking out for new potential employees. LinkedIn has more than 380 million members, and operates the world’s largest professional network in over 200 countries and territories (LinkedIn, 2015). XING, on the other hand, is the largest business network in German speaking countries, and has over 15 million members (XING, 2015).

#### **2.3.6. Communities and online portals**

In this category we include communities and online portals with user-created content, posted to advice on purchases, travel, and other knowledge areas. This is a rather big and heterogeneous category, including text based as well as video based media. There are for example a considered amount of reviews on a wide range of products available in video format on YouTube. More common, although, are Internet-based bulletin boards, thus in text format, where contributors can submit opinions, critiques, and their experiences. The most common platforms are Blogs, Forums, and sites allowing questions to be asked, which are then potentially answered by other Internet user, like Yahoo’s “Ask a question” service. These community sites are very useful to many Internet users, and provide source of highly targeted information and with a significant personal touch. Companies, on the other hand, can more easily find out how consumers feel about their products, what modifications would be preferable, and also possible find new product ideas (OECD, 2007).

#### **2.3.7. Recruiting Games**

Some of the very best firms in recruiting like Google, Ernst & Young, Microsoft, Bain Consultants, and even the U.S. Army have gone beyond traditional ways of recruiting. Instead of using job boards, newspaper ads, and career fairs to attract new employees, they turned towards the “new media”, the Social Media,

like video games, YouTube videos, online contests, MySpace, TV shows, and virtual reality websites (Sullivan, 2007).

Top firms like HP, IBM, eBay, Microsoft, Yahoo, Bain, T-Mobile, and several others set up career fairs or information sites in virtual worlds such as Second Life. The idea behind these recruiting approaches, so Sullivan (2007) argues, is to demonstrate that the organization is open to new approaches and ideas. Moreover, unique approaches both in products and recruiting can create a significant amount of free press coverage. Bain's Second Life recruiting effort got a major write up in the Wall Street Journal, and was also featured on the NBC nightly news (Sullivan, 2007).

An example for a typical recruiting game comes from the U.S. Army, who released a free PC game called "America's Army" in July 2002. It presents, according to the developer, a virtual world, providing authentic and entertaining Army experiences that reflect the lives, training, technology, skills, careers, and values of a United States Army Soldier (America's Army, 2015).

L'Oréal published an online individual business game called "Reveal", letting the player experience the role of a management trainee during a product launch at L'Oréal. Through the game professional skills and cognitive abilities will be measured, and at the end the players will be given some feedback on their performance. The best, with outstanding achievements, will be invited to Paris for interview (The Guardian, 2010). "Trust" by Danone follows a similar approach, and lets the player follow through various stages of product manufacturing and its distribution on the markets (Danone, 2015).

The aim of these games is not only to attract talent into the organization, but also to present the organization as innovative and being open to new technologies. The message in all these games is clearly that this, the respective organization, is a great place to work.

## **2.4. Employer Branding 2.0 – using Social Media in the recruitment process**

Before the emergence of Social Media, a firm interacted with its customers either directly on an individually basis, or indirectly with mass communications. The direct communication was based on face-to-face interactions, or via asynchronous media such as e-mail or postal mail. Mass communications, on the other hand, included print media and broadcast advertising. The average customer, therefore, had only little information about other customers' relationships with a firm. However, the firm too had only limited information about its perception in public. Customer-to-customer interactions, for example, create an indirect relationship between the firm and its customers, without giving the firm a real option to observe and measure these relationships. Moreover, traditional communication paths limit the feedback a firm receives, making it even harder to assess their public perception (Gallaughier and Ransbotham, 2010). Today, modern Social Media technologies, however, offer communication paths that greatly enrich the interaction between a firm and its customers, and enable both, the firm as well as the customer, to monitor what other individuals are saying about the firm (Gallaughier and Ransbotham, 2010). This makes Social Media an obvious and essential tool for Employer Branding.

This chapter is split in two parts: First, in subchapter 6.3.1, we will consider the role of Social Media in Employer Branding, and the second part, subchapter 6.3.2, discusses how the different Social Media applications can be used as a tool in Employer Branding.

### **2.4.1. Employer Branding and Social Media**

Social Media applications are used by a wide range of individuals and are already deeply embedded in the everyday life of many people. The adoption on the corporate side, although, is happening much slower. Research by Tanya Bondarouk, Huub Ruël, Elena Axinia, and Roxana Arama (2014) revealed different opinions of academics and HR professionals regarding the impact Social Media has on EB. The authors argue that academics see Social Media more as a tool to target potential employees, enhance and market their

employer brand, as well as an additional channel of communication. However, according to the practitioners, so the authors argue, Social Media affects more the image of the employer, the visibility of the company, and demonstrates the organizations responsiveness.

If we consider the way job postings were done in the traditional media before Social Media became what it is today, then it is, of course, true that organizations are now able to present themselves better and reach a much wider variety of individuals. Job postings in Newspapers, for example, are limited in length and in their design options. However, on the corporate website there are no such limits. This allows organizations to present their values, culture, and mission in a way they could never before. Facebook, Twitter and Instagram, for example, are a great place for a company to continuously promote their culture and values. This requires, although, regular posts and good overall quality text, images and videos.

The idea behind EB is to attract more high skilled labor and to promote the organization as a good place to work. In the long run this should lead to an increase in the number and quality of applications. Employer Branding should ultimately enable the organization to pick among applicants for their right employee, instead of having to fill the job position with someone who is not ideal. Keeping bad employees can be very costly for the organization, but letting them go, as hard as it might seem at the time, will not only make space for new talent, but also signals the organizations commitment to quality (Wittbrodt, 2014).

Now, before we go deeper into the discussion of value propositions and benefits offered to employees, let us consider the risks organizations face from Social Media, and from establishing a Social Media presence. After all, many organizations do hesitate, and are cautious in regard to this new technology, and often not without reason.

We have already mentioned the difficulties of controlling information once it has become available online, and whereas before unsatisfied customers complained to the large part only to their friends and relatives, Social Media,



today, allows customers to share their opinions and dissatisfactions together online. For example, Canadian folk singer, Dave Carroll wrote a song about his guitar, which got damaged by United Airlines baggage handlers. He put his song "United Breaks Guitars" on YouTube and within just three days got over half a million views, creating a huge image problem for United Airlines (Weber, 2010). In November 2015, his video was viewed over 15 million times (Carroll, 2015). BBC Business Editor Tim Weber (2010) wrote: "These days one witty Tweet, one clever blog post, one devastating video - forwarded to hundreds of friends at the click of a mouse - can snowball and kill a product or damage a company's share price." Social Media enhanced consumer power dramatically by connecting customers together on platforms to share their opinions.

However, these opinions can be manipulate and influence too. Popular bloggers and YouTubers are commonly approached by corporations, asking them to review certain products. In some cases, like video games, the reviewers are told to mention certain aspects of the game, in others, like in the marketing strategy of Kapten & Son, individuals received a free watch and were only asked to put a picture of them, with the watch, on Twitter. The employer brand can, and should, be managed with Social Media too. Not every post and every activity needs to be targeted externally; a Social Media presence is also an important tool for the internal branding of the employer brand.

But, before we consider the role of Social Media on internal branding in chapter 6.4.2.1, let us come back to the argument above regarding the risks organizations face from Social Media. One has to consider that whatever an organization posts might be read by thousands, and in some cases even millions, of people. Since customers are the key stakeholders for reputational risks, managing customer expectations and perception is the key. That is why Social Media teams, who take each and every complaint seriously and react appropriately, are so important for a modern organization (Deloitte, 2014). It is understandably, however, that organizations are concerned about the effects Social Media might affect their reputation, but, as it seems, ignoring it might actually be even worse. If there are considerable shortcomings in the company or its products, then it might be better to know about them sooner rather than

later. Moreover, as we have argued before, EB has to be an open process, and no employer becomes an employer of choice by avoiding criticism. A certain degree of exposure can provide the organization with the important feedback to make the necessary improvements and adjustments possible.

#### **2.4.2. Employee Value Proposition**

The employee value proposition is in essence the sum of all benefits the employer promises his employees for working for him. The value proposition, as we have defined it following the definition of Christiaans (2013) in chapter 6.1.3, induces a positive brand association, with the goal of a favorable employer image. It encompasses the most important benefits and instrumental attributes, as well as key organizational values and symbolic attributes, which reflect the organization's identity. An effective EVP (employee value proposition) is the key for getting and keeping the best employees (Towers Watson, 2012). It is, after all, the centerpiece of every employer brand. "The EVP defines the give and the get between company and worker, encompassing every aspect of the employer experience – from the organization's mission, purpose and values, to its jobs, culture and people, to the full portfolio of its total rewards programs" (Towers Watson, 2012, p. 2). Atri Sengupta, Umesh Bamel and Pankaj Singh (2015) emphasize the heterogeneity of potential employees and the values they seek. The authors distinguish between intrinsic and extrinsic individuals, where intrinsically oriented people prefer values like self-actualization, development, growth, harmonious relationships and challenging tasks. Externally oriented individuals, on the other hand, focus more on status, pay and facilities, power, hierarchical positions, rewards, and incentives. Moreover, so the authors note, there might also be a certain influence of culture and personal as well as social characteristics. Therefore, if an organization wants to attract a very specific group of people, it should design their EVPs in line with the respective preferences of their target group.

There are of course some elements an organization cannot simply change. The EVP as the centerpiece of the employer brand builds upon the core strengths of the organization. Hence, these strengths have to exist and be identified. EVPs that cannot keep their promises will harm the organization by reducing its

credibility and reputation. Inconstancies, in what an organization promises and what it delivers, are much easier detected with the help of Social Media and the Internet in general, and will not be forgotten easily. United Airlines, for example, promising a good quality of transportation, will not easily be forgotten for the incidence of damaging its customer's baggage. Again, openness, consistency and honesty play an important role. Or as John Sullivan (2007) puts it: "[...] a successful brand management initiative does not begin by selecting the color scheme, stock imagery, and tagline for an advertisement. Instead, a successful brand initiative, one capable of bringing the right type and caliber of talent to you at the right time, requires you to deliver the brand promise or value proposition needed by the targeted segments of the labor force."

#### **2.4.3. Social Media in the Recruitment Process**

The use of Social Media, and especially social networking sites, for recruiting seems to be widely accepted. Kristl H. Davison, Catherine Maraist, and Mark N. Bing (2011) argue, for example, that there is not much of a difference between the act of posting a job advertisement on the Internet or somewhere else. The difference, although, might not lie in the act of posting, but rather in the possibilities Social Media platforms provide for an organization to present their EVP and promote their employer brand much more effective than ever before. Therefore, posting only job openings on Social Media platforms would immensely underutilize the potential these technologies provide. Brittany Thorley (2014) argues that organizations need to be on hand, have a presence in Social Media, to update users on how the recruitment process is going, communicate further details about the role, and respond to user inquiries about the position and the application process. Moreover, to avoid untargeted and generic strategies, the target audience has to be identified. This further allows the employer to choose which network will ultimately be the most effective for filling a certain position.

According to the Jobvite Social Recruiting Survey (2013), 94 per cent of their respondents used Social Media for recruiting, and 78 per cent made a hire through Social Media. Facebook, Twitter, and LinkedIn are the recruiters' platforms of choice, but Blogs, YouTube, Google+, GitHub, Stackoverflow,

Yammer, and Instagram are also used as channels. The most common and most popular, although, is LinkedIn, with 62 per cent of its users over the age of 40, and 51 per cent earning salaries of over \$75,000 in their current position (Thorley, 2014). For German speaking countries however, XING seems to be the most popular professional social networking site (XING, 2015). The study by Jobvite (2013) further shows that although LinkedIn dominates the recruitment process, Facebook and Twitter show the most strength in activities like generating employer brand awareness and communicating the employer brand itself.

Video platforms like YouTube enable the organization to create more expressive job descriptions and present their values and culture in video format. Google (2007), for example, put a series of videos online where their employees explain what it means for them to work for Google. They also include information about the unique benefits, thus part of the EVP, and let their employees talk about exciting projects. Microsoft's recent recruiting video (2015) emphasized more how their employees can make a difference in the world, while also defining the qualities they are looking for in new employees, and showing off projects they can work on. Shopify (2012) took a less serious but still very informative approach to their recruitment video, to demonstrate their company culture. In the video you take a virtual tour through the company, learning about the different departments while the EVPs are emphasized throughout the video. However, all these videos are very similar in their approach trying to give the viewer a glimpse into the everyday life at the corporation and to show that the employer really is an employer of choice and a great place to work. A video job description can be an impactful supplement, but no replacement for the standard, sometimes dull but necessary, text narrative. The authentic human view of a job from the team's perspective makes it easy for the prospect to see, hear, and feel their excitement and passion for the job. Further, videos can induce job seekers to spend extra time with the job posting (Sullivan, 2014). Moreover, organizations can upload and share their product advertisements, even the very old ones, to demonstrate long running values and how deeply embedded their organizational culture is (Hines, 2013).

Furthermore, as some researcher argue, in addition to attract active job seekers, Social Media platforms make it possible to identify passive job seekers as well (Sivertzen et al., 2013; Capelli, 2001). John Sullivan (2015), on the other hand, argues that terms like “passive candidates” and “passive job seekers” are misleading, because as long as individuals do not apply for anything, they cannot be classified as candidates. Besides, labeling these individuals as “passive”, so he argues, would be unfitting, since they are not looking for a new job because they are uninterested or because they already have a job, and not because they are passive by any means. Nevertheless, most top employees are not looking for a job, since those “top prospects” or “top performers” are likely to have a good manager and to be treated well. This is where Social Media as a recruitment tool comes into play. Through a strong Social Media presence, organizations can communicate their EVP to a large audience, attracting individuals with corresponding preferences, instead of hiring headhunters to scout for talent.

The previously mentioned study by Jobvite (2013) also found that social recruiting or recruiting with the use of Social Media, reduced the time to hire for 33 per cent of their respondents and improved the applications quality (49 per cent) and quantity (43 per cent). Furthermore, Social Media recruiting has also improved the number and strength of employee referrals ten-fold (Thorley, 2014). Employee referrals produce, after all, the highest volume and highest quality of hire from any source (Sullivan, 2013), followed by social networks and the corporate career site (Jobvite, 2013).

A new recruiting approach was introduced by Zappo, who started a talent community to end job postings, and the process of applying for a specific job and getting a rejection. The idea works as follows, the network, in essence the firm’s own social network, offers interested individuals to become a corporate insider and to stay in touch with the firm. It provides information for the recruiters to find the right job for the right individual. Therefore, individuals might get a job offered outside of those they would have applied for themselves. This makes it easier on applicants, who do not have to read through dozens of job postings trying to decide which one is the best for them, and to assess whether

they are qualified enough or not. Moreover, the process is designed to increase human interaction between applicants and the recruiters, ideally building a relationship, allowing the recruiter to better understand the applicant's interests and skills. However, this approach requires a strong employer brand to even attract enough potential employees into the network. Besides, this seems to be a time intensive application process not ideal for applicants who need a job right now (Sullivan, 2014).

#### **2.4.4. Social Media in internal marketing**

The internal marketing of the employer brand is central to its success, as we have stressed throughout this chapter. Putting the values, mission, and vision of an organization to work requires them not just to be communicated, but also to be heavily communicated. Marcella Vail (2015) argues that since these core elements should come alive within the organizations culture, they cannot be mentioned oft enough. She suggests to seize every opportunity to frame business wins, challenges, decisions, and recognition by these values, mission, and vision incorporated in the employer brand. Patrick M. Lencioni (2012) emphasizes the importance of recognizing the difference between the mere transfer of information to an audience and the ability to understand, internalize, and embrace the message communicated. He further cautions that some leaders might perceive this as repetitive and as a sort of over-communication, and as a result not fully supporting it.

Marcella Vail (2015) suggest for internalizing the organizational values to let individuals write down their own definition and what they mean to them. Further, in the second step, to help them practice how to describe these values to colleagues and friends. Employees should be motivated to filter every decision, both large and small, by the organizations values, mission, and vision. The upholding of the employer brand should be recognized and supported. The author further notes that once the employees use the language as part of everyday conversation, as decision-making tools, and as a way to recognize one another, then the organizations values, mission, and vision are truly living and breathing within its culture. The ultimate goal, of course, is to attract new

employees and customers, because they believe in and live similar principles. In this process Social Media, such as a firm's intranet, can be a great tool.

Further, Jimmy C. Huang, Baptista, João and Galliers, Robert (2013) studied the use of Social Media in three multi-national organizations in the telecommunication industry using a multiple case study approach. Their results suggest that Social Media enables and facilitates the shaping of organizational rhetorical practices by adding multivocality, increasing the reach and richness in communication, and enabling the simultaneous consumption and co-production of content. Encouraging employees to be active on Social Media can be a great tool to additionally communicate the employer brand to an external audience. This approach, although, bears the risk that the employer might not like what its staff has to say about the company on the Internet. Again, opening the organization to new channels of information will most likely not result in only positive feedback. This can be seen as a risk factor, what it is, or as an opportunity to improve, what it can be. A company that encourages employees to write about their work on blogs has to live with the consequence that their staff might criticize them publicly. Microsoft's former employee Robert Scoble, for example, fiercely criticized the products of his employer, before he decided to leave the software company in 2006 (Kaplan and Haenlein, 2010). Moreover, a study by Deloitte (2009, in Davison et al., 2011) showed that 74 per cent of employees believe it is easy to harm a company's reputation on Social Media sites.

#### **2.4.5. Aspects of using Social Media as a tool in Employer Branding**

In this section we would like to focus on EB and the use of Social Media in Austria. We already mentioned the role of Facebook, Twitter, and Instagram can play in establishing the employer brand online. All three of them are great tools to promote the organizational culture, both externally and internally. For example, organizations can praise good performance or milestone achievements of their employees publicly on these platforms, promoting their employer brand while giving the organization also a more personal touch.

However, for recruiting LinkedIn and the German counterpart XING are the most important Social Media platforms. A study by Comercon (2013) suggests, although, that in Austria the corporate website is the most important source of job information for graduating students. Only 19 per cent regarded the Facebook page of their organization of interest, and XING was used by only 16 per cent to find a new employer. But, according to the study's findings, 62 per cent of questioned students used online job markets and 45 per cent consulted employer rankings. The results of this study suggest an underdevelopment of Social Media strategies in Austria. In this regard the Austrian chamber of commerce (WKO, 2015) issued a Social Media guideline, to provide organizations in Austria with a toolkit on how best to implement Social Media strategies, monitoring, and how to improve the internal use of Social Media. According to the chamber of commerce (WKO, 2015) the demand for this Social Media guideline is very high; in February 2015, they issued their 6<sup>th</sup> version.

Furthermore, the study by Comercon (2013) shows that only 13 out of 40 questioned organizations had a strategically developed employer brand. From these organizations only five had developed an employee value proposition, four mentioned they were still developing one, and the remaining for did not have formulated any EVPs yet.



### 3. Research Method

We choose a qualitative research approach, conducting interviews with HR experts in Austria. The interview guideline is attached in Appendix B. The purpose of this study is to gain practitioners' point of view and their perception of the role EB plays in Austria and how Social Media is used in this process. Our approach follows the research done by Ambler and Barrow (1996) and Sivertzen et al. (2013). The purpose of qualitative research lies in the understanding of a certain phenomenon and has its focus on the process instead of the result. Furthermore, we based our research method on the insight of Robert K. Yin (2011) who suggests qualitative research to analyze processes in real-world settings.

Expert interviews are described by Michael Meuser and Ulrike Nagel (2002) and Uwe Flick (2009) as a specific form of applying semi-structured interviews, where in contrast to biographical interviews the interviewees are of less interest as a person than their capacities as experts of a certain field or activity. Moreover, these interviews are not integrated into the study as a single case, but as a representation of a group of experts. For a definition of what we understand as an expert we turn to Alexander Bogner and Wolfgang Menz (2002, p. 46): "Experts have technical process oriented and interpretive knowledge referring to their specific professional sphere of activity. Thus, expert knowledge does not only consist of systematized and reflexively accessible specialist knowledge, but it has the character of practical knowledge in big parts." In our study we use the expert interviews to collect context information of employer brand usage and the role Social Media plays in this process. Potential problems from using expert interviews might arise from the expert selection. It could be, that the individuals interviewed might not really be experts on the field they claim to be. Furthermore, experts might be inclined to mention their successes and achievements over their failures and difficulties faced. And finally, the interview is limited by time, creating the possibility that the some knowledge or insights are not captured by the interview due to time pressure.

### **3.1. Research Philosophy**

Saunders et al (2009) define research philosophy as the development of knowledge and the nature of knowledge. Or simplified, it is the will to develop knowledge in a particular field of interest.

### **3.2. Research Design**

Our research falls into the category of exploratory research design. Our study builds upon secondary data analysis from academic literature publications as well as publications from consultancies and practitioners, most commonly in blog posts and magazine articles. Our goal is to provide extensive background information on (online) Employer Branding. It should be mentioned here that our focus is biased towards publications from the United States and Europe, due to language barriers and our interest to focus on Austria. In chapter 5 we introduce our findings from interviews conducted with Employer Branding experts from Austria. Therefore, our study provides extensive exploratory research concerning online EB in Austria, by introducing clear definitions and explanations of related terms and problems, combining both theoretical as well as practical aspects

### **3.3. Research limitations**

We have to concede, although, that the validity of our survey with experts from Austria might be limited to the mentioned country and does not necessarily apply to all industries in the same way. This is due to the limited quantity of conducted interviews. However, the validity of our general conclusions, building upon the review of academic and practitioner literature, is not affected.

### **3.4. Interview Structure**

The structure of the interview is based upon 15 questions, which were defined before the interviews took place. The questions were asked in a broader perspective, in order to set little limitations to the expert's answers. All questions are used to find out, how EB and its term is explained, what status Employer Branding has in various companies and how the experts see EB and referred

aspects in the future. Social Media is used nearly everywhere. We wanted to find out, how they use it, which different channels do they use and who is responsible for it. A major and very crucial aspect in the interview was to differentiate and find out whether Employer Branding is a topic that is handled in personnel or marketing departments. As theory showed that the allocation to one field of interest is challenging, it might occur that practioneeres see it completely different or have a simple answer to the underlying question.

### **3.5. Interview partners**

The selection of experts was made facing the following criteria:

- A high and seizable relationship to the topic Employer Branding.
- A rather high knowledge of HR and the situation in Austria.
- A person who is directly in charge of or has close boundaries with the topic Employer Branding and surrounded projects.
- High knowledge of Social Media and its use, and further more a person, who understands and knows the actual situation in Austria and beyond borders.
- A high interest in actual research in HRM and open to topics around ITM and online media.

Having these criteria in mind, one expert we interviewed was Mr. Mag. Oliver Sonnleithner, CEO and founder of the largest Austrian online job platform karriere.at. The company was founded in 2004 and today lists more than 10.000 job ads on a daily basis. Being four founders in the beginning, within 10 years they were able to recruit up to 110 employees.

Mrs. Andrea Reisinger, MSc is a consultant at AMS Österreich. She works in the department Service für Unternehmen, where she supports various clients with her specialty in insurances and banking. AMS Österreich is an employment office, a service company and first drop-in center, when you are unemployed. It is seen as one of the largest job platform in Austria (referred to Mr. Nemeth).

Mrs. Mag. Andrea Starzer MBA, first certified Employer Branding manager in Austria, with proven record in HRM and EB lives in Salzburg. With her own companies PromoMasters and JobShui, she supports various companies in all topics of HRM.

Mr. Manfred Nemeth, from Service für Unternehmen from AMS Österreich, is a certified consultant and in his role as team leader, he supports various companies in Austria.

Mrs. Mag. Julia Walder works at Deloitte Austria. She is a consultant in the department of Human Capital Advisory. And Mr. Björn Persson MSc, a consultant at Deloitte Austria as well, works with Mrs. Walder in the Human Capital team. Deloitte is seen as one of the “Big Four” accounting firms. Their specialty is audit, tax, consulting, enterprise risk and financial advisory services.

## 4. Findings

### 4.1. Definition and general aspects

At the bottom all the experts explain Employer Branding with a broad understanding of something that has to do with an employee's perception of work and the overall working experience. It is part of HRM and in broader senses a part of marketing as well. We started with asking about their first thoughts of the term Employer Branding and personnel marketing. It is an often discussed and a rather documented aspect when comparing Employer Branding and personnel marketing.

Mr. Sonnléithner explained in more detail, "Employer Branding is a long and structured process, which in the end defines the working process in a company. Whereas personnel marketing is seen as various actions done with a strategic background." He argues that Employer Branding creates a climate, which helps an employee to feel comfortable and supports him. Employer Branding is a tool to answer open questions of (potential) employees: they know exactly why they like to work for a certain company. Assuming a real brand is built in the first place and the company is able to communicate it to the outside.

To attract potential employees, create image and build an efficient HRM department are Mrs. Reisinger's first thoughts, when talking about EB. She defines EB as the development of a brand that attracts employees and future applicants at the same time, while strategic EB is the basis and the success is measured by its operational implementation.

Mrs. Starzer, an expert in Employer Branding, states that there are a lot of misunderstandings in the term of EB and a lot of mixtures are today's issue. A lot of people and agencies talk about EB and its tools, try to sell their expertise to others, without knowing how people work in the inside. She sees personnel marketing just "as a tiny slice of the cake". Mrs. Starzer defines EB as the following, "to appear as your own Employer brand – internally and externally." When speaking of the difference between strategic and operational EB, she points out that from a strategically point of view, you look at the long-term

position of a company, in terms of operational EB, how many steps and tools are needed to fulfil the long-term goals.

“My first thought: targeted, efficient and brand driven tool. EB has a high effectiveness”, that is Mr. Nemeth perception of EB. A potential employee has to see and feel in the very first beginning, which company we are talking of.

My interviewed experts from Deloitte Austria, Mrs. Walder and Mr. Persson see a difference in Employer Branding and personnel marketing. At the bottom, all the questioned experts agree that there are similarities, but crucial differences and the both terms cannot be seen as the same thing. Mrs. Walder explains EB as the following: “As a company I want to address the right people, I want to recruit the most qualified personnel and want to hold them as long as possible, because this employee is able to identify himself with the company. As a brand you have to ask yourself several questions, before moving on: Who am I? Who should work for me? What do I stand for? Why am I cool?”

Mr. Persson on the other hand defines personnel marketing with questions like “Who should work for me? Which competences do I look for? Whom I would like to attract and more over basic questions on who is my client, how do I want my staff to spread these kind of information to the outside. When talking about personnel marketing, culture fit is often used.”

#### **4.2. Implications and Contribution**

Having a high unemployment rate in Austria (referring to latest statistics of AMS Österreich, in December 2016: 5.9%), we still face a skills shortage in some areas. Facing this problem, more and more companies see a necessity in investing in Employer Branding, in order to increase their own chances on the job market. Mr. Sonnleithner says, “Social Media channels are a quite good and targeted communication tool. But it needs a plan, a strategy and a professional usage. Just telling everyone, let us do Facebook, will not work. That has nothing to do with Employer Branding nor is it an attractive way of talking to potential applicants.”

Mrs. Reisinger agrees on Austria having a skills shortage in some major areas and states; this shortage will increase even more, due to the lack in our education system. Lifetime learning, training and education are important and geographical flexibility is today's focus. While having a rather low importance nowadays, she thinks EB has to grow in order to recruit qualified staff and the existing relationships between a company and their staff has to be strengthened. Lots of companies, Mrs. Reisinger thinks, realize they already follow EB tools, but were never aware of the term EB. She also thinks, Social Media is used easily to spread basic information (they use it as a job platform, to share job ads and post additional information of the company), in order to reach an even higher amount of their target group.

Skills shortage is experienced in a lot of branches, even in tourism. People tend to see skills shortage only in areas of ITM. Employer Branding is a trend, which has reached HRM. But only a few HR managers have proven knowledge in online marketing. Mrs. Starzer sees a tremendous change in HRM job positions and new job position are going to be created. This is important, in order to be successful.

Skills shortage is a highly sensitive topic, as you are not able to generalize it. Mr. Nemeth sees issues in all craft enterprises. As working conditions are not as good as in other compared areas, also wages are not ideal. But he sees a shift in the future.

When asking about threats and weaknesses, Mr. Sonnleithner refers to how Employer Branding is often done. In rare occasions Employer Branding is a real strategic process. Most companies focus on selective and rather uncoordinated measures. But he mentions, for a successful Employer Brand you need to set clear variables and have specific goals, which can be fulfilled in a long-term perspective. Having set these guidelines, employees and future employees can really see the differences compared to other companies and might see their own values in the first place.

EB is often used as a buzzword and follows a differentiate strategy. There are branches, where EB is not able to be authentic and authenticity is the key to

success, Mrs. Reisinger sums up. You need to show strengths and weaknesses in a way people believe it and are able to identify themselves with it. She sees a threat in commercial slogans and company folders, which try to highlight only the very best of a company, without having the own staff believing these statements.

As mentioned above, the definition of Employer Branding is hard in itself, but further more you have to discuss the affiliation – whether it is personnel marketing or marketing. Who is responsible, who is in charge? Mrs. Starzer recommends a clear role allocation.

As well as other experts, Mr. Nemeth sees potential development needed in EB and its usage in Austria, to be equal in international comparison. It seems for him, as Europe has just started with implementing EB, Social Media and the online media. Lots of HR manager still need to understand the similarities, connections and advantages of EB and they need to learn how to use it and how to analyse it.

Deloitte sees EB very heterogeneous. Many companies, modern companies in particular spend a lot of time and money on attracting the right people. They think EB is more important in B2C companies than in B2B enterprises. Areas like production and health-care are less likely to invest in Employer Branding, due to limitations like budget and importance. For smaller companies, it might as well, be difficult to meet all the requirements to fulfil certain EB guidelines. But Mrs. Walder points out, with the help of Social Media it is even possible with little budget to create nice company stories and spread important information. Having a professional online appearance is the key to success, without spending thousands of Euros, Mr. Persson adds.

And again, authenticity is as crucial as seizable values. A company need to reflect values, which really represents the truth. Mr. Persson states, “The image you try to sell to a potential employee, sell it to already existing employees – if they buy it, then it is real.” Another quite important aspect is technology research. Today’s focus is mobile and usability. Recruiting on mobile device is the future and Deloitte already implements it in their recruiting processes.



### **4.3. Future Research**

“EB is a crucial and very important tool, every company nowadays should invest,” Mr. Sonnleithner points out. Karriere.at targets young and qualified people; they are able to receive all the needed information within minutes. Referring to job search, he sees a high demand of backlog. EB should make their defined brand visible, not only offline, but moreover online without any boundaries. He shows us some figures, which state that people tend to look for jobs and right after the ad, they look up the company. No one applies for a job, without looking for answers; does the company suits me, do I fit into the company, what are the values of the company, etc.

Mr. Sonnleithner concludes with his understanding of the meaning of EB. He thinks EB will increase more and more. Due to demographic changes, changes in values perception (Gen. Y) and changes in information- and communication behavior, an employer needs to deal with perception overall.

EB has a rather low significance in Austria, compared to international level. Companies want to be seen as an attractive employer and they want to stand out of the crowd, they want to position themselves in a quite positive surrounding, in order to fulfill all these wishes, it is their necessity to invest in EB and its tools. Of course, when looking at some smaller companies, they face other limitations like monetary issues, budget and man power. Mrs. Reisinger points out those companies, which tend to have a long-term strategy and focus on image and brand building, will have a certain competitive advantage towards others.

What is the future of EB, we asked Mrs. Starzer. She says, “larger companies outsource EB, but the trend is towards in-house. Why? Because it is more authentic.” She also states that smaller companies face similar issues as large companies; she sees them as “hidden champions”, because they must react on their own and while doing so, gain very much in their own authenticity.

Mr. Nemeth stresses out, “a connection between modern media like Social Media channels, Employer Branding tools and the newest research in online

marketing has to be understood. HR manager need to clarify the terms and they need to define and create guidelines for their own company.” He thinks guidelines could work, to fulfill long-term goals. He mentions privacy protection and the lack of technology research in Austria as the main issues. His suggestion or more a wish, is to implement a Google headquarter in Austria. Mr. Nemeth refers to countries, for example Ireland and Switzerland, which have a certain headquarter and are way beyond technology implementations than Austria. In his opinion, Austria has a lack of large ITM companies.

Both experts from Deloitte conclude, Austria follows the international trends, but nothing is developed in Austria in the first place. Values are becoming more and more important (especially referring to Gen. Y); where you work is always important, priorities will change. Differentiation is made according to the socioeconomic background: "question of meaning" is a luxury problem, where do you want to work, with whom do you identify yourself and a crucial aspect in today's society is everyone can freely choose, where he or she wants to work. Medium-sized companies need to position themselves and ask themselves which employees they would like to hire, where do they get these employees and in a wider perspective how do they keep them. Development of HRM and Employer Branding departments will continue to grow.

Is it important that the company represents itself as a brand? Another aspect, we have to keep in mind is the term “war of talents”, a rather seldom used term nowadays, but it is important to "fit together" (the company and their employees). In particular, looking at Gen. Y., they have different conceptions (not generally describable): They apply for job, if the company suits them, if the presented values fit their believes. And deeper questions to the meaning of life or the meaning of working appear.

Applying for jobs and the recruiting process on a company side is time consuming. Both sides need to realize as soon as possible, if they fit together. This is important also due to missed assignments. It is crucial to create targeted measures to counter fluctuation. Employer Branding is also important for small and medium-sized enterprises: a good website, a career-oriented website without a high budget – a must in today's world. Having a good online

appearance helps to create values in the first place. In the long term, every company has to deal with EB. Personnel failures will always exist. Actual needs of, for instance, Gen. Y should be taken seriously: they ask for sabbaticals leaves and flexible working hours.

Maintaining employees will become more and more important, working conditions change as a company has to stick to the pulse of time (for instance, flexible working hours and home office). EB does not end with the dissolution of a contract, former employees are important for the reputation of a company. The professional handling of a termination is enormously important. Asking why does the employee leave the company? At Deloitte, “an employee becomes a Deloitte alumnus when he or she leaves the company. Therefore, a trustworthy relationship with these people is important; an employee becomes a potential customer.”

## 5. Conclusion

Employer Branding, a new buzzword? Today the term is highly used and companies are aware of its importance. Employer Branding is seen in the strategic management, as it focuses on strategic goals for a company. Employer Branding is defined as a targeted, long-term strategy (Sullivan, 2004). Karriere.at describes Employer Branding as “an identity-based, internally and externally effective development and positioning of a company as a credible and attractive employer.”

Having a rather professional explanation on the one hand, on the other hand you might come up with questions and remarks on, what exactly has a company's attraction to do with business? How is a company becoming attractive? Whom should they attract in the first place? And is a firm's culture and its values more important than a good salary at the end of the month?

According to Karriere.at and Mr. Sonnleithner, himself being the founder of Austria's largest online job platform, “tons of fridge benefits, a super company culture, a dynamic working atmosphere, innovative performance spectrum, rapid growth and great working location are almost already fixed points in job vacancies and company websites. Of course, you want to show what you have. This is basically good and the right way to do so, because an employer brand is only really strong, if it is communicated broadly.” He further states that the downside of having EB tools implemented is to stop at some certain point. To communicate all great things to the outside is one thing, but creating a long-term strategy on the other hand is the crucial question, whether EB is working or not.

All the interviewed experts agree on the importance of Employer Branding. EB and its meaning will increase more and more in the next few years. As a company, it is crucial to position yourself with an authentic and believable brand; in order to attract the best qualified staff. The competition is high – not only within the ranks of applicants, but as well within the company level. To invest in Employer Branding will increase your competitive advantage.

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## 7. Appendix

### 7.1. Appendix A: German Abstract

Die zugrundeliegende Masterarbeit zielt darauf ab, den Begriff Employer Branding (vgl. Arbeitgebermarkenbildung) zu erläutern und wie er heute in den Bereichen Personalmarketing und Marketing eingesetzt wird. In der Praxis ist es für die Unternehmen sehr schwierig, ihre Rolle zuzuordnen, oft kommt es zu einer Verschmelzung in beiden Bereichen (Christiaans, 2013, Edwards, 2009). Laut Birgit Sponheuer (2010) ist Employer Branding mehr im strategischen Management zu sehen, da es sich auf die strategischen Ziele eines Unternehmens konzentriert. Employer Branding ist eine zielgerichtete, langfristige Strategie (Sullivan, 2004). Unter Employer Branding versteht man „eine unternehmensstrategische Maßnahme, bei der Konzepte aus dem Marketing angewandt werden, um ein Unternehmen insgesamt als attraktiven Arbeitgeber darzustellen und von anderen Wettbewerbern am Arbeitsmarkt positiv abzuheben“ (Steirische Wirtschaftsförderung, 2017).

In den 1960er wurde Employer Branding erstmals als Begriff verwendet, als Unternehmen realisiert haben, ein Mitarbeiter ist mehr als jemand, der bloße Einnahmen generiert. Alle Aspekte um sie herum sollten wichtig sein. Jeder sucht nach sogenannten High Potentials, man achtet auf Berufserfahrung oder Fachwissen. Aber um gute Mitarbeiter rekrutieren zu können, muss ein Unternehmen bestimmte Werte nach außen transportieren und Bedürfnisse befriedigen, und sich nach außen hin als Marke verkaufen (Bartscher et al., 2011).

Mit der Erfindung von sozialen Netzwerken hat ein Unternehmen neue Möglichkeiten, mit potentiellen Mitarbeitern zu interagieren. Vor der Verbreitung von Social Media, interagierte ein Unternehmen mit seinen Kunden und potentiellen Bewerbern entweder direkt auf individueller Basis oder indirekt mit Massenkommunikation. Face-to-face Kommunikation, E-Mail oder Post waren die Werkzeuge für die direkte Interaktion. Die Massenkommunikation umfasste Printmedien und Rundfunkwerbung. Moderne Social-Media-Technologien bieten mittlerweile Kommunikationswege an, die das Zusammenwirken von

Unternehmen und Kunden erheblich bereichern und es sowohl dem Unternehmen als auch dem Kunden ermöglichen, zu beobachten, was andere Einzelpersonen über die Firma sagen (Gallaughier und Ransbotham, 2010) ). Aus den genannten Gründen ist Social Media nicht mehr wegzudenken und stellt ein offensichtliches und wesentliches Werkzeug für Employer Branding dar.

Um die theoretischen Ergebnisse bestmöglichst zu untermauern, besteht der zweite Teil der Arbeit aus einer qualitativen Forschungsstudie mit Experten aus den Bereichen Human Ressource Management und Marketing. Der Fokus dieser Interviews ist Österreich und der Status-Quo der Nutzung von Employer Branding Tools und im Allgemeinen, wie Employer Branding wahr genommen wird.

**Keywords: Employer Branding, Arbeitgebermarke, Human Resource Management, Marketing, Social Media**

## **7.2. Appendix B: Interview Guideline (in German)**

1. Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?
2. Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding? Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?
3. Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?
4. Wo sehen Sie Schwachstellen und Verbesserungsbedarf?
5. Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?



6. Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen; für Österreich)?
7. Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?
8. Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie?
9. Hat Ihr Unternehmen einen Social Media Auftritt?
10. Welche Channels werden bespielt und warum?
11. Wer verantwortet diese Channels?
12. Welches Ziel verfolgen Sie mit dem Social Media Auftritt? Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?
13. Haben Sie einen Unternehmensblog? Eine Karriereseite?
14. Was sind Ihre weiteren Ziele? Maßnahmen?
15. Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?

### **7.3. Appendix C: Interviews (in German)**

Interview A: Mag. Oliver Sonnleithner, 18.11.2016

#### **Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?**

Dass Employer Branding und Personalmarketing leider viel zu oft verwechselt werden. Employer Branding ist ein langwieriger, strukturierter Prozess, der letztlich das Zusammenleben in einem Unternehmen beschreibt und formt. Personalmarketing sind punktuell gelagerte Aktionen mit strategischem Hintergrund.

**Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding? Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?**

Employer Branding schafft ein Klima, in dem sich Mitarbeiter wohlfühlen, Orientierung und Richtung gibt. Employer Branding lässt – sofern es gelingt, seine Arbeitgebermarke adäquat aufzubauen und zu kommunizieren – potenzielle aber auch bestehende Mitarbeiter nicht ratlos dastehen: Sie wissen, warum sie bei einem Arbeitgeber gern arbeiten wollen.

**Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?**

Trotz der hohen Anzahl an Arbeitslosen gibt es in einigen Branchen einen großen Mangel an qualifizierten Fachkräften. Immer mehr Unternehmen erkennen daher die Notwendigkeit von Employer Branding, um eine eigene Arbeitgebermarke herauszuarbeiten und somit gezielt die Chancen des Unternehmens am Bewerbermarkt zu erhöhen.

Social Media Kanäle können in dieser Hinsicht ein passendes, zielgruppenadäquates Kommunikationsmittel sein. Hinter Facebook, Twitter, Instagram & Co. muss jedoch eine Planung, Strategie und professionelle Ausführung stehen. Der Entschluss „Wir machen jetzt Facebook“ hat noch nichts mit Employer Branding geschweige denn funktionierender Bewerberansprache zu tun.

**Wo sehen Sie Schwachstellen und Verbesserungsbedarf?**

Employer Branding wird noch zu selten strategisch betrieben, sondern durch punktuelle, teils unkoordiniert durchgeführte Maßnahmen. Erst wenn die Maßnahmen aber so abgestimmt sind, dass klar definierte Kernwerte der Arbeitgebermarke langfristig unterstützt werden und somit für Kandidaten und bestehende Mitarbeiter individuelle Vorteile und Unterscheidungskriterien zu anderen Arbeitgebern darstellen, kann Employer Branding erfolgreich sein.

**Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?**

Ja, die Leitung liegt bei unserem Head of HR, der gleichzeitig ein

Projektteam zum Thema leitet. In diesem sind auch Marketingmitarbeiter vertreten.

**Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen, für Österreich)?**

Enorm wichtig! Gerade die junge, qualifizierte Zielgruppe, die wir als Online-Unternehmen ansprechen, ist es gewohnt sich alle benötigten Informationen im Internet binnen Minuten zu beschaffen. Im Jobsuche-Kontext gibt es noch großen Nachholbedarf. Ziel von Employer Branding sollte es sein, seine definierte Arbeitgebermarke auch online ohne Abstriche verfügbar zu machen. Aus vielen Studien wissen wir, dass Jobsuchende gleich nach der Recherche zu freien Stellen im Netz – und vor allem auch via mobile Devices – Infos zu den Arbeitgebern suchen. Kein potenzieller Mitarbeiter bewirbt sich heute noch „blind“ bei einem Unternehmen. Man will wissen: Passt das Unternehmen zu mir und passe ich zu dem Unternehmen?

**Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?**

Wir haben extrem viel umgesetzt: Online bieten wir Interessenten mit der karriere.at branding.solution bis zur eigens designten Team- bzw. Recruitingseite eine Fülle an Infos, Videos und Einblicken. Wir zeigen nicht nur, wer wir sind, sondern auch wie wir gemeinsam arbeiten und unseren Arbeitstag gestalten.

Wir bieten natürlich eine Fülle an Benefits, haben ein Office, das auf unsere Arbeitsweise perfekt abgestimmt ist und wir haben ein eigenes Employer-Branding-Projektteam, das ständig an unserem Arbeitgeberimage arbeitet. Und letztlich arbeiten wir jeden Tag gemeinsam an unserer Kultur, dem k.at-Spirit.

**Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie?**

wie oben.

**Hat Ihr Unternehmen einen Social Media Auftritt?**

karriere.at ist seit jeher Early Adopter und verfügt über mehrere Social Media Accounts.

**Welche Channels werden bespielt und warum?**

Facebook, Twitter, Google+, Instagram, Xing und LinkedIn.

Die Channels werden einerseits dazu benützt, um die Inhalte unseres karriere.blogs an die Zielgruppe zu bringen, andererseits geben wir damit Einblicke in unsere Arbeitswelt als Arbeitgeber (z.B. Instagram). Wir nutzen die Portale aber auch, um mit unseren Usern auf niederschwelliger Ebene zu kommunizieren.

**Wer verantwortet diese Channels?**

Die Verantwortlichkeit liegt im Marketing, wo die Channels von unseren Redakteuren betreut werden.

**Welches Ziel verfolgen Sie mit dem Social Media Auftritt? Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?**

Die Ziele sind: Steigerung der Markenbekanntheit, Stärkung der Marke und Service für mehrere Zielgruppen. Guidelines haben wir keine expliziten definiert, unsere Postings folgen jedoch alle einer festgelegten (Arbeitgeber)Markenstrategie. Dadurch dass unsere Channels von Profis mit journalistischem Hintergrund betreut werden, benötigen wir auch keine festgeschriebenen Guidelines. Wir wissen aber auch, dass negative Postings selten bis gar nicht vorkommen: Weil man seinen Mitarbeitern vertrauen kann – solange die Employer Brand stimmt.

**Haben Sie einen Unternehmensblog? Eine Karriereseite?**

Mit dem karriere.blog (<http://www.karriere.at/blog>) haben wir den größten Karriere- und HR-Blog Österreichs aufgebaut, der auch insgesamt zu den größten Blogs Österreichs zählt.

**Was sind Ihre weiteren Ziele? Maßnahmen?**

Unsere Mitarbeiter sollen sich bei uns wohl fühlen – dann bringen sie auch hervorragende Leistungen. Wir sind kein Spielplatz, kein Kindergarten und kein Wunschkonzert, sondern ein umsatzorientierter Wirtschaftsbetrieb wo arbeiten Spaß machen soll!

**Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?**

Die Bedeutung von Employer Branding wird weiterhin steigen. Aufgrund der demografischen Entwicklung, dem Wertewandel (Stichwort „Generation Y“)

und dem Wandel im Informations- und Kommunikationsverhalten werden sich Arbeitgeber künftig viel stärker mit ihrem Selbst- und Fremdbild auseinandersetzen müssen.

Interview B: Mag. Andrea Reisinger, 29.11.2016

**Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?**

Attraktivierung des Arbeitgebers, Imagepflege, Aufbau einer effizienten HR Abteilung.

**Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding? Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?**

Entwicklung einer Arbeitgebermarke, die für zukünftiges und bestehendes Personal das Unternehmen als attraktiven Arbeitgeber darstellt und positioniert.

Das strategische Employer Branding bildet die Grundlage, der Erfolg wird durch die operative Umsetzung erreicht.

**Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?**

Fachkräftemangel wird sich weiter verschärfen aufgrund der verfehlten Bildungspolitik. Lebenslanges lernen/Weiterbildung bekommt einen immer höheren Stellenwert, geographische Flexibilität des Arbeitnehmers rückt in den Vordergrund. Employer Branding hat meiner Meinung nach in Österreich im Moment noch einen recht geringen Stellenwert, gewinnt aber immer mehr an Bedeutung, da der Aufbau einer attraktiven Arbeitgebermarke für Unternehmen gerade in Hinblick auf die Gewinnung von qualifizierten Arbeitskräften und der MitarbeiterInnen-Bindung ein wichtiges Thema darstellt. Viele Unternehmen kennen Employer Branding nur als Schlagwort, haben jedoch Maßnahmen schon immer in ihrem unternehmerischen Handeln umgesetzt ohne diese als Maßnahmen des Employer Brandings zu titulieren. Social Media wird vermehrt eingesetzt

(Jobplattformen, Job Inserate, Produktinfos), für den Transport der Basisinformationen, gewinnt immer mehr an Bedeutung da mittlerweile auch viele Zielgruppen erreicht werden können!

**Wo sehen Sie Schwachstellen und Verbesserungsbedarf?**

Employer Branding ist in Österreich mehr ein Schlagwort als oftmals eine differenzierte Strategie. Es gibt Branchen in denen die authentische Umsetzung von Employer Branding nicht realisierbar ist (Bsp.: günstig produzierte Ware (Kinderarbeit). Sie steht im Widerspruch zu glaubwürdigem Employer Branding, wo gute Arbeitsbedingungen und eine hohe Entlohnung durch die Arbeitgebermarke kommuniziert werden!) Eine Arbeitgebermarke ist nur dann erfolgreich, wenn sie das Unternehmen authentisch mit all seinen Stärken und Schwächen präsentiert und somit Glaubwürdigkeit erzeugt! Gefahr von Employer Branding: bestehende MitarbeiterInnen verlieren die Motivation, wenn Werbebroschüren von unternehmerischem Alltag abweicht bzw. sie gegenteiliges erleben.

**Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?**

HR-Abteilung betreut diesen Bereich mit!

**Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen, für Österreich)?**

Ist prinzipiell wichtig im Kontext mit nachhaltiger Personalentwicklung und Imageaufbau. In Österreich, aufgrund der kleinstrukturierten Unternehmensgrößen – kaum Ansiedlung von Börsennotierten Unternehmen – hat Employer Branding als eigenständige Personal-, Marketingstrategie noch keinen vergleichbaren Stellenwert im internationalen Vergleich.

**Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?**

Entwicklungen von betrieblichen Aktivitäten, beispielweise im Bereich Gesundheitsmanagement haben in den letzten Jahren immer mehr an Bedeutung gewonnen. MitarbeiterInnen haben die Möglichkeit an unterschiedlichen gesundheitsfördernden Seminaren teilzunehmen.

Da es keine eigene Abteilung nur für den Bereich Employer Branding gibt, sind es oftmals nur Personalmarketing Maßnahmen der HR-Abteilung die durchgeführt werden, jedoch ist eine dezidierte strategische Ausrichtung im Bereich Employer Branding für mich nicht sichtlich erkennbar!

Broschüren, Unternehmens- und Mitarbeitermagazine sind Teil des gelebten Employer Brandings des Unternehmens in dem ich tätig bin.

**Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie?**

- Mitarbeiterbindungsprogramme:
  - Entwicklungsmöglichkeiten und interne Weiterbildungsprogramme (Fachseminare)
  - Karriereprogramme (Führungskräfte Lehrgänge)
  - Boni
  - Home Office Trends
- Intern:
  - Mitarbeiterzeitung
  - Intranet
  - MitarbeiterInnen-Gespräche
- Extern:
  - Imagebroschüren (Dienstleistungsbroschüren)
  - Kooperationen
  - Präsentation auf Karrieremesse (Personal Austria)

**Hat Ihr Unternehmen einen Social Media Auftritt? Ja.**

**Welche Channels werden bespielt und warum?**

Eigene Homepage. Als privatwirtschaftlich geführtes Unternehmen, das hoheitsrechtlich verwaltet wird ist die eigene Homepage der wichtigste Channel. Es liegt den MitarbeiterInnen ob Sie ein eigenes Xing Profil/LinkedIn Profil erstellen, dies wird jedoch nicht forciert und vorgegeben!

**Wer verantwortet diese Channels?**

Jobinserate werden von den jeweiligen MitarbeiterInnen ins System gespielt. Restliche Wartung über die HR- bzw. Öffentlichkeitsabteilung!

**Welches Ziel verfolgen Sie mit dem Social Media Auftritt? Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?**

Ziel der eigenen Homepage ist eine große Reichweite zu nutzen und sofern dies möglich ist, beide Zielgruppen anzusprechen -> Arbeitssuchende und -> UnternehmerInnen.

Da außer auf der eigenen Homepage keine zusätzlichen Social Media Kanäle genutzt werden, gibt es auch keine Guidelines, außer der geschlechtsneutralen, nicht diskriminierenden Ausschreibung von Jobinseraten!

**Haben Sie einen Unternehmensblog? Eine Karriereseite?**

Unternehmensblog – nein, Karriereseite JA

**Was sind Ihre weiteren Ziele? Maßnahmen?**

**Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?**

Wie bereits beschrieben hat Employer Branding in Österreich im internationalen Vergleich noch einen recht geringen Stellenwert. Da Unternehmen als attraktive Arbeitgeber gesehen werden wollen und es erforderlich ist sich von anderen Wettbewerbern im Arbeitsmarkt positiv abzuheben und zu positionieren, wird das Thema Employer Branding zukünftig immer mehr an Bedeutung gewinnen. Ich denke jedoch, dass aufgrund der kleinstrukturierten Unternehmensgrößen in Österreich dem Thema naturgemäß auch Grenzen gesetzt sind. Klar ist, dass jene Unternehmen mit einer langfristigen strategischen Marken- und Imagebildung zukünftig einen gewissen Wettbewerbsvorteil haben werden, der meiner Meinung nach, nicht zu unterschätzen ist.

Interview C: Mag. Andrea Starzer, MBA, 01.12.2016

**Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?**

Viele Vermischungen sind derzeit auf dem Markt. Viele Kommunikationsagenturen sprechen darüber und sehen es als neues



Geschäftsfeld, die wenigstens wissen aber, wie Menschen ticken. Personalmarketing ist für mich ganz klar nur ein kleiner Teil vom Kuchen Employer Branding

**Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding?**

Mit der eigenen Arbeitgebermarke wirken – intern wie extern

**Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?**

Klar die Dimension ... strategische, was braucht es um langfristig als TOP Arbeitgeber positioniert zu sein. Operativ, wie viele einzelne Handlungsschritte braucht es, um das zu erreichen

**Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?**

Der Fachkräftemangel spiegelt sich bereits in vielen Branchen, selbst im Tourismus – viele denken bei Fachkräftemangel an ITler. Employer Branding als Trend ist jetzt schon im HR angekommen, die wenigsten HR-Verantwortlichen verfügen jedoch auch über Online Kompetenz, demzufolge wird sich auch die Rolle im HR verändern bzw. werden neue Berufsbilder dazukommen, um handlungsfähig zu sein.

**Wo sehen Sie Schwachstellen und Verbesserungsbedarf?**

Die Diskussion Personalmarketing geht ums Wort an sich: Personal oder Marketing – Wer macht es? Wer kümmert sich? Klare Rollenverantwortung ist hier gefordert.

**Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?**

Ja

**Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen, für Österreich)?**

Sehr wichtig in jedem Unternehmen, unabhängig von Unternehmensgröße oder -Gegenstand

**Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?**

Karrierebereich auf der Webpage weiter ausgebaut, mehr Campusrecruiting, Weiterbildungsmaßnahmen an Karrierepläne gekoppelt, Teilnahme an Girlsday, FH-Projekte, Änderungen in Dienstverträgen, Work-Life-Balance-Konzepte

Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie?

JobShui Touchpointwheel – jedes Monat kommt ein neues Eck an die Reihe.

**Hat Ihr Unternehmen einen Social Media Auftritt? Ja.**

**Welche Channels werden bespielt und warum?**

Facebook, Google +, Pinterest, Instagram, Slideshare, Twitter. Wir denken, dass unterschiedliche Zielgruppen auch unterschiedliche Kanäle nützen, Reichweite ist wichtig.

**Wer verantwortet diese Channels?**

HR

**Welches Ziel verfolgen Sie mit dem Social Media Auftritt?**

Hohe Reichweite.

**Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?** Regelung im DV

**Haben Sie einen Unternehmensblog?** Nein Eine Karriereseite? Ja

**Was sind Ihre weiteren Ziele? Maßnahmen?**

Ausbau der Präsenz auf XING & LinkedIn, sowie Bewertungsportalen

**Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?**

Die großen Unternehmen betreiben EB meist im Outsourcing – es wird sich nach in-house verlagern, um authentischer zu werden.

Die kleinen Unternehmen haben die gleichen Personalprobleme, wie die Großen – sie werden es selbst in die Hand nehmen und durch Authentizität und Hidden Champion punkten.

**Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?**

1. Gedanke: zielgerichtetes, effizientes und Marken gesteuertes Instrument, hohe Aussagekraft.

**Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding? Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?**

Am besten so, dass der User sieht und spürt um welches Unternehmen es sich handelt.

**Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?**

Fachkräftemangel in einigen Handwerksberufen sehr wohl gegeben, aber nicht allgemein pauschal über alle Bereiche zu scheren (Schuhmacher, Putzerei, Schneider). Arbeitsbedingungen und Bezahlung ist nicht optimal, wird nicht mehr gelernt. Gen Y ist hauptsächliche Zielgruppe von Social Media, berufsbezogen (Tätigkeit für Erfolg), gibt aber auch Bereiche die Social Media gar nicht nützen. Status-Quo? Schwer zu beurteilen.

**Wo sehen Sie Schwachstellen und Verbesserungsbedarf?**

Im intern. Vergleich hinken wir hinterher, Verständnis der Zusammenhänge mit Social Media / Internet / modernen Produkten in Europa startet erst – die Zusammenhänge verstehen und analysieren

**Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?**

Nein, aber es gibt einen Bereich für Öffentlichkeitsarbeit, strikt vorgegebenes Budget, nicht so große Möglichkeiten, da öffentl. Unternehmen, Zielgruppe ist schwierig zu erreichen.

**Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen, für Österreich)?**

Sehr wichtig, wenn man andere Wege geht (nicht nur klassisches Marketing), Wiedererkennungswert – wertvollen Nutzen.

**Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?**

Auftritt nach außen im Zuge der letzten Jahrzehnte anzupassen, Arbeitsmarktverwaltung / Arbeitsamt zum Arbeitsmarktservice, es gab einige Maßnahmen zu dieser Veränderung.

**Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie?**

Ja.. Wir haben das notwendigste das Benötigt wird. Die Marke AMS hat einen hohen Wert in der Bevölkerung und einen großen Wiedererkennungswert. Der Name AMS hat bei Kundengesprächen einen Wiedererkennungswert, aber durchaus nicht immer den gewünschten. Es wird jedoch nicht explizit damit verbunden, was das AMS macht.

**Hat Ihr Unternehmen einen Social Media Auftritt?**

Nicht offiziell, nicht geregelt. Ich selbst, zwei Vorstände (4-5 Personen) --> Twitter, XING (angemeldet und wirklich genutzt, starkes Vernetzen ist gewünscht), ausführender des Rechtsstaates – nicht immer zur Freude des Arbeitssuchenden (nur mehr Nachnamen an der Tür, Social Media ein Tabu-Thema), Service für Unternehmen: kein Thema auf Social Media aktiv zu sein, nicht Facebook (klingt ab).

**Welche Channels werden bespielt und warum?**

**Wer verantwortet diese Channels?**

**Welches Ziel verfolgen Sie mit dem Social Media Auftritt? Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?**

**Haben Sie einen Unternehmensblog? Eine Karriereseite?**

Eigene Intranet Karriereseite --> interne Stellenausschreibungen, aber sie sind verpflichtet alle Stellen auch öffentlich zu machen, die Marke AMS steht sehr gut da (sogar besser als intern vermutet): Pünktliche Gehaltsauszahlung, Work-Life-Balance, Gesundheitsförderungen / Kur Aufenthalte werden akzeptiert, Mütter werden gerne zurück genommen, etc.

**Was sind Ihre weiteren Ziele? Maßnahmen?**

Wir sind in der Organisation sehr gebunden, individuelle Akzente setzen, jedoch mit Employer Branding haben diese wenig zu tun. Unsere Aufgabe ist es, die gesetzliche Aufgabe ist es, der Öffentlichkeit diese Aufgabe zugänglich und verständlich machen. Europaweit ist die Organisation des AMS gut aufgestellt. Oftmals werden viele „Probleme“ ans AMS übertragen. Vertrauen wird vorausgesetzt, manchmal aber zu Lasten der Belastung intern.

**Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?** Hoffnung: Zusammenhänge zwischen modernen Medien / Social Media Kanälen und Employer Branding Instrumente müssen und sollen verständlich gemacht werden. Datenschutz ist oftmals ein Problem, die Amerikaner als Vorbild nehmen und Tools anwenden. Annahme: wir stecken in den Kinderschuhen, Aufholbedarf. Europa ist kein Land der IT / IKT Treiber. Im Vergleich: Schweiz / Google Zentrale --> hier bewegt sich viel. In Österreich fehlt IT Forschung und es fehlen große IT Unternehmungen.

**Wie rekrutieren Sie? Wie gehen Sie hier vor?**

Eigene Personalabteilung, Intranet --> Stellen werden ausgeschrieben, gute Anzahl von Bewerbungen / guter Rücklauf, *in unsicheren wirtschaftlichen lagen suchen Menschen einen sicheren Arbeitsplatz, AMS gilt als sicher.*

Interview E: Mag. Julia Walder / Björn Persson, MSc, 22.12.2016

**Was verbinden Sie mit dem ersten Gedanken an Employer Branding / Personalmarketing?**

Wird es als das gleiche gesehen? – Employer Branding: als Unternehmen die richtigen Personen anzusprechen, die richtigen Mitarbeiter auszuwählen und zu halten, weil sie sich mit dem Unternehmen identifizieren können. Markengedanke im 1. Schritt, wer bin ich als Untern., wofür stehe ich, warum bin ich cool. – Personalmarketing: Wer soll für mich arbeiten, welche Kompetenzen suche ich, *Cultural Fit* – wen möchte ich ansprechen, Branding/was ist mein Produkt, wer ist mein Kunde, wie soll das Personal

das widerspiegeln, wie halte ich das Personal? Außen und innen müssen zusammenspielen.

**Wie definieren Sie in Ihren eigenen Worten den Begriff Employer Branding? Welche wesentlichen Unterschiede gibt es im strategischen und operativen Employer Branding?**

siehe oben! ..operativ – Kundenkontakt, strategisch – Planung, auf Instrumente aufgebaut, wie positioniere ich mich.

**Wie sehen Sie die derzeitige Entwicklung in Österreich in Bezug auf den Fachkräftemangel, den Status-Quo im Employer Branding und den Einsatz von Social Media?**

Sehr heterogen, viele Unternehmen – moderne Unternehmen die viel Wert darauf legen, die richtigen Personen anzusprechen und auszuwählen, beispielsweise hat EB in Unternehmen in der Produktion und dem Gesundheitswesen eine geringe Bedeutung, sehr verbreitete in großen Konzernen, dort wo Budget vorhanden ist, für KMUs eher schwieriger, noch nicht weit entwickelt, EB scheint im B2C viel relevanter zu sein als im B2B Bereich (wichtig für die Gesellschaft, wie wirke ich nach außen). Fachkräftemangel: Akquise – was kann man machen, wenn ich wenig Personal habe? zB Kindergärtnerinnen, als Unternehmen wenig machbar, aber man kann als Unternehmen versuchen attraktiv fürs bestehende Personal zu sein.

Einsatz von Social Media: wichtiges Recruiting Tool (XING, LinkedIn, whatchado, Kununu), höhere Transparenz der Arbeitgeber als es früher der Fall war, ein Unternehmen muss sich bewusst sein, dass diese Tools benutzt werden, gutes Feedback, Bespielung ist wichtig. Wichtig ist Glaubwürdigkeit.

**Wo sehen Sie Schwachstellen und Verbesserungsbedarf?**

Sein und Schein muss zusammen gehen, oder sich immerhin annähern. Wiedererkennungswert soll gegeben sein. Das was man verkauft, auch als Ziel zu haben um es im Betrieb umzusetzen. Technische Umsetzbarkeit: Mobile Usability wird enorm wichtig (Recruiting auf einem Mobile Device).

**Gibt es in Ihrem Unternehmen eine Abteilung/einen Verantwortlichen für Employer Branding Maßnahmen?**

Marketing und HR.

**Wie wichtig ist Ihnen das Thema Employer Branding (im eigenen Unternehmen, für Österreich)?**

Hat einen hohen Stellenwert.

**Welche Maßnahmen wurden in den letzten drei Jahren in Ihrem Unternehmen hinsichtlich dieser Thematik bereits gesetzt, was ist in Planung?**

Wird stark verfolgt, von Marketing und HR Seite, sind überall vertreten, hohen Stellenwert! Auftritt auf Messen, Karrieremesse, Unternehmenstagungen (zB Lange Nacht der Unternehmen) – hier ist der Auftritt ebenso wichtig, wie Social Media. Alles wird kommuniziert – alles was gemacht wird – und im Nachhinein wird überleget wie diese Info (auch CSR) vermarktet werden kann. Diese Maßnahmen/Infos wirken sich auf EB positiv aus. Schwerpunkt: Sinnfrage der Gen. Y/Millennials, Nachhaltigkeit, CSR. Bewusstsein ist da, dass es positiv aufs EB wirkt (Marke Deloitte wird global gesehen, zB globales Weihnachtsvideo/viel CSR)

**Versucht Ihr Unternehmen Instrumente des Employer Brandings anzuwenden? Wenn ja, welche und wie? Hat Ihr Unternehmen einen Social Media Auftritt?**

Ja: Facebook, XING, LinkedIn, Kununu, whatchado

**Welche Channels werden bespielt und warum?**

Wichtig, transparent und authentisch zu sein.

**Wer verantwortet diese Channels?**

Eigene Social Media Beauftragte im Marketing.

**Welches Ziel verfolgen Sie mit dem Social Media Auftritt? Haben Sie Social Media Guidelines oder handeln Sie das Thema pauschal im Dienstvertrag ab?**

Junge Absolventen anziehen, zu zeigen wie cool wir sind, mit dem Wettbewerb mithalten, präsent sein, viele Möglichkeiten aufzeigen, Expertenorganisation: ein akadem. Abschluss ist Voraussetzung, Kernzielgruppe: Absolventen (Gen. Y)

Guidelines? Keine Guidelines, wichtig ist die Verbindung zu Arbeitgeber, hier bewusst machen, was ich schreiben kann/darf, „nicht schreiben was ich will“ und unterscheiden zwischen öffentlich/Business – privat, Facebook ist anders zu betrachten (auch Twitter) sind eher privat | XING und LinkedIn

wird auch intern genutzt, für internes Recruiting und auch Bitte der HR offene Positionen zu teilen, wird genutzt aber freiwillig.

### **Haben Sie einen Unternehmensblog? Eine Karriereseite?**

Eigene Karriereseite, Deloitte Website, ja es gibt auch einen Blog (aber wer ist die Zielgruppe? --> auf Website), Karriereinterviews/Alltag, Bloggerwesen ist vernachlässigt worden, derzeit Schwerpunkt Social Media.

### **Was sind Ihre weiteren Ziele? Maßnahmen?**

Partnerbörse für Unternehmen – Job Matching wäre eine Idee (whatchado betreibt auch Job Matching), Job Spotting, das wie Tinder funktioniert (hokify.com). Retargeting funktioniert auch auf XING (zB Interesse an Marketing, es werden wir mir Marketing Jobs angezeigt).

### **Betrachten wir Employer Branding wieder in Österreich, wo wird die Reise hingehen?**

Österreich folgt den intern. Trends, nichts wird in Österreich entwickelt, Wertethema wird immer stärker (v.a. Gen. Y und die Sinnfrage), wo du arbeitest wird immer wichtig, Prioritäten werden sich verändern. Differenzieren nach dem sozioökonomischen Hintergrund: „Sinnfrage“ ist ein Luxusproblem, wo will ich arbeiten, mit wem identifiziere ich mich, ich kann es mir frei aussuchen. Mittelständische Unternehmen müssen sich positionieren und sich die Frage stellen, welche Mitarbeiter möchte ich, woher bekomme ich diese Mitarbeiter und in weiterer Betrachtung wie halte ich diese. Entwicklung von HR/Employer Branding Abteilungen wird immer zunehmen.

Ist es wichtig, dass sich das Untern. als Marke präsentiert? *War of Talents?* Begriff bereits eingeschlafen, aber es wichtig „zusammen zu passen“ (Untern. und Mitarbeiter). Gen. Y hat unterschiedliche Vorstellungen (nicht allgemein beschreibbar). Ich bewerbe mich dort, wo mich das Untern. anspricht, ob es längerfristig auch wirklich passt. Was will ich eigentlich? Wird im EB von beiden Seiten beantwortet.

Was ist mir wichtig, und ich muss es auch schnell merken, ob das Unternehmen und der Mitarbeiter zusammen passen (Bewerbungsprozesse sind oft langwierig und mühsam), wichtig auch aufgrund von Fehlbesetzungen, gezielte Maßnahmen schaffen um Fluktuation entgegenzuwirken. Employer Branding ist auch für KMUs wichtig: gute



Website, Karriereseite auch ohne hohem Budget von großer Bedeutung – ein Must in der heutigen Zeit. Ich kann auf der Website schon die Werte und den Umgang mit den Mitarbeitern sehen und spüren – wichtig! Wichtig ist für ein Unternehmen zu wissen, woher ich gute Mitarbeiter bekommen, gute Kooperationen/Sichtbarkeit, eigene Ressourcen zur Verfügung stellen (Messeauftritt). Langfristig muss sich jedes Unternehmen mit EB auseinandersetzen. Personalausfälle wird es immer geben (Gen. Y wünschen Sabbaticals und flexible Arbeitsgestaltung), wie kann ich mein Personal halten.

Halten der Mitarbeiter wird immer wichtiger werden – Arbeitsbedingungen verändern sich, als Untern. muss ich am Puls der Zeit bleiben (flexible Arbeitszeiten). EB endet nicht mit der Auflösung eines Dienstverhältnisses, ehemalige Mitarbeiter sind wichtig für den Ruf eines Unternehmens. Der professionelle Umgang mit einer Kündigung ist enorm wichtig. Nachfragen, warum verlässt der Mitarbeiter das Unternehmen? Bei Deloitte, wird ein Mitarbeiter ein *Deloitte Alumni*, wenn er das Unternehmen verlässt. Deshalb ist der gute Umgang mit diesen Personen wichtig, ein Mitarbeiter wird zum potentiellen Kunden.

## 7.4. Appendix D: Curriculum Vitae

### EXPERIENCE

#### Marketing Manager

*Unibail-Rodacmo Austria Verwaltungs GmbH, Vienna | 12/2016 – now*  
Overall marketing (offline, digital) responsible for Shopping City Süd, event management, social media: content & community management, PR, budget planning, strong communication with corporate marketing in Paris

#### Retail Coordinator; Marketing, Social Media & HR

*Bestseller Retail A-Einzelhandels GmbH, Vienna | 10/2014 – 08/2016*  
Local marketing and social media responsible, marketing plan and budget for all retail stores, POS, newsletter marketing, social media marketing, guidelines and training, employer branding, HR projects, communication and interface with different (brand) departments and stores within Austria and Denmark

#### Internship E-Commerce

*FysioSupplies, Groningen (NL) | 02/2014 – 04/2014*  
Social Media responsible, customer service, CMS (Magento), newsletter marketing, editorial texting, ABC analysis, quality management

#### Assistant; Purchasing Department Women Premium AT, CH & CEE

*Peek&Cloppenburg KG, Vienna | 07/2011 – 06/2014*  
Managing merchandise traffic and budget, travel planning, performance review, quality assurance, operational organization of daily tasks, interaction with different departments, shops and international supplier, overall monitoring of local marketing campaigns, pricing

#### Assistant Shop Manager & Executive Assistant

*Gerry Weber AG, Vienna | 06/2006 – 06/2011*  
Sales floor presence, sales- and customer guidance, complaint management, staff planning, personnel management

### EDUCATION

#### Master of Science, International Business diploma

**University of Vienna | 2017**  
E-Business & Online Marketing, International Management

#### Media Design, diploma

**Fotoschule Wien | 2016**  
Photography, WordPress, Joomla, Adobe Creative Suite, Social Media

#### Social Media Manager, diploma

**Werbeakademie Wien | 2015**  
Social Media Marketing, Ads / Campaigns, Content- and Community Management

#### Summer School, diploma

**London School of Economics (UK) | 2013**  
Leadership in Organisations, E-Business in the Digital Age

#### Bachelor of Science, Business diploma

**University of Vienna | 2011**  
Marketing, Business Law

### SKILLS

Organization	□ □ □ □ □
Planning	□ □ □ □ □
Negotiation	□ □ □ □ □
Teamwork	□ □ □ □ □
Presentation	□ □ □ □ □

### COMPUTER

Social Media	Excellent
MS Office	Excellent
WordPress	Good
Adobe CS	Good
SAP	Good

