



Open your mind. LUT.  
Lappeenranta University of Technology

School of Business

Management and Organizations

Noora Hakkarainen

# **Master's Thesis**

## **Re-shaping the Resourcing - Recruitment in Social Media**

Examiners:

Professor Iiro Jussila

Post-Doctoral Researcher

Terhi Tuominen

## Table of Contents

ABSTRACT.....	1
TIIVISTELMÄ.....	3
INTRODUCTION.....	7
1.1 The background of the study.....	8
1.2 The research problem and the research questions.....	9
1.3 The theoretical framework and the concepts of the study.....	10
1.4 Methods for answering the research questions.....	14
1.5 Context of the study.....	15
1.6 The structure of the thesis.....	16
2 THE THEORETICAL BACKGROUND OF THE STUDY.....	17
2.1 Recruitment in Social Media.....	18
2.1.1 Social networking in social recruitment.....	22
2.1.2 The usage of social recruitment in Finnish companies.....	25
2.1.3 Recruitment.....	27
2.1.4 Recruitment process.....	30
2.1.5. Social Media.....	32
2.1.6 Traditional media vs. social media.....	36
2.2 Employer image.....	39
2.3 Requirements for companies using social media and social recruitment.....	44
2.4 Employee market segmentation.....	48
2.5 SWOT Analysis.....	49
3 THE METHODS.....	50
3.1 The research process.....	51
3.2 Evaluation of the quality and rigour of the study.....	53
4 SOCIAL MEDIA IN THE COMPANY FOR RECRUITMENT AN EMPLOYER IMAGE PURPOSES – CURRENT SITUATION.....	56
4.1 CASE: The Company.....	57
4.2 Social recruitment.....	59
4.3 Recruitment in the Company.....	64
4.4 Company and Social Media.....	68
4.5 Social media channels used in the company.....	72
4.6 Company and the Employer Image.....	75
4.7 SWOT Analysis of the company in social media.....	81
Company overall.....	81

<b>Business 1.</b> .....	84
<b>Business 2.</b> .....	85
<b>HR function</b> .....	87
<b>Summary of SWOT Analysis</b> .....	89
<b>5 SOCIAL MEDIA IN THE COMPANY – NEXT STEPS FOR THE FUTURE</b> .....	90
<b>5.1 Social media channels for social recruitment and producing employer image</b>	91
<b>Facebook</b> .....	92
<b>LinkedIn</b> .....	94
<b>Twitter</b> .....	96
<b>Tumblr &amp;Pinterest</b> .....	97
<b>Joberate</b> .....	98
<b>YouTube</b> .....	98
<b>5.2 Social recruitment channels for employee segments and geographical areas</b>	99
<b>vKontakte</b> .....	100
<b>Odnoklassniki</b> .....	100
<b>SINA</b> .....	100
<b>QQ / Tencent</b> .....	101
<b>Zing</b> .....	101
<b>orkut</b> .....	101
<b>Xing</b> .....	101
<b>5.3 Framework for recruitment and producing employer image in the most common social media channels</b> .....	102
<b>5.4 Requirements and prerequisites for using social media and social recruitment</b> .....	103
<b>6 RESEARCH FINDINGS AND CONCLUSIONS</b> .....	110
<b>6.1. Research findings</b> .....	110
<b>6.2. Conclusions</b> .....	111
<b>6.3 Limitations and suggestions for further studies</b> .....	115
<b>7 WRAP-UP</b> .....	116
<b>REFERENCES</b> .....	118
<b>INTERVIEW QUESTIONS</b> .....	125

## ABSTRACT

**Author:** Hakkarainen, Noora Henriina  
**Name of the thesis:** Re-shaping the Resourcing: Recruitment in social media  
**Faculty:** School of Business  
**Major:** Management and Organizations  
**Year:** 2014  
**Master's Thesis:** Lappeenranta University of Technology  
 128 pages, 8 tables, 8 figures  
**Examiners:** Professor, Doctor of Science (Econ. & Bus. Adm.)  
 Iiro Jussila  
 Post-Doctoral Researcher, Doctor of Science  
 (Econ. & Bus. Adm) Terhi Tuominen

**Key words:** social media, social networking, employer image, recruitment, social recruitment, social recruitment channels.

Social media is very current topic in today's society and organisations. In the times of economic challenges, companies are looking for efficient ways to resource workforce. In addition, there is competition of competent workforce in employment markets. Employer image plays important role in recruitment as people seek to organisations they find interesting and have a reputation as a good employer. This study concerns the discussion on utilising social media in recruitment and employer image in a corporate enterprise. I will find solutions how to utilize social media in recruitment, in which channels and methods that can be done and what these actions require from a company doing social

recruitment. I bring up the discussion and challenges that relate to starting to take social media into use in an organization overall and in recruitment. The qualitative material has been gathered with interviews of eighteen persons and the material available about the topic in the enterprise intranet.

According to the study, social media is seen both as an opportunity to reach large amount of people quickly and cost-efficiently, but then again it brings news aspects for controlling the employer image and communication towards the audience. Taking social media into use as part of recruiters and managers daily work requires both finding the right channels and attention to the internal communication culture and resourcing.

Social recruitment requires a strategy and a proper plan to be able to work in a company. There are several social media channels that enable to reach people, but they don't do the social recruitment alone.

## TIIVISTELMÄ

<b>Tekijä:</b>	Hakkarainen, <u>Noora</u> Henriina
<b>Tutkielman nimi:</b>	Resursoinnin muodonmuutos: Rekrytointi sosiaalisessa mediassa
<b>Tiedekunta:</b>	Kauppateieteellinen tiedekunta
<b>Pääaine:</b>	Johtaminen ja organisaatiot
<b>Vuosi:</b>	2014
<b>Pro gradu -tutkielma:</b>	Lappeenrannan teknillinen yliopisto 128 sivua, 8 taulukkoa, 8 kuvaa
<b>Tarkastajat:</b>	Professori, Kauppateiden tohtori Adm. Iiro Jussila Tutkijatohtori, Kauppateiden tohtori Adm. Terhi Tuominen

**Hakusanat:** sosiaalinen media, sosiaalinen verkostoituminen, työnantajakuva, rekrytointi, sosiaalinen rekrytointi, sosiaalisen rekrytoinnin kanavat.

Sosiaalinen media on erittäin ajankohtainen aihe yhteiskunnassa sekä yritysmaailmassa. Haastavien talousolosuhteiden vallitessa yritykset etsivät tehokkaita tapoja rekrytoida työvoimaa. Lisäksi kilpailu osaavasta työvoimasta on kiristynyt. Työnantajakuva on tärkeässä osassa rekrytointia. Tutkielma käsittelee sosiaalisen median hyödyntämistä rekrytoinnissa sekä työnantajakuvan luomisessa globaalissa suuryrityksessä. Työn tarkoituksena on löytää vastauksia siihen, miten sosiaalista mediaa voidaan hyödyntää rekrytoinnissa. Tuon esille kanavia ja tapoja, joilla sosiaalista rekrytointia voidaan tehdä. Työssä myös tuodaan esille seikkoja, joita yrityksen täytyy huomioida pystyäkseen aloittamaan järjestelmällisen sosiaalisen rekrytoinnin. Työssä tuodaan esille keskustelua ja haasteita, jotka liittyvät sosiaalisen median käyttöönottoon organisaatioissa ylipäätään sekä rekrytointinäkökulmasta. Kvalitatiivinen aineisto on kerätty haastattelemalla

kahdeksaatoista henkilöä sekä hyödyntämällä yrityksestä saatua materiaalia aiheeseen liittyen.

Tutkielman mukaan sosiaalinen media nähdään kahtalaisena ilmiönä yrityksen kannalta. Yhtäältä se mahdollistaa tehokkaan rekrytoinnin niin peittävyytensä kuin kustannustehokkuutensa suhteen. Toisaalta se haastaa yrityksen yksisuuntaiset viestintätavat sekä työnantajakuvan tuottamisen. Sosiaalisen median käyttöönotto vaatii rekrytoijilta sekä esimiehiltä oikeiden kanavien löytämisen, sisäisen kommunikaatiokulttuurin muokkaamisen sosiaaliseen mediaan sopivaksi sekä tarvittavat resurssit.

Ennen kaikkea sosiaalinen rekrytointi vaatii toimiakseen strategian ja suunnitelman. Sosiaalisen median kanavia on useita, joita voidaan hyödyntää rekrytoinnissa, mutta yksin ne eivät riitä.

## PREFACE

I love to travel. On the whole, people travel to destinations that interest them. When traveling, people can explore things that they find relevant, and reflect themselves as persons towards the environment. After the journey they often feel changed a bit, and have found a new angle to life.

Writing this thesis has been a true journey for me. During the early years of my studies, I doubted whether I would ever be ready and mature enough to complete a process like this. Then again, in the later phase finalizing the studies I wondered if I am going to get in to the destination. But here I am. In spite of hard work, exploring a new current topic has been yet very interesting and its best fun. The biggest motivator has been the need to explore this new area.

Being at this point would not be possible without certain persons. I would like to thank the group of people in “the Company” for giving me this topic and the guidance for the framework. In addition, I thank my interviewees for giving their time and actual content for this study. Professor Iiro Jussila has acted as reliable and truthful instructor for this thesis. Post-Doctoral researcher Terhi Tuominen offered me valuable comments when I was finalizing the thesis. Tom Laine has been a good support for this topic.

I would not be here without my loved ones. Laura, thank you for being such a sweet big sister. Our years with social sciences studies in Joensuu enabled us to take our first steps into academic world and get closer to each other. Äiti and Isä, thank you for your all support and trust during the years of my studying. Ari, I am grateful that all along in this process you made me to believe in myself and to get this work done. You were always there for me.

This thesis is dedicated to my grandmothers Toini and Bertta.

*“Minä istuin kiitotien päähän, jäin ihmettä katselemaan. Kone kaunis kuin lentäjän luusta tehty, yllytti moottoreitaan.*

*Minä nukahdin hallien varjoon, unen kerosiininkatkuisen näin: Minä näin lentäjän huimapäisen ja varman, syöksyvän ylöspäin.*

...

*Lentokenttien aavoilla tuulee, niin kuin ulapalla autiomaan. Ja kiitotien päässä on taivaassa reikä, ovi miltei mahdottomaan.”*

Edu Kettunen: Lentäjän poika (1986)

## INTRODUCTION

Social media is a very current topic in today's society. It touches individuals, companies and institutions. It is a controversial concept (Leino, 2009, 252), but can still be explained as building of services, platforms and networks in online environment (Laine et al., 2012, 32). The interactivity in [World Wide Web](#) i.e. internet has become a big social, economic and psychological phenomenon (Leino, 2009, 19). The research of social media is young and new academic material is released all the time. This thesis is about finding solutions in social media for resourcing and employer image building in a global company of forestry industry. In addition, the work brings up challenges and requirements that a company faces when planning social recruitment.

Companies and enterprises are struggling due to economic challenges and decreasing demand in certain globally, and especially in areas of mature markets, such as Europe. Business processes are expected to be streamlined and effective. Companies have to cut costs where-ever they able to do so. Recruitment is a big cost for a company. Nevertheless, recruitment is also very time consuming process.

At the same time as companies struggle with cost cutting and tight market situation with making business with fewer resources, they have demand for more skillful talent to be able to respond to their business needs. Companies need to find new ways to reach talent in globalized economy fast and cost efficiently. Social media as method for recruitment may act as a solution for these needs (Markkanen, 1999, 67).

Companies have different strategies and purposes for being present in social media (Manifesto, 2011). Some of them have decided to avoid it totally. Organisations may think it is better to be safe than sorry in social media. The communication in social media is different than in traditional media, which are commonly known as newspapers, brochures and advertisements (Weinberg &

Pehlivan, 2011, 277). This challenges and sets expectations for companies. However, social media offers opportunities to differ and to approach people in a way that can tell more about it as a company and its people. These are elements that attract people and motivate them look for a career there. Social media has thus effects on employer image and recruitment intentions (ibid., 276).

Both organisations and individuals are interested in social recruitment. Social recruitment enables fast communication about the open positions and the interest of the applicant in applying that position. Elements such networking, discussion and two-way communication are present in social recruitment. These elements are somewhat new to companies that still recruit in traditional way. (Laine et al., 2012) There are fears in organisations what might happen when the communication culture is open (Luukka, 2011, 56).

## **1.1 The background of the study**

The purpose of this thesis is to increase knowledge on how to utilize social media in resourcing in organisations. Employer image as a reputation of an organisation is tightly connected to the likelihood of getting applicants and talent into companies and is thus researched in this study. It is a way to spread messages about the organisation as an employer. Social media offers possibilities for both recruitment and enhancing employer image. Social media tools are channels offering a possibility to be present and in contact with people in a 'human way'. That way a company can approach people in a less 'corporate view' (Weinberg & Pehlivan, 2011, 276)

There is interest and activities in organisations for using social media. However, recruitment in social media is an area that has not been fully recognized by companies or they lack a strategy for it. Often this is a resource related issue, as there would be need for employees or teams focusing only for social media

solutions as their daily work. Social media requires attention and continuous presence and this is something companies find challenging (Laine et al., 2009, 39). Finding the right kind of talent can be hard, and in addition, the companies use head hunters for filling certain positions, especially for key talents. Social media enabled recruitment tools could solve or at least help in head hunting and passive recruitment by company's recruiters. That would significantly cut recruitment costs and increase the social media competence of the recruiters.

## 1.2 The research problem and the research questions

Human Resources function in a case company has used social media solutions in resourcing with LinkedIn and Facebook, but it does not have a systematic way to use social media among recruiters and hiring managers. In addition, services for social recruitment with help of third party have been used. A company the thesis does not have a social media strategy, but it is present in social media via solutions as LinkedIn, Twitter, YouTube and Facebook. Company's businesses and functions use social media channels in different ways. The company is interested in wider presence in social media, but does not have systematic tools and plans for it.

In this study I have main research question and sub questions. The purpose of the sub questions is dig deeper into the main research question.

I will find an answer for

- How can a company utilize social media in its recruitment?

In addition I will find solutions for

- With which actions can it act as a player in social media in terms of attracting potential employees?
- Which social media channels can the company use as part of resourcing?

and

- What these actions require from companies' employees such as recruiters and managers in businesses?

With sub question 1 I will provide suggestions for the company and its businesses especially for building employer image in social media. Companies' every action may produce content in social media and all the content also produces employer image (Duncan & Moriarty, 1998, 6). The suggestions are presented in chapter 5.1.

Sub-question 2 will help in suggesting specific tools for social recruitment. Social media consists of services, platforms and networks in online environment (Laine et al., 2012, 32). Thus specific channels need to be identified for recruitment from the huge social media service mass. The suggestions of tools for certain segments and geographical areas are delivered only for the case company and thus lack from the thesis. Different social recruitment tools are presented in chapter 5.2.

The final sub-question will identify the requirements in overall level for the company and for different businesses' and functions' employees to be able to use social media in recruitment and building employer image. Social media challenges the traditional model of recruitment and thus leverages requirements for recruiting persons (Laine et al., 2006, 1516). This sub question is gone through in specific in chapter 5.4.

### **1.3 The theoretical framework and the concepts of the study**

The theoretical framework supports the study thoroughly. It helps to shape the complex nature of social media and social recruitment. Moreover, the topics of

social recruitment, employer image, social media and recruitment process act as main concepts supporting the work. The topics have shaped the analysis of the data and structure the empirical part of this study. The separate topics have enabled me to un-wrap the entity of documented and gathered research mass into sensible, easy-to follow story. Choosing the certain topics ensures that the researcher focuses on areas in the analysis that are necessary for the work.

**Social recruitment** means recruitment in social media. There are different channels and opportunities in social media for recruitment purposes. There is interest for social recruitment in organisations (Sosiaalinen media rekrytoinnissa, 2011). Social recruitment is considered to lower costs of the recruitment process (Markkanen, 1999, 67). It provides possibilities to find talent in targeted segments in globalised employment markets.

To succeed as an employer in social media, there is a requirement to be an active player in different networks and to provide information to stakeholders. In addition, a company must be helpful, honest and open towards its networks' members (Stone (1994, 126). Otherwise, there cannot be trust created in different forums and networks.

Social media offers opportunities, but it requires a purpose for being present there. Social media may enable a company to gain positive publicity and to communicate about their brand as an employer in addition to communicating about their business.

**Recruitment** is a strategic process and it is one element of management in the company (Markkanen, 1999, 38). Organisations are dependent on workforce and recruitment is an activity to solve this dependency (Vaahtio, 2006, 80). **Recruitment process** is the actual procedure where an organisation solves this dependency by defining, opening and filling a position. Different kind of selection methods and assessments are chosen in the selection phase for

candidates. Those candidates are chosen, who suit for the position and organization the best (Ma & Allen, 2009, 336)

**Social media** is used for this study to bring up the specific nature and channels of social recruitment environment. The depiction of social media deepens the understanding of the content and communication style in online environment. Social media is an evolving and controversial concept. In spite of that social media consists of basic elements, which are technology, user generated content (UGC) and community where the content is shared (Leino, 2009, 251) Laine et al. (2012, 25) write that social media can be considered as media with networking and discussing with people, not just a publishing platform.

Social media is different than traditional media. Where traditional media, such as printed media television, radio, and even web sites are one-way media, social media redefines the traditional ways of communicating as well as power-relations. This means that users, whether they are individuals or organisations, become equal. Kietzmann et al. (2011, 242) write that there has become a change in power relations what is comes to marketing and public relations in companies. With social media, the power has shifted from corporate communications to individuals and communities.

**Employer image** constitutes of attributes that people assert to certain organizations (Lemmink et al., 2002, 2). The perceptions exist for persons working in the organization and people outside the organization. Communications function of a company works as a relevant factor for delivering the messages that form the employer image (ibid, 4). Social media offers ways for communicating and producing employer image. The organization is perceived more attractive if it communicates in helpful way and uses opinion-leaders as the human voice (Weinberg & Pehlivan, 2011, 278).

However, social media carries risks for organisations and companies, who have much to play with in media in many aspects. In recruitment point of view, employer image is a factor that is under risk in social media, where information

and rumors are spread quickly and for wide audience. These factors force companies to create social media strategies to be able to plan and act in an organized way in unpredictable environment.

**Social networking** relates to relationship building and maintaining between people. These relationships can relate to strong ties, which means colleagues and friends, and to weak ties which means irregular acquaintances (Benkler, 2006, 357). I bring out this concept, because it is an important factor in social recruitment. In social media social networking is enabled in Social Networking Sites (SNS's). All in all, SNS's provide possibilities for companies to increase awareness in different levels. Firstly, they enable companies to be recognized by other companies, customers and individuals. Secondly, companies can use them for employee recruiting and building employer image.

Finally, social networking sites are used by managers inside and within teams to coordinate work, increase awareness of team members and to create positive atmosphere in the workplace (Langheinrich & Karjoth, 2010, 51,53). There are several factors affecting for companies when they are involved in social media and social networking sites (SNSs). That is why companies may not want to create strategies or allocate resources to involve in social media (Kietzmann et al., 2011, 242).

Social networking sites are hostile for different kind of attacks and misuses. They can advantage from user information for example by acting in a name of a company with fake emails to gather (ibid., 54). Thus, there is a need to map useful tools for minimizing security risks for companies and for regular users and to deliver a message of trust to externals.

**Employee market segmentation.** In global employment markets, companies need to segment their employees. This segmentation can be done for example geographically or by position groups. This thesis does not cover specific

positions and jobs, but finds solutions for recruiting for different geographical segments. However, it is good to mention that often high-ranked positions as executives are more often applied via different methods such as head-hunting and word-of-mouth. Social media offers possibilities for those aspects too. Low-skill positions such as day laborers or blue-collars may not be filled effectively online. (Maurer & Liu, 2007, 306) However, social media may work as additional channel for those recruitments as well.

#### **1.4 Methods for answering the research questions**

In this chapter I will go through the methodology of this thesis. In Company I conducted interviews in communications and HR functions and in two business groups. For the interviews I included persons that have worked with social media solutions and platforms in their daily work in managerial and specialist level. The interviews were conducted as theme interviews. With these interviews I gathered denominators of the concept and discussion of social media in the Company. That way I have been able to focus on relevant topics in my theory part for this study. However, the analysis has been based on the theoretical framework.

First the top management of business groups and communications functions were interviewed. After that the interviews were extended to communications managers and specialists in the business groups and functions. These contacts were recommended for interview by the heads of communications and HR. In addition, to find solutions for my research problem the interviewees consisted of recruiters. For getting a view of social recruitment in international corporates elsewhere, I interviewed a global marketing talent acquisition manager at

Nokia. Additionally, I did benchmarking for companies in same size and background about their social recruitment.

By choosing to interview a wide audience of the company in business and geographical point of view, was secured to get a throughout view of social media discussion, contradictions and challenges in the company. For unzipping the data SWOT and theme analysis was chosen to depict the current situation and future foresights of social media usage in the basis of the interviews (Alasuutari, 2011, 40) (Dyson, 2002). The purpose behind this was also to find answers to research question what does it require from businesses, functions, and recruiters to start taking social media into use as part of daily work. In addition the SWOT analysis helped to give suggestions for specific actions that could be taken in social media. SWOT analysis has been criticised for its outdated nature, so I wanted to complement it by taking into account resources and competencies in the company (Dyson, 2002, 633)

The written material used for this study consists of several scientific articles and works around the research concepts. The material varies from new studies around topics such as social media, social networking and social recruitment. Works around topics recruitment, recruitment process and organization theory are rather old, but work as classics for the area. (such as Hatch, 1997). Also material concerning recruitment process in the case company has been used.

By combining the existing literature and the data from the interviewees, gathering new knowledge around social recruitment is supported.

## **1.5 Context of the study**

The thesis is made for Human Resources function in a global forestry industry company. Two of the company's business groups along with communications and HR function are studied for this thesis.

The company does not currently have a strategy for social recruitment. The company needs specific solutions and approach for resourcing in social media. That is why there was a need in Human Resources for this kind of research to offer grounds for social recruitment. In addition, there is a need to consider social media possibilities in a structured way in Corporate Communications. The business groups were studied for the thesis, because recruitment does not restrict to HR function only; also managers in business groups are involved in recruitment. Additionally, there are aspects that business groups can utilize for enhancing their employer image. Finally, there are requirements for social media skills for people involved in recruitment and employer image related communication.

The case company for this study is a big forestry business enterprise working worldwide. It consists of six business areas. When making the research, there were ten businesses and these businesses are divided to three business groups, of which two are studied in this thesis. The company has production 14 countries in Europe, North and South America and Asia, and has a worldwide sales network. Several companies have fused with the group in history and in near past. Currently the company employs approximately 21 000 persons. The capacity of employees in HR function is more or less 400. Globally the company employs twelve recruiters.

## **1.6 The structure of the thesis**

The structure of the thesis is very close to traditional. In the introduction the background, purpose, context and methods are gone through. In chapter two I will describe the theoretical framework for the study. Definitions of recruitment, social media, social media for recruitment purposes and employer image are the building blocks for the theoretical part.

In chapter three I will go through the methods used to build the study. I will describe the research process in addition for gathering and processing the data. Also the validity of the thesis is handled in that part. Chapter four consists of the empirical part. I will introduce the case company and its use of social recruitment. In addition, the social recruitment cases are gone through. The recruitment process and social media presence in the company are described. In the end of the empirical part I will gather and analyse the findings from the interviews with SWOT framework.

In the final fifth chapter I will summarise the findings of the study. The last chapter consists of development suggestions and competence requirements for the company. Also topics for further research are raised up.

## **2 THE THEORETICAL BACKGROUND OF THE STUDY**

A theoretical framework builds on the discussion and earlier research around the topics and concepts. It is different than bringing up the results from the gathered data. However, the depiction of the data is the “salt” of the research. (Alasuutari, 2011, 261-262) The empirical part is described in chapter 4.

The theoretical framework of the thesis focuses on three areas: social recruitment including traditional recruitment, social media and employer image. This choice has been made because of two reasons. The three areas will build the grounds and complement each other to provide this “umbrella” to make social recruitment as an understandable concept. The field of research of social recruitment in young and scarce, which means there is not sufficiently available

such scientific literature that alone would be comprehensive enough to provide a “theoretical umbrella” for the concept of social recruitment. Secondly, this thesis assumes that social recruitment is embedded with those three areas and focusing only on one area alone would not provide adequate ground for explain the new area of research.

First of all, the concept of social recruitment is depicted. In addition for that part, traditional recruitment and recruitment process in a corporate point of view are explained. Traditional methods of recruitment need to be explained to be able to compare the differences between traditional recruitment and social recruitment. To still complement the concept of social recruitment, the concept of social media will be explained. For that the term of social networking is included.

The relationship of traditional media and social media are explained to bring out the differences in communication in traditional media and social media. Finally, the concept of employer image is depicted as it is closely related to social recruitment and companies involved in social media. These parts together build the environment for social recruitment.

## **2.1 Recruitment in Social Media**

In recent years recruitment activities such as job boards, career networks, and discussions have been shifting to online environment. Already in the beginning of 21<sup>st</sup> century was noted that recruitment processes are changing due to online environment (Kinder, 2000, 361).

Companies acknowledge that recruitment is crucial for their success. Companies also feel that talent is more and more difficult to find in employee markets (Manifesto). In addition they think that the situation will get worse in coming years. Companies seeking employees world-wide gain advantage from

social media as they are able access the global talent pool. Social recruitment is seen to be cheaper than a traditional process of recruitment. It offers possibilities to reduce recruitment costs and reach economies of scale. Jobs and talents are becoming more international all the time. Taking account those facts social recruitment is effective (Markkanen, 1999, 67).

The two-way communication is a relevant factor in social recruitment. Recruitment in social media or online can be defined as “online environment that allows companies and potential job applicants to interact with each other” (Maurer & Liu, 2007, 306). Social recruiting enables interactivity between the employer and the applicants. Interactivity means that these counterparts are able to take actions on each other and exchange information (Maurer & Liu, 2007, 310). This interactivity enables two-way communication instead of traditional one-way communication.

Recruitment in social media is based on recruiters', organisations' and individuals' networks, networking and social media channels (Laine et al., 2012, 30, 49). It can be called as “prolonged job interview” (Laine et al., 2012, 41). Online environment offers a simple way for job seekers to address questions for employers. In addition, job seekers find the timely and rapid answers for their questions about positions important factor in social recruitment. (ibid, 311)

There are factors that make social recruitment very beneficial for organisations. It is a fast media to spread information and messages. When the purposeful social recruitment channels are chosen, the communications in the moment of recruitment is fairly easy task to do. The crucial benefit for social recruitment is that there is a possibility to advantage from large social networks and still to target recruitment to certain talents and persons. When the organisation needs certain or passive talent, networks in social media can work as headhunters. In a way, the people in the networks will search and find the talents instead of costly and time-consuming traditional headhunting (Laine et al., 2006, 16-17)

To sum up, Laine et al. (2012, 132) have gathered the benefits of social recruitment for organisations as the ROI of social media. The ROI of social media include:

growth of brand value	visibility, accessibility
references, recommendations	more and higher quality job applicants
lower cost of recruitment (LCR)	faster recruitment
increased commitment to a company	declined turnover rate of workforce

Table 1. The ROI of social media (Laine et al., 2012)

For recruiters social media offers a totally new audience in a different environment than in traditional recruitment. Social recruitment also brings new ways of working for recruiters, because there are now actions and discussions that need to be taken. Social media is not a channel for only to spread messages one-way; there must be room for conversations. (Laine et al., 2006, 1516) This strengthens the idea of social media as two-way channel.

For potential employees the online environment offers possibilities for a visitor to find information conveniently about the company and the open positions. Finally, the online applying makes it easier to apply the position or several positions in a short time. (Puck et al, 2006, 183-184)

As for any recruitment, also for social recruitment it is desirable for a company to receive applications from suitable persons. It is possible to receive large volumes of applications when the job is open online. That means that due to a large amount of applications there would be need to have them from persons that are eligible to be selected for the position. That leads to the fact that the online recruitment tool should have qualities that offers information about the positions and work as pre-selective. There may exist tests, chats and games in the sites to work as prescreening and assessment of the applicants. (Puck et al, 2006, 183-184) However, it needs to be recognized that social recruitment often brings applicants with better quality compared to traditional recruitment.

Nowadays recruitment has been related to be same kind of process as marketing. The potential candidates are seen similarly as consumers. In addition, the people can 'advertise and recruit themselves' in online environment by offering information about their career, job experience and skills. However, it is important to keep in mind that social recruitment is not merely marketing or a campaign, especially for companies. Also for individuals it is good to keep in mind a positive online presence. Advertising in social media channels does not fill the features of social recruitment (Laine et al., 2012, 36, 63).

For this discussion is involved a concept of digital footprint, which means creating a profile and presence as a professional in social media or in electronic environment (Manifesto). The attention needs to be deserved in social media by sharing content, creating a positive image, communicating and being present. The essence of social recruitment is to be present for others, not for the recruiters. (Laine et al., 2012, 39-40)

It is unlikely that social media will totally replace traditional media in recruitment, but it is likely to become one of the most important ways to recruit (Laine et al., 2012, 14). However, traditional recruitment and social recruitment methods may complement each other. In addition, social media affects the ways the different recruitment channels are used. In many cases the job advertisements in newspapers play a key role in recruitment (Manifesto). Local newspapers may play a significant role in finding talent for certain area. Nevertheless, recruitment activities and job advertisements take place where the employers and persons looking for jobs meet. (Markkanen, 1999, 65)

Nevertheless it is crucial that the applying is made easy for the use (Puck et al, 2006, 184). As for any job advertisement, it is important that clear and consist of relevant information. The advertisement has to be easy to read and follow (Markkanen, 1999, 53). In addition, the contents in chosen social media

channels need to be interesting and valuable (Laine et al., 2012, 132). There are technical and visual elements that make the solution for a job seeker convenient to use and attractive. In these terms “experiencing” the job can be provided. Some solutions offer possibilities for online interviews. (Maurer & Liu, 2007, 311-312)

Cober et al. (2004, 624) write that job seekers get a different experience in online recruitment channels than in traditional media. The differences of social media and traditional media are described later in Table 2. The experience for users includes images, videos, interactivity, sound and colour. The online world as an aesthetic experience has been researched and received more attention. However, the vividness should be limited with decency to offer a possibility for the user to focus on information about the job and not merely to stimuli in the web sites (Maurer & Liu, 2007, 311-312). The online environment of a company can be seen as a façade, such as buildings, that tells what the company represents. (ibid., 627).

### **2.1.1 Social networking in social recruitment**

As raised up in the previous chapter, social recruitment is related to networks, as it always creates community around the topic in question. The community can vary by its nature as it can be permanent, temporary, official or unofficial (Ojala & Pöysti, 19).

Weinberg & Pehlivan write that social media is about relationship building and maintaining (2011, 278). Luukka continues that social media is based on social networks (2011, 74). Social networking is an absolute prerequisite for social recruitment to exist as the users are the ones that create and produce the content. The purpose of social media is to share and distribute topics and information. The networks in social media give the recruiter and the applicant open information about the people who are involved in the recruitment (Laine et al., 2012, 11). Social media makes the networks visible (ibid., 2012, 148).

These networks direct our behavior and have effects on attitudes (Erkkola, 2008, 41). Leino (2009, 26) summarises that the more there is a shift in a society to online networking, the closer and more visible becomes the consumer's experience to other users.

Taylor, Kent and White (2001) and Worley (2007, 149) suggest that online communication tools are needed for companies to build relationships to stakeholders. In this thesis' point of view the stakeholders are meant as potential employees. Web-based technologies enhance dialogue which can be assimilated to face-to-face communication with people. In addition it encourages people for communication. Schultz (2004) adds that communication online can replace the traditional dialogue, provide forums for interaction and bring consumers and producers together. As companies continue communicating to wider range of stakeholders, the significance of online communication increases (Worley, 2007, 149).

Social networking sites offer a new way to handle relationships. New technologies enable people to communicate in situations in which earlier it would have been difficult to communicate socially (Benkler, 2006, 370). The way that internet and virtual environment effect on relationships is rather complex, but some findings have been made. Forming relationships requires interaction and communication. To form social capital, there needs to exist trust and ties between the counterparts. Relationships are "based on trust, commitment and shared values" (Kliatchko, 2008, 135).

Duncan and Moriarty (1998, 2-3) continue, that relationships are built on the grounds of communication. Companies are starting to realize that their most valuable stakeholders are the customers. The more emphasis is put into relationship building, the more cost-effective the activity will be.

As for any networks, also social media networks need to be explored first, before they can be considered to be used for recruitment purposes. A recruiter

may utilize their own networks, but the actions within their own networks should be actively driven by themselves and aligned with recruitment purposes. (Laine et al., 2012, 22) Social networking in social media can begin with simple postings and actions, but the networking is persistent activity (ibid, 39).

Internet enables people to strengthen and interact more with persons they already are close with (strong ties) as there are new technologies supporting the communication. Secondly, online environment supports communication between loose acquaintances (weak ties) and building virtual communities. (Benkler, 2006, 357)

Ma & Allen (2009, 338) and Stanko et al. (2006) talk about strong ties and weak ties among individuals. Strong ties involve high level of trust and frequency and they usually among friends and relatives. Weak ties relate relationships that are infrequent and have low trust and intimacy level. The more there is interaction between the weak ties, the more there are possibilities for them to grow to strong ties (Hazleton et al., 2007, 100). In the environment of recruitment strong ties may appear in receiving and delivering information about open positions to friends and acquaintances, and in recommending a person to a potential employer. The importance of weak and strong ties varies amongst different cultures. Benkler continues that internet enables communicating between counterparts, who are distant geographically or loosely connected (2006, 370).

Social media plays part in employee communications, too. Social networking offers ways to handle crisis communications as an example. Nokia utilized social media and an internal network solution Socialcast when they published their new strategy lead by newly hired CEO Stephen Elop. That was a way to proof that the company is using transparent communication. Essential for employee communications in that situation was that information was shared inside organization. In addition discussion was open between the leaders and

employees. The audience didn't have to trust on rumors or to discussion ongoing elsewhere in public media. (Isokangas & Kankkunen, 2011, 24)

### **2.1.2 The usage of social recruitment in Finnish companies**

Surveys from Kiitos (2011) and Manifesto (2011) are used for this chapter to provide information about social media usage in Finnish companies. In the end of this chapter I will describe the results of my benchmarking about social recruitment for companies in the same size and background as my case company.

These surveys depict how Finnish companies use social media in recruitment and building employer image. The survey of Finnish Human Resource Service company Kiitos was conducted in 2010 and received almost 500 answers, most (28 per cent) from small companies. The answerers were mostly from HR functions (68 per cent of the answerers). 68 per cent of answerers belonged to the fields of industry, communications, training, wholesale and retail industry. The answerers were companies in different sectors that recruit mostly (30 per cent of the answerers) over 10 000 persons. Other research I used for this purpose was conducted by communications company Manifesto. Manifesto and talent measurement company SHL conducted their survey in May 2011. According to the results, the role of social media in recruiting has been merely supportive in companies.

According to a survey by Kiitos, companies' most used way to utilise social recruitment is their own web sites. The purpose serves both the recruitment process and producing employer image. Also the research by Manifesto approves this. Puck et al. write that the companies' web pages are seen most important in appealing talent to companies (2006, 183). All in all, the research on recruiting online has been focusing on companies' web sites rather than

social media related recruitment tools (Cober et al. (2004), Williamson et al. (2003)).

Second popular way to recruit was by word-of mouth by companies' employees and newspapers. Word-of-mouth and people's own networks were in places four and six in a ten stage model built by Manifesto. In that research the second most common way to recruit was by online job boards. Social media was used as recruitment channel in 45 per cent of recruitments, which was the third least used method.

According to a publication of consulting company Hill+Knollton and communications and social networking analysis company Verkostoanatomia (2012, 21), companies have used Facebook for reporting, building brand and taking care of customer relationships, but not purely on recruitment. The responsible persons for maintenance of the pages have been employees in marketing and communications departments. The maintenance took 4,1 hours per week as an average.

In addition, I executed benchmarking for companies that are similar to the case company of the thesis. By similarity I mean the features, what it comes to their background, field of industry, size and country of origin. I explored the most common social media sites as Facebook, LinkedIn and Twitter, where the companies most likely are present. The activities ranged from sites in Facebook only for company's employees to LinkedIn company pages with large amount of career related information, videos, links to employees' Linked sites among others.

What was interesting, the companies which can be considered as the main competitors for the case company, had very likely benchmarked their social media activities, because they were very similar as far the range and tone of voice were considered. Other option is that the sales persons in social media

companies sell and recommend certain kind of activities for the similar kind of target organisations.

### 2.1.3 Recruitment

HR departments in companies are much occupied with tasks related to recruitment. Recruitment is time consuming, and in some organisations the majority of working time might relate to finding new employees and recruitment process organizing. (Kivelä, 2006, 58)

The competition of human resources is high. Along with unemployment, there is a lack of professionals in several industries, such as IT and new forms of technologies (Järvinen, 1996, 9). That is why it would be essential for companies to have something that makes them differ from other employers. It means that their employer image needs to be attractive. The concept of employer image is depicted in detail in chapter 2.2. In addition, companies need to be able to reach their target groups in right arenas in employment market.

Recruitment is an activity that makes an organization to be related to its environment. The process can be seen as an interaction between organization and the other member. Different interaction elements form an inter-organisational network. That network is “a complex web of relationships in which a group of organisations is embedded”. (Hatch, 1997, 65) Figure 1 displays organisations’ network and dependency of different actors, such as competitors, suppliers and different stakeholders that can be for example potential employees and consumers. In addition, recruitment as a function plays an important role attracting talent to an organization through its strong communication role (Ma & Allen, 2009, 334). These findings strengthen the theory that social recruitment is much about networking.

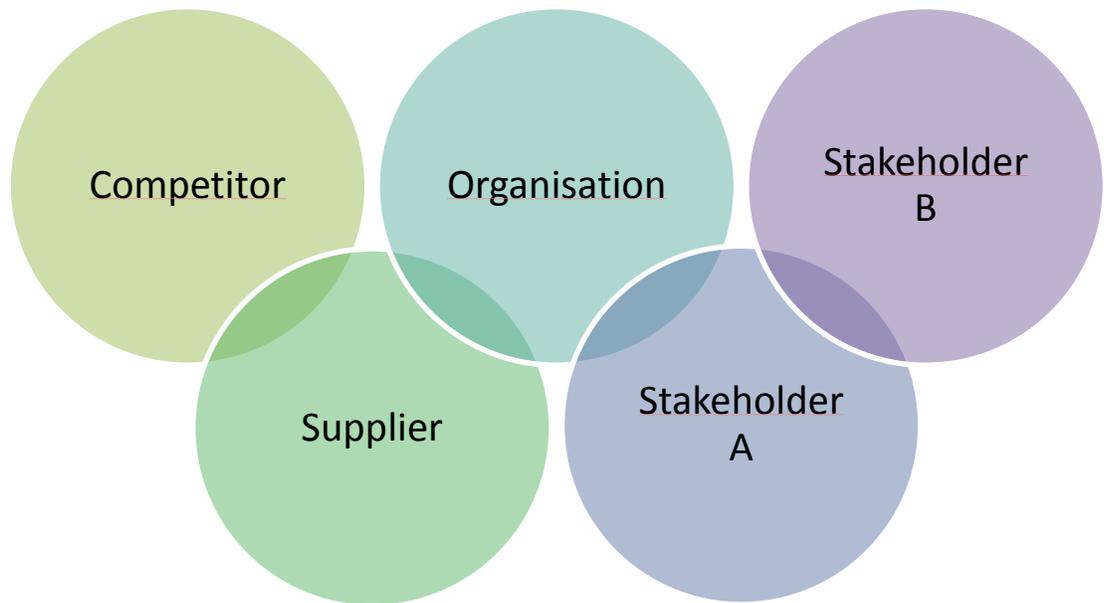


Figure 1. The network of different actors in organisation's environment. (Hatch, 1997, 67)

Furthermore, an organization is dependent on different elements in the environment. The resource dependency theory (Pfeffer and Salancik 1978) suggests that the organization needs resources as raw material, labor and capital to be able to exist. That makes the organization vulnerable. However, the organization can produce counter-dependence which means making the environmental element dependent on the organization. Recruitment is the way to solve the dependency of labor. (Vaahtio, 2006, 78-80)

Järvinen (1996, 10) adds that organisations seek for new talent to supplement the existing competence and personnel. The company can decide what kind of talent it and its businesses need and what kind of qualities the persons need to have.

A successful company sees human resources as an enabler of business targets. By matching people to right positions and developing the personnel, the company can reach its strategic goals (ibid, 63). In addition, recruitment is a possibility for change and for re-thinking values, way of working and organisation's future (Vaahtio, 2006, 30). To continue with, the company needs constant balancing with its personnel related to the needs of businesses. The environment and market situation also affect for the quality and amount of needed personnel (Järvinen, 1996, 57). The competence of the personnel needs to exceed the level of competence that is needed today (ibid, 69)

A successful recruitment is a result of well-planned human resource analysis. The planning needs to be flexible and to take account the requirements for the amount and quality. The sufficiency, consistency and availability of needed resources are more important than the sources to reach the personnel. (ibid, 80) The existing resources of a company need to be identified. Internal recruitment and creating a learning organization are coming more important for organisations (ibid, 84)

The efficiency of the recruitment can be traced to performance of the persons in the organization. Employees are the ones that form the organization, and organization is built according to the strategy of the company. The selected person needs to have professional competence and personal qualities that fit in the position. The qualities of the position define the methods of the recruitment. Motivated, innovative and development-minded personnel is a key for the efficiency and productivity of a company. To reach its goals, organisations develop their personnel and recruit employees internally and externally. (Järvinen, 1996, 8)

Recruitment requires careful planning, processes and competencies. Recruitment process is gone through in detail in the next chapter. If recruitment is made in haste and hurry, the likelihood for failed recruitment increases. If a recruiter is not skillful enough, the employer image may be quickly harmed. A

successful recruitment spreads information about the company with its products and services, allures new customers and creates positive employer image – along with getting a wonderful person for the convenient position (Vaahtio, 2006, 12-13)

In 2000's the most popular recruitment methods have been contacting candidates directly, advertising in newspapers or by recruiting via employment agencies. Internet has become more and more popular recruitment channel. In addition consulting firms, human resource leasing, student associations and universities are also relevant recruitment channels. (Vaahtio, 2005, 39) Direct contacts have been most efficient ways to recruit (ibid, 44). Social media as recruitment channel is raising its head as it might offer good possibilities for recruitment (Sosiaalinen media rekrytoinnissa, 2011).

One way to recruit talent for companies is head hunting. When networks and references are not sufficient, recruitment needs to be externalized (Kivelä, 2006, 61). That is executed by a recruitment consultant (Cook, 1993, 15). It means that recruitment process is different from the traditional, because the company doesn't communicate about the position in public. Head hunting is often used for filling positions in managerial or executive level and in cases when it is hard to find certain kind of talent. The persons 'hunted' are usually at that time working in a good position somewhere else. The motivation of those persons to move jobs is rarely known beforehand. (Markkanen, 1999, 74-75) Head hunting belongs to category for recruiting passive potential employees.

#### **2.1.4 Recruitment process**

Recruitment is a two-way process: the employer gets the talent and person for the certain position, and the employee gets a job and incentives to succeed in the position and to develop his or her skills further in the company Markkanen, 1999, 17). The term 'person organization fit' relates to this process as it affects

for the decisions both the employer and the candidate take whether to hire or apply. The person organization fit remains also after the actual recruitment. (Laine et al., 2012, 88)

There is usually seen to be three phases in the recruitment process. The three phases are analyzing the position, communicating about the open vacancy and choosing the employee for the position. To dig in to the beginning, the recruitment process begins with recognizing the strategic need in an organization for the talent. An organization needs to have a certain goal to fill which can be done by sourcing the right kind of person to help filling that goal. There must be definitions for the qualities of the certain position that will make clear what makes the performance of the job successful. (Markkanen, 1999, 17)

After defining the position and the needed talent, there is a decision of the methods and scope how to communicate about the open position. Interviews, assessments and other recruitment procedures are executed for the candidates. Finally the one that is most qualified and best for the position is chosen. (Vaahtio, 2005, 31) The goal of the recruitment and the job description follow along the whole process of the recruitment. These factors have to be kept in mind in each step of the recruitment to make the process successful. (Markkanen, 1999, 21).

In the candidate point of view, he or she finds out all available information about the company there is available in different channels and media during the recruitment process (Laine et al., 2012, 87).

The process of head hunting is somewhat different than the one of traditional recruitment. It can be divided into two phases. First the potential persons are prospected and their backgrounds are checked. In the second phase the persons are contacted and there is an interview and evaluation of the

candidates. The process is handled in discreet and confidential manner. (ibid, 75)

### **2.1.5. Social Media**

Social media can be seen as fragmented and controversial concept. It is somewhat confusing for people and there can be argumentation whether social media is media at all (Leino, 2009, 252).

To simplify, social media consists of services, platforms and networks in online environment (Laine et al., 2012, 32). Social media sites vary in their content and purpose (Kietzmann, 2011, 242). The content can include text, pictures, videos, music and blogs. The purposes vary from private life to hobbies and professional interaction. Some instances may use social media for crisis information sharing (Westerman, 2012, 199). The idea is to involve other users by connecting to each other on the site (Pfeil et al., 2008, 643). Sites can be targeted to big audiences or to professional purposes.

Kaplan and Haenlein (2010, 61) define the term of social media as “a group of Internet-based applications that are built on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (UGC).” Along with the term UGC goes consumer-generated media (CGM) and Web 2.0. ((Berthon et al., 2012, 263), (Kaplan & Haenlein, 2010, 61)). Web 2.0 refers to platforms in World Wide Web, where users can not only publish but regenerate and modify the content in participatory and collaborative ways (Kaplan & Haenlein, 2010, 61). These platforms include blogs, wikis and collaborative projects.

Kietzmann et al. (2011, 241) continue that the purpose of social media is to “employ mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, co- create, discuss, and modify user-generated content.” Finally, “social media channels are user-friendly, inexpensive, scalable internet- and mobile based technologies” (Fischer & Reuber, 2011, 2).

All in all, Web 2.0 offers the infrastructure that enables user of consumer generated content creation, distribution and interaction (Berthon et al, 2012, 262). UGC consists of all methods people can utilize social media. According to the definition, the content must be publicly available and created by users. (Kaplan & Haenlein, 2010, 61) Leino (2009, 252) continues that social media is a platform for sharing. The role of the user is active publisher and not just a consumer of information (Pfeil et al, 2008, 644). The users create, share and consume blogs, tweets, discussions and entries to social networking sites (Kietzmann, 2011, 242).

Where users are able to create and share content, they can also discuss about the content and use it in a collaborative way. In that sense users can re-create the content for it to be better, and to create a shared understanding of it. (Westerman et. al, 2011, 200)

To sum up, there are three factors that are common for social media. Firstly, it consists of content generated by user. Secondly, there is a community which consumes this content. Finally, there is technology, which provides the platform for content creation, communication and sharing. (Leino, 2009, 251)

Berthon et al. (2012, 262) sum up these three factors by entwining the concepts of social media, Web 2.0 and creative consumers. Social media is the content that is shared. Consumers are the ones that create the content and Web 2.0 is the enabler of creation and distribution of the content (social media). Figure 1 depicts this relationship.

Figure 1 describes the effects of social media. First of all, it shifts the activities from desktop to the Web. Secondly, the power shifts from the company to the collective. Finally, the value production shifts from the company to the consumer. (Berthon et al, 2012, 262) We are talking about a “new interactive paradigm”, where consumers are “both creators and receiver of content...leaving out the exclusivity of content creation from media firms and marketers” (Kliatchko, 1998, 148). Naturally this brings challenges to companies.

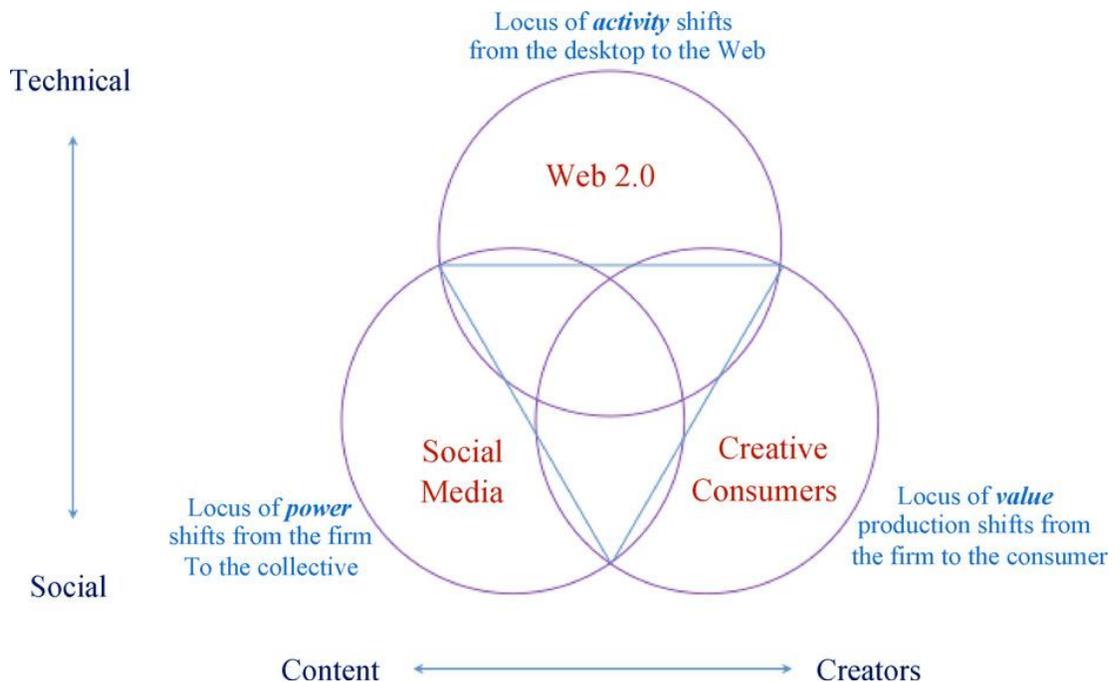
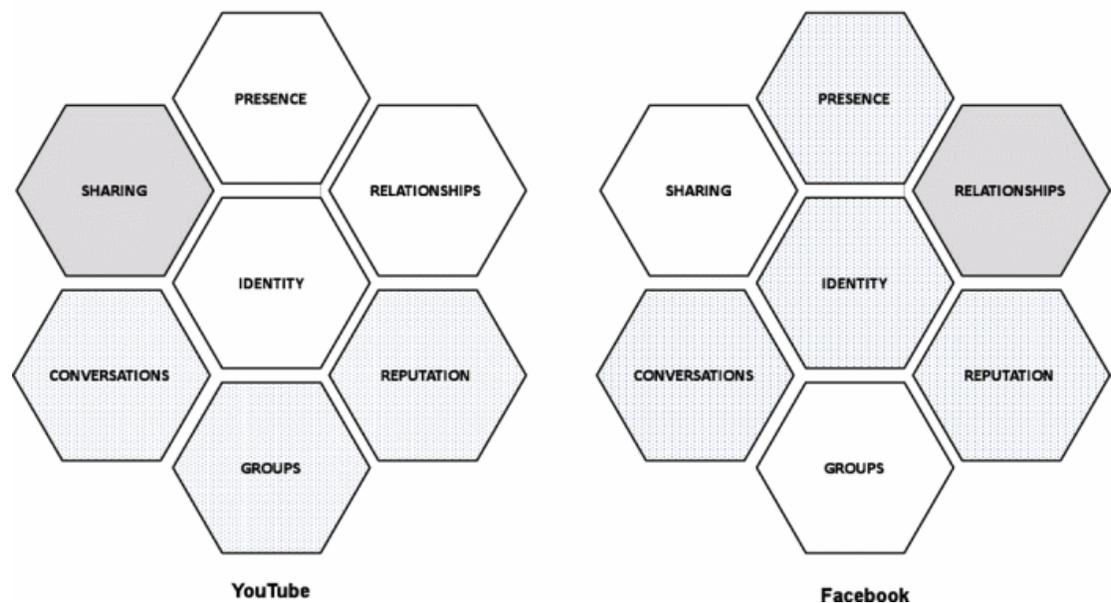


Figure 1. Web 2.0, social media and creative consumers. (Berthon et al, 2012, 262)

Next the biggest social media channels are presented. The channels represent different purposes. Certain channels are designed especially for social networking and some for sharing content such as videos, presentations and microblogs. Some of the channels are designed for networking with professional profiles. All of these may work as part of recruitment, from seeking actively for candidates among user groups, to producing employer image by telling information about the company with different methods, such as advertising, competitions, and general information production.

To simplify the social media channels Kietzmann et al. (2011, 248) have illustrated social media channels with a honeycomb model. There's a description of three of the social media sites that were also relevant for this work. The sites are Facebook, LinkedIn, and YouTube. The honeycomb model consists of seven building blocks: identity, conversations, sharing, presence, relationships, reputation and groups. They depict the different purposes of social media functionalities. There are differences in blocks for Facebook, LinkedIn and YouTube. The darker color implicates a stronger emphasis of that functionality.



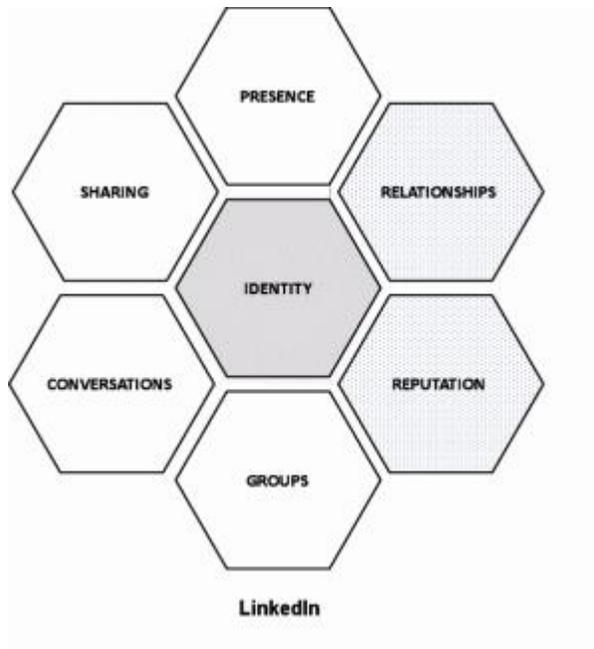


Figure 2 . Honeycomb models of YouTube, Facebook and LinkedIn. (Kietzmann et al., 2011, 248)

From the honeycomb model can be seen that YouTube is especially designed for sharing and keeping up conversations, groups and reputation. Facebook puts efforts in relationships, with conversations, presence, identity and reputation. LinkedIn instead focuses on identity building by being unique with one's career history and capabilities along building reputation and relationships.

### 2.1.6 Traditional media vs. social media

What is comes to differences between traditional media and social media, there are several factors that make them unlike from each other. Traditional media such as newspapers does not require interaction between a company and a human in a same way such as in social media. Social media enables two-way interaction between people in a different way than in printed or mass media. Interaction is the key for establishing relationships between people. (Hazleton et al., 2007, 99) In social media the messages spread from several persons to

several persons (many to many). Traditional broadcast media from one source to an audience (one to many) consisting of several persons has now changed to dialogue. (Berthon et al., 2012, 263)

Table 1. displays the main elements of differences in traditional media and social media. Traditional media consists of television, radio, print, billboard and other relevant media. The marketing spend in traditional media has been cash and been viewed as a cost. The message in traditional media has been delivered directly from the marketer and in their own voice. Traditional media objectives have been in increasing awareness and knowledge, and to encourage on purchase. (Weinberg & Pehlivan, 2011, 277-278)

Social media channels include social networks, blogs, micro blogs and online communities. What makes social media different than traditional media is that it can be viewed as an investment in building and maintaining relationships. In addition it supports transparency, trustworthiness, conversation and sharing (ibid) The cost of social media cannot be measured with traditional methods. Rather the effectiveness is more reasonable to measure whether the goals set up have been filled (Isokangas & Kankkunen, 2011, 28).

**Table 1. Media process elements**

	Traditional	Social
<b>Media</b>	Television, radio, print, billboard, etc.	Social networks, blogs, microblogs, communities, etc.
<b>Spend</b>	Cash, cost	Social currency, trustworthiness, authenticity, transparency, investment
<b>Delivery</b>	Direct from marketer, unedited	From source, delivered by volition of, and in words selected by, source
<b>Objectives</b>	Awareness, knowledge, recall, purchase, etc.	Conversation, sharing, collaboration, engagement, evangelism, etc.

Table 2. Traditional and Social media elements. (Weinberg & Pehlivan, 2011, 277)

As a relationship-based environment, the emphasis of social networking is on building social currency and authenticity. The delivery of message is in a voice of a source and in an authentic manner. The target in social media is to have conversations, and to share and collaborate with stakeholders. It enables

generating a positive word-of-mouth which can be seen as consumer evangelism. (ibid.)

The popularity of social media can be measured with different factors that are typical for online environment. These measures include the amount of visitors and visits on sites. Also the time spent on a site and the number of views are ways to measure social media success. Another ways to measure the success are related to two-way communication such as amount and quality of comments, length of a thread, the amount of likers and how often same users visit the site. (Cision, 63)

For the companies social media offers a way to communicate in a “human” way, rather than a “corporate” way. In social media the voice doesn’t derive from the marketer of a company but is rather a customer’s voice (Weinberg & Pehlivan, 2011, 278). There are people, instead of institutions, who add value for the content and spread it to their social networks (Berthon et al., 2012, 263)

Social media is different than traditional media concerning power relations. Traditionally, the companies’ media relations have been led by corporate communications or marketers. It has been the company to decide what to tell about their business and organization to media. In social media the discussion about companies has shifted to individuals and communities. (Kietzmann et al, 2011, 242; Berthon et al. 2012, 262) The users have freedom to choose the nature of content and channels where to publish in social media (Erkkola, 2008, 28).

Due to the nature of social media, knowledge and information sharing can be seen to support democratization (Berthon et al., 2012, 263). The speed and the uncontrollable nature of social media challenge companies that are used to communicate via traditional media channels (Erkkola, 2008, 29). The new communication culture may lead to successes and disasters (Berthon et al,

2012, 264). However, the element of discussion can turn to be benefit for a company. This will be explained further in the part of employer image.

Company executives have recognized the power of social media, but they are reluctant to allocate resources or define strategies for it. This is often due to fact that companies lack a deep understanding of what social media really is and what the company's role is there. (Kietzmann et al, 2011, 242) After all, the company can get information about discussions where it is involved in social media by participating. One solution for participating can be adding an interactive elements on company's web sites, for example blogs (Erkkola, 2008, 29).

## 2.2 Employer image

It is quite indisputable fact that communications in online environment is becoming more and more important for individuals, institutions and organisations. Organizations use World Wide Web for purposes in producing their organizational image. It is a way to message about company's values, social responsibility and financial results. These are ways to communicate about a company to public and to recruit talent (Worley, 2007, 148). All practices that a company does, communicates about their image (Duncan & Moriarty, 1998, 6). Practically, the corporate image is equal to the employer image (Laine et al., 2012, 85).

Laine et al. (2012, 66-67) write that the employer image constitutes of the mixture of the image that company wishes to utilize in their communications and fits for their current state, and of the actual truth of the situation that is present in the company. To continue with, the employer image can be divided into external and internal employer image.

Social media is seen to become a more and more important way to handle employer image. Leaders and figureheads in companies are nowadays expected to blog and to be actively involved in social media to spread awareness of the company. In addition, strengthening the company's brand and discussing with customers are activities that social media offers good possibilities for. At its best, users in social media can turn to be advocates of company's brand and spread the message wide and fast. The community that spreads the message about the company works without costs. That strengthens the idea of social media as an efficient tool for delivering word of mouth (WOM). (Leino, 2009, 253)

After all, if the internal employer image is in a good shape, there should not be any reason why not also to bring it out. If the internal situation is not good, the external communications about the employer image becomes unnatural. (Laine et al., 2012, 68) If the image created outside differs from the internal, it is likely to be revealed in recruitment or induction period. That way the employer image needs to be realistic and correspond to the internal image. (Järvinen, 1996, 80). When the actual truth of the employer image in these kinds of situations becomes out, the harm caused cannot be fixed fast or easily. Therefore, the communications and content in social media should be executed by the company's employees and not by external communications agency. (Laine et al., 2012, 68)

In this thesis it is suggested that employer image is one motivational factor for the candidate to find information about open jobs and to apply to a certain organization. That way it is likely to improve the efficiency of recruitment. A company that is doing recruitment upfront is likely to create a positive employer image. (Järvinen, 1996, 80) The components that the companies should bring out considering the employer image are career opportunities, working atmosphere, development opportunities and compensation. These different kinds of benefits and ways of working should be brought out in different angles for different social media channels. (Laine et al., 2012, 86)

Finally, when the company has a highly positive employer image, the amount and the quality of the applying candidates will increase. Moreover, the candidates that are not actively looking for jobs may decide to apply if the company is present in a positive way in social media. (Laine et al., 2012, 78)

The nature of social media may be somewhat controversial for corporations. The brand of a company in social media cannot be too polished and perfect, because that does not give a believable and truthful image of a company. Finally, social media users should not be treated as target groups but as individual persons in a straight, relevant and continuous manner. To be able to indent people to a certain brand, communications in social media needs to focus on things and details that raise questions and discussion. (Leino, 2009, 287) As far as the questions and discussions are concerned, the answering to the questions of people who are about or considering to apply to a job, will increase their willingness to apply, and to bring more and better-quality candidates (Laine et al., 2012, 78). Social media as part of leadership is a probable phenomenon in future, which should be taken account (Isokangas & Kankkunen, 2001, 34).

However, the presence of a corporate leader or leaders in social media is lacking in global enterprises. Reasons for this can be found from unawareness and incompetence to perform in social media platforms. Secondly, enterprises are worried that may slip something sensitive information in social media that would harm their reputation. One simple reason for unpresence is lack of time. (Isokangas & Kankkunen, 2011, 32-34) (Manifesto). Once companies have introduced themselves in social media, they quite often get to know that building a digital world along regular work is somewhat impossible task. The large amount of different channels requires more than part-time participation (Leino, 2009, 279).

Companies actively produce content in social media to designate effects on employer image. Almost half, 49 per cent of Finnish companies do so. In

addition 55 per cent of companies follow what is written about them in social media. 38 per cent of companies participate in discussions and answer questions that users designate for them. Biggest challenges in social media are seen to be in support from management, incompetence and reputation management. Two important factors are also how to target right groups and by which methods. Finally, the companies would like to measure the exact benefits for being present in social media. (Manifesto)

In a web based solution unity, repetition, alignment and clear structure have been seen as important factors in attracting users. Different features in the web sites such as playfulness may evoke spontaneous reactions in users that attract them to apply a job in the organization. Cober et al. emphasize that initial affective reactions of the users message about the effectiveness of the web site and act as a crucial factor in forming an initial impression of a company. Other factors such as familiarity with the organization has had positive effects on attraction for the company (Cober et al., 2004 , 635).

Lemmink et al. (2002, 2) have researched employer image by dividing the concept to corporate image (CI) and company employer image (CEI). Images of a certain object consist of beliefs, ideas, feelings and impressions. They conducted their study by examining the replies from 56 respondents, which were Dutch graduate business students. The researchers found out how CI and CEI effect on application intentions of students to certain organizations. Lemmink et al. (ibid., 4) continue that potential applicants are interested on what the company stands for. Those images can take form in company's recruitment activities.

A prerequisite for building an image of a corporate is to increase awareness. Communication of the company brings its reputation up in line with its performance. One of the most important ways for a company to communicate to audience is its Annual Report. Journals, newspapers are also been seen important as communications channels. Stone (1994, 126) explains that

whatever the channel for communications, a corporate must be open, honest, helpful and responsive. Media and staff communications are ways to treat corporate reputation.

One strong point is that the more familiar a company is, the more attractive that is considered being as an employer. The familiarity may relate to how the company has been present in public, in recruitment and advertising. To continue with, recruitment activities such as advertising and providing information act as signals from a company and thus have an effect for employer image. (Turban, 2001, 295, 308)

According to the results of their study application intentions are positively influenced by both CEI and familiarity. That shows the attractiveness of an organization as a potential employer is increased the more the company communicates about itself. Weinberg & Pehlivan (2011, 278) write that companies should communicate in social media in following ways. First, they have to share conversations, be supportive and helpful. Secondly, the communication is more effective when opinion leaders or persons with high influence communicate about the company. Last, ways that involve people such as contests and promotions are effective. Lemmink et al. (2002) conclude that communicating about job characteristics and of benefits of a position should also be taken account. Interactive communication person to person or by web would be effective ways to do that.

It is hard to track the exact traits why certain people draw onto some organizations. However, symbolic meanings play a part in this. Brand image can be product related or non-product related. People associate both instrumental and symbolic meanings for brands.

Prasad (1993) writes about symbolic methodology in studying organizations. He states that symbolic framework has been unutilized in the research of information technology. However, symbolic and non-instrumental aspects have

been seen important for studies of computerized work and are good in the situations of technological changes. (Prasad, 1993, 1401)

He continues with a term of symbolic interaction, which he uses to describe the “sensemaking” of human interaction and engaging in a meaningful action (Ibid, 1404). Although computerization may be seen as already an old concept, the same principles could be applied for social media. Finally, “symbols are not static objects but are constantly produced and reproduced through meaningful social interaction, which in turn they influence.” (Ibid, 1405)

Brunner and Brown have found similar results for organizational symbols and attracting users. They studied universities building an image for potential students. They found out that image is a complex concept, but in consists of symbols and organisation’s relationships to publics. Organisational image and universities relationships played an important role in attracting potential students. Communication between prospective students can be strong in different forums in Web. This “digital dialogue” is an arena for word-of-mouth of organisations. Word-of-mouth can be a drastic element for resourcing to universities. In addition, universities can be contrasted to other institutions such as companies, too. (359, 365)

### **2.3 Requirements for companies using social media and social recruitment**

Social recruitment sets requirements and prerequisites of organisations. The corporate culture must be supportive for working in the online environment. The recruiters and other employees involved in social media activities need to have sufficient training and skills for using online recruitment tools. Moreover, the persons need to feel convenient to use tools with new techniques and features that support new management methods (Puck et al., 2006, 192).

Social media is not only a technical solution. Ultimately, it is solution related to culture and ways of working. Taking social media into use in an organization requires an open culture with sharing of information. Open culture means that information is accessible for everyone. Information can be produced by anyone and there needs to be elements for two-way communication, such as commenting and giving feedback. Openness is present both inside and outside the organization. That way contribution and solutions for problems can actually come from any source. (Ojala & Pöysti, 2008, 22) However, there still needs to exist a strong support from the management and dedicating resources to employ the new ways of working. There may also exist a phenomenon of “super-managing” by bureaucratic and complex management actions for social media (ibid, 89-90).

It makes no harm if the recruiter or other person creating content for social media has knowledge on content creation in social media. In addition, it is beneficial to know different kind of social media channels work and what kind of people can be reached there. Moreover, it is good to get to know the different nature of discussions that take place in these channels. (Laine et al., 2012, 30)

Social media requires time from its user. It is an activity, which needs dedication and purpose, especially in a corporate setting. Agility in time management can lead to using social media channels effectively. The time used for social media pays in improved employer image (Laine et al., 2012, 44). According to Fischer and Reuber (2011, 11) entrepreneurs used social media at times, when they otherwise might have not used time effectively, such as in taxis and airports. When they were at their computers, they might keep the social media channels open in the background of their computers. When they were away from their work desks, they might monitor social media channels from their smart phones.

Evans et al. (2002, 467) write about organizational agility. By that they mean the adaptiveness and reactivity of organisations to change. Especially communication technologies and techniques are changing rapidly. Due to that

early adapters have a benefit in competition in compared to companies that adopt new technologies slowly. In some cases that might become a “survival factor”. As change processes are often complex, organisations need to be able to change and be responsive. Companies need to have certain sensitivity in their strategies to effectively interact with external environment. The actors of the external environment are presented in Figure 1.

In a change situation, internal dialogue is in important role. The methods for deploying internal dialogue may vary between organizations and cultures. In addition, there needs to be a strong commitment that is shared collectively in the organization. It is quite common for organisations to take social media into use in small steps. This process includes trying and sharing best practices within the company. This might be effective if an organization is used to working with social media. Often, a carefully planned process is needed for deploying social media way of working for the whole company. If usage of social media is not carefully planned, that can lead to superimposed solutions and being unaware of solutions that have been taken into use. (Ojala & Pöysti, 2006, 23)

Figure 3. describes the implementation process for social media described by Ojala & Pöysti (ibid, 25). The process consists of four phases: Social media implementation plan, Implementation of social media, Working in social media and Measuring and evaluation the results. In the first phase the purpose and goals are defined and tools are selected. Also pilot cases are planned and implemented in this phase. In the second phase the organizing of the social media realizes through defining roles and conducting training and ensuring prerequisites for the working in social media. In the third phase the working in social media is happening, and in the final phase the results and success of the implementation can be gathered.

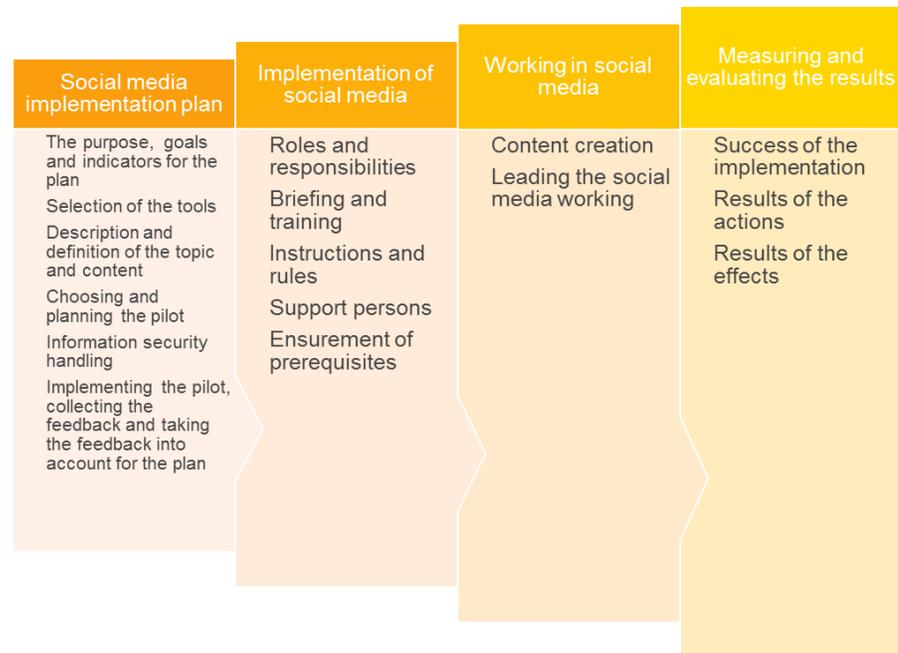


Figure 3. Implementation process of social media.

Recruitment in social media requires competencies and capabilities of a company to succeed in continuous model of social recruitment. Competencies consist of set of assets, skills and capabilities (Sanchez, 2004, 519). Competencies touch individual, groups and the whole corporation (Berio & Harzallah, 2006). They help the organisations to reach their goals. (Sanchez, 2002, Berio & Harzallah, 2006) Competencies can be separated into professional, tool, context and personal related (Vaahtio, 2006, 23).

To use competencies in an organisation, there needs to be managerial processes to take them in to use. It is important to take account the dynamic and resource based views of competencies. It means that the organisation needs to respond to capability needs that derive from company's relation to its environment and its internal processes. (Sanchez, 2004, 521) A mapping of organisation's competencies gives important information in business development and recruitment point of views. Competence mapping defines

what kind of talent there needs to be in an organization and whether that requires recruiting new employees. (Vaahtio, 2006, 22)

Luukka (2011, 69) states that managers have to act as examples in using social media as part of working if they want to involve their followers for that way of working. Berthon et al. (2012, 270) continue that lack of IT and communications skills hinder the usage of social media among employees.

## **2.4 Employee market segmentation**

Companies have different segments for employee markets. This means that they analyse what kind of talent is needed for its organisations and functions. For global companies the segmentation means segmenting the global employee market. For this a concept of international segmentation can be used. If a multi-domestic strategy is adopted, it means that there is no coordination of activities between different countries where the country operates or has activities.

If a company has an international strategy, it is most likely to adopt international segmentation. International strategy means alignment across national borders, and it applies especially for companies that have global manufacturing, technology and flow of employees. International segmentation has benefits of cost reduction and efficiency due to standardized systems. (Steenkamp & Hofstede, 2002, 186)

Also concepts of transnationality and multidomesticity have been adopted in the same discussion of international management. Evans et al. (2002, 26) state that centered and globally implemented ways of working may not touch all parts of the company. Some operations and functions may have a global operative model and then some may have more localized orientation. This is due to contradictory pressures in different industries.

## 2.5 SWOT Analysis

A SWOT analysis is chosen to analyse deeper the current situation and future possibilities of social media usage in the case company as a whole, and in businesses and HR. The results for SWOT analysis are driven from the interviews.

SWOT derives from framework of strengths, weaknesses, opportunities and threats. Strengths and weaknesses point to internal qualities and opportunities and threats to external environment of the company. SWOT is one of most used tools for depicting strategic actions. It has certain strengths and weaknesses itself. (Coman & Ronen, 2009, 5677)

The tools does not determine in detail how to pick up the strengths, weaknesses, opportunities and strengths. In addition, it may not sort those features into any hierarchy. However, it helps to draw up things in a simple way. It may help management to find new opportunities in business mindset and to identify their organisations' core competencies. (ibid, 5678-5879)

### 3 THE METHODS

In this section I will go through how this research was made. I will depict how the data was gathered and how it has been analysed. In addition, I will explain why these choices have been made and how they support the validity of the work.

The material for this study consists of data from interviews. Additionally, I have received data from the case company related to its recruitment process and employer image. This data has consisted of powerpoint presentations and reports prepared by and for the case company.

This research is conducted with qualitative analysis. Eskola and Suoranta (1998, 15-16) describe that at its best in the qualitative research the research plan lives along with the research process. An open research plan emphasizes intertwining the different phases of the process. These include the collection of the data, analysis, interpretation and the reporting. The depiction of a qualitative research includes the whole process and clear phases followed by one another cannot always be made.

The qualitative analysis offered a possibility to create a big picture of the concepts relevant to thesis. In addition, it enabled to gather the “raw data” together and to make connections between the observations. After that the bits and pieces of the data could be connected and the acted as a denominator for the research. These bits evolved into building the theoretical framework and choosing the methods for analysis.

A research plan was prepared for this work. Because of the nature of qualitative research it was known that the research plan would evolve during the time. This means there is a standpoint of not conjecturing, where the researcher does not have assumptions of the subject nor of the results of the research. (Eskola & Suoranta, 1998, 19) Naturally the researcher has some presumptions about the topic and the results. However, it is essential that these

pre assumptions are acknowledged. It is possible and also desirable to develop some hypothesis for the process of working, which act as guesses what the process will bring. (Eskola & Suoranta, 1998, 20)

### 3.1 The research process

I decided to include two of the company's businesses and two functions as the focus groups for this work. There were altogether three businesses in the company, but only two of them were chosen. That was done, because the third business does not have same kind of processes for for example recruitment. I wanted to keep the data consistent and find common denominators from the data by examining only two business groups. Two of the functions were HR and communications, and they are in a key role as stakeholders for the topic of social recruitment.

The topic gave me an opportunity to make quite substantial background study for social media. These days it is almost impossible to avoid the discussion of social media and social networking, as it the "hot potato" in many areas of society. In addition, companies' visibility has increased in social media in good and bad. I have explored discussions related to social media and recruitment in newspapers, magazines and online articles as background for the study and as a concept.

Though the concept of social media is almost "everywhere", the research of it is still quite new and fresh. Scientific articles about the topic were not hard to find, but to define the concept of social media in recruitment or social recruitment – which was used for the thesis – had to be done gathering bits and pieces around topics from different angles. All in all, there is not sufficiently research available of social recruitment. This affected the decision to explain the concept by combining the most crucial topics that are involved in the concept of social recruitment. Ironically, when the research of social media is young, the studies of recruitment have not much changed during two decades.

Therefore it is beneficial to get a new “kick” and angle for the very much researched and defined term of recruitment.

As part of the comprehending to the field of the study, I have intendedly involved in different social media channels to understand their content and purpose. These have included Facebook, LinkedIn, Twitter, YouTube, MySpace, Instagram and SlideShare. I have followed the activity of the company, its competitors and other companies in these forums and other social media forums. Additionally I studied the different strategies of social media in large Finnish companies. This data has been found from their releases in company web sites and social media channels, such as SlideShare.

The process of working on the thesis started in the beginning of the year 2011. It has been conducted along full-time working in companies. Time wise that meant that working on the thesis has happened outside working hours in evenings and weekends. During the winter 2011 I conducted interviews for communications professionals in the company. In the spring and the beginning of summer 2011 the researcher gathered material and references to work on the theory part. That time she also arranged more interviews with communication managers and recruiters. In summer 2011 I started to unpack the data from interviews and start the analysis. In the autumn and winter the last interviews were conducted. My mentor in the company changed during year 2011, but it did not have effect to my thesis in a practical level.

I had a possibility to participate HenRy’s Social Media department’s forum in March 2011. The forum consists of professionals in the field on Human Resources Management. That event consisted of discussions possibilities of resourcing in social media. From there I was able to gather data and was introduced to professionals working with social media. They use social media actively as part of their lives and can be called as ‘heavy-users’ of social media.

In June 2011 there was a social media event called “SomeTime 2011” arranged by Aalto University. There were present key note speakers in the field of social media. I followed the discussion and news about the event.

During the research process I worked for the company, so gathering the data and following the discussion of the topic was natural. However, I wanted to stay as objective as possible towards the topic as keeping in mind the neutral role of researcher.

### **3.2 Evaluation of the quality and rigour of the study**

As the method of this qualitative research I chose interviews. In the interviews I wanted to have a natural as possible interaction with in the interviewees. The interviews were conducted in the premises of the company or by phone. The interviewees that I was able to meet face to face I interviewed in the Head Office of the company. For the interviewees that had other location than Helsinki I interviewed by phone. Altogether eighteen interviews were conducted. All the interviews were recorded. Notes were written during the interview at the same time. The notes were expanded to littered data from the recordings. Altogether 50 pages of littered data were gathered, with font size 11.

Eskola and Suoranta (1998, 86) write that an interview is one kind of discussion, which is led by the researcher and it happens by his or her initiative. As simplified interview is a situation where the interviewer depicts questions for an interviewee. In addition, interview is interaction, where both counterparts effect on each other.

Interviews were theme interviews with set of questions in each. The questions were given for the interviewees beforehand. In a theme interview the topics have been preliminary decided. For the questions there is not a strict form or order, but the interviewer takes care that all topics of the interview have been

gone through (Eskola & Suoranta, 1998, 87). All the questions were discussed in the interviews. Interviewees handled the topic of their own point of view and additional questions were also risen to get more detailed information about the topics.

The interviews have worked also as testing of hypotheses. There researcher's understanding about the topic grows during the process of data gathering. Koskinen et al. (2005, 32) write that the qualitative research is a constant production of hypotheses. This happens in gathering and analyzing the data. Koskinen et al. (2005, 39) continue that in this phase researcher should not focus on theory too much to avoid gathering only data that backs up the theory. Finally, hypotheses do not only rise from theory but from the gathered data. Instead, there was a trust that some denominators for the theory would rise from the interviews. All in all, the interviews worked as testing the building theory.

The interviews were kept as objective as possible. An objectivity in a research means that the researcher does not involve and mix his or her beliefs, attitudes or aspirations for the depicted item (Eskola & Suoranta, 1998, 17). As an employee for the company there is possibility to be "involved" for the organizational culture and depict the outcomes of the interviews from that perspective. An objectivity builds also on the acknowledgement of one's subjectivity (ibid., 17). In the beginning, I had not involved with the interviewees much as part of daily work. At the end, many of them were my colleagues, but topics discussed in the interviews were almost never brought up again during daily work. Therefore it was easy to keep the distance to the topic and focus on the research, only.

As far as processing of the data was concerned, the research data was transferred from recordings to written data to computer. This was done by listening the recordings and filling the gaps that were in the data already written same time during the interviews. The text written was mostly from word to word, but did not include marks of pauses, hums et cetera.

The interviews for the thesis were spread to cover almost all the duration that writing of the thesis lasted, so the data was written to computer all along the process. It was taken account that the data needs to be in written format before starting the depiction nor the analysis of the research. However, utilising the data of the interviews also continued along while proof writing the data from other interviews. A careful analysis of the data began when all the data was proof written.

Next the process analyzing the data will be gone through. The interviews of business groups' and communications functions heads did not give the researcher clear topics to focus in theory and analysis in the work. They worked as skeleton to identify what social media means in this certain company. There was also a possibility to consolidate the data to a social media related discourse in the company. However, this thesis is not based on discourse analysis as its analysis method.

The interviews of managers, specialists and recruiters gave a baseline for the analysis. All the interview material was gone through carefully several times. Aspects that tell something relevant about the situation regarding social media, social networking, inner discussion culture and recruitment were pointed out. That way the analysis was based on themes (Alasuutari, 2011, 40). That data helped to review the current situation, future foresights and the challenges of a particular business and function.

Also SWOT analysis was chosen to cover the analysis the data (Dyson, 2002, 632). The SWOT analysis is used in a way to explain the internal strengths and weaknesses, as well as external opportunities and threats for the target organisation. For SWOT analysis, text that depicted the parts of SWOT was marked with different colors so it was rather easy to gather them into SWOT figures afterwards.

The SWOT analysis was divided into groups so that the business groups, HR and Communications functions have their own SWOT analysis. There is also own SWOT for depicting the overall situation of the company. That was gathered by identifying those comments from the interviews that tell about the company situation in broader view. According to Dyson (2002, 633) SWOT analysis offers good opportunities to plan and provide new strategies, especially when the strengths and opportunities are concerned.

For offering the correspondence between the theory and the data, I themed the interview data for different sections. That way I simplified the data that was gathered (Alasuutari, 2011, 40). Also, that way it is easier to qualify the pieces of the data that are relevant for the analysis. Also, theme analysis is a natural continuum for theme interviews. In the bases of data gathered from the company – which were the interviews and the written data from the company – I themed the analysis for sections based on the theoretical framework.

#### **4 SOCIAL MEDIA IN THE COMPANY FOR RECRUITMENT AN EMPLOYER IMAGE PURPOSES – CURRENT SITUATION**

As stated he purpose of this study is to depict solutions for social recruitment and producing employer image for a global company. Additionally, I will identify the requirements for a company to be able to execute these actions bringing of social media's specific nature.

I will provide answers for the research questions addressed for the work. To begin with, I will present the case company in question. Then I will present the context of social media for the case company. It means that I will depict the overall company presence in social media and the role of social media in the company. For that part I include channels where the company, its two business groups, and HR and Communications function are present in social media.

After that I will present the recruitment process of the company. From that part I will move on to social recruitment. For that I will raise up the cases where social media has been used in recruitment. Finally, employer image and contributions of social media for that area will be gone through.

To end with, I will summarize the results from the analysis in the conclusions.

#### **4.1 CASE: The Company**

The case company researched for this thesis is a global forest industry company. It was founded in year 1996, when a former form of the company and its subsidiary merged. During over a century, several companies have merged to the former form of the company. The origins and the head office of the company are in Finland.

The company has production in fourteen countries and has a global sales network. Currently there is six business areas, but in the moment of the interviews there were three business groups with several business areas. To support the business the company has eleven global functions. Altogether, around 21 000 people work for the company, of which 85 % in Europe.

The business idea of the company is to develop products and added value from recyclable and renewable raw materials. The company has production both in areas, where demand is mature or declining and in emerging markets, where demand is increasing. They have activities in mainly business to business markets, but it has products for retail customers as well. In year 2010 the company had sales on 8,9 Million Euros.

The sales divided with the business groups was 68%, 15% and 16 %. EBITDA of the sales was 15 % and the operating profit 755 Million. The company is listed in NASDAQ OMX Helsinki Stock exchange. The biggest markets for company's businesses are Europe (69%), Asia (14 %) and North America (12 %).

Corporate web sites are one of the main virtual communications channels for the company. It is present in social media but not in a unified way or with a strategy. Company's businesses and functions have used social media in purposes of campaigns, advertising, publishing videos, recruitment and telling about current topics about the company and its business related information in future. The company plans to use videos as relevant part of their communications. The trust for videos as being a good breakthrough method for audience is strong. Videos are currently widely in use in their websites. There are videos of current employees, which tell about their career in the company. That way they use videos for producing employer image.

However, there are certain requirements that need to be taken account, before starting to use social media as part of work.

The need for this research for the company derives from the lack of social media approach for recruitment and employer image. For the company social media offers a possibility to reach candidates in large scale, fast and in cost-efficient way. However, right social media channels need to be identified to reach potential target groups.

There is also a need to identify how they can enhance employer image in social media. Also the requirements for personnel and communications culture need to be identified.

In this section I will first present the recruitment practices in the company. Then I will move into employer image of the company. After that I will move on into

social media section, where I describe how the company is present in social media. That will build the ground for social media environment in the company. Finally I will go through the social recruitment cases and producing employer image in social media.

## 4.2 Social recruitment

The company recognizes that using social media in recruitment is something that needs to be utilized in future. All in all, the company has recognized well the key benefits of social recruitment. The advantages for social media in recruitment are reduced costs, reaching different target groups, effectiveness, speed and improved employer image (compare Markkanen, 1999, Vaahtio, 2006 and Leino, 2009). I will go through these aspects next based on the interviews, and the employer image has its own chapter 4.6.

Social recruitment is seen to be key for finding talent globally and filling open positions (compare Markkanen, 1999, 67). In addition, at the moment the company does not have much visibility in employer market elsewhere than in Finland. Social media might improve and strengthen the position in employment markets in the areas where the company is not that recognized among people seeking for jobs.

*“We are a globally working company. The people, who are recruited the most, are present in social media.”*

Social media is seen to reach especially young generation:

*“I am planning to use it lot more. Kids are coming out of universities. They tend to utilise social media a little bit more. It is a way reaching them really quickly.”*

Certain employee groups are seen more or less reachable:

*“From different positions one could consider IT recruitments. Whatever; professionals from finance and HR. It is not position dependent.”*

These points point would strengthen the idea that the company should be present in social media channels.

As far as the costs are concerned, traditional recruitment methods with job advertisements in newspapers are very expensive. In addition, head hunting causes substantially big costs for recruitment. Social media offers possibility for job posts reaching passive job seekers, because there is a possibility to communicate about the positions between users (Laine et al., 2012, 56).

*“You might have persons in Facebook and LinkedIn that are not actively looking for a job. It is a way to reach passive employees and might end up working in [the company]”*

Social recruitment may reduce the time used for the recruitment process, because of its large coverage and possibilities for real-time interaction between the recruiter and the applicants. The disadvantages are large amount of applicants (Puck et al, 2006, 183-184). That means that the company may receive a vast amount of applications, but the quality of the applicants is not sufficient. The target is to find the right kind of talent to apply the positions. Therefore they might need to think some sort of pre-qualification in social recruitment. To help to find the suitable candidates for jobs, prescreening with questions and tests have been conducted. (Puck et al, 2006, 183-184) However, as Laine et al. (2012, 78) state that using social recruitment would improve the quality of the applicants. Therefore, I would suggest, that comparing the effectiveness of traditional recruitment and social recruitment should be researched even further.

However, as recruitment channel social media has been and is seen to be in supportive role in recruitment. (compare Laine et al., 2012, 14)

*“Social media would be a recruitment channel among others.”*

*“Social recruitment is a certain kind of recruitment process. It would bring a change and addition for recruitment models. It would be a glance for the future.”*

Job advertisements in newspapers are seen to have always a certain role, at least in shop floor workforce recruitment. Newspapers' purpose is somewhat different and they are effective in targeting people not using social media. The persons that do not use computer in their daily lives cannot be reached with social recruiting. However, for those kinds of target groups traditional recruitment methods can be chosen (compare chapter 4.3). However, the recruitments for middle level managers are seen to be mainly happening in social media in the future. Although head hunting for a company is expensive and for example LinkedIn as channel could offer help for that, it is seen to remain its normal process, by a consultant, in future. I would suggest that this aspect might change as time passes and there is more experience in social recruitment.

The usage of social media in recruitment varies globally in the company. The social media channels used are presented in chapter 4.5. All in all, the lack of social media strategy affects for the current situation. Social media for recruitment has been used in individual cases, but not systematically. The recruitment activities there have been experiments. In a global setting, most cases social media is not used. In some areas the topic is not at all relevant. For those areas the legal and political climate is such that social media cannot be considered. For those cases that social media has been used, LinkedIn and social networking channels Facebook and Xing have been most popular.

United States	United Kingdom	Germany	France	Finland	Russia	China
LinkedIn	No cases	XING	LinkedIn	LinkedIn	No cases	No cases
				Facebook		

Table 3. Social recruitment regionally in the company.

I have divided the different regions to locations where company is largely present, which are United States, and European countries (United Kingdom, Germany, France and Finland), Russia and China. As the Table 2 states, social media has been used in individual cases in United States, Germany, France and Finland. From United Kingdom, Russia and China there are no cases of social recruitment. In United Kingdom and China the topic has not been raised at all. In some areas using social media has been banned totally from employees so social recruitment in those cases is illegal and difficult.

Social media has been used in recruitment in Finland. In summer 2011 the company had used two times Facebook and many times LinkedIn in recruiting purposes in Finland. By February 2012 there had been more posts for open positions in LinkedIn and according to data in May 2013 around 30 to 40 positions have been opened in LinkedIn. Therefore the usage of LinkedIn has been somewhat active and rising. The jobs where Facebook has been utilized are called Case 1 and Case 2. The LinkedIn recruitments altogether are called Case 3. These tools have been chosen because of the familiarity of the channels. That way it was ensured that personnel and applicants are able to use them.

There is some sort of segmentation to be recognized in social media utilisation in recruitment. Company's recruiters recognize Facebook being related to recruiting younger generation. LinkedIn is used for recruiting for experienced professionals.

I will next introduce in detail the cases of social recruitment.

#### Case 1: Summer jobs.

Facebook has been used for recruiting two times. The first one was used by Business 2 in its summer job campaign. They hired two hundred 15 to 17 year olds for summer jobs. There was assigned a certain person in HR to be responsible of activities in Facebook and taking contact to the appliers. Altogether 2795 pieces of applications were received for the positions. According to a survey of 1400 applicants, 15 per cent had heard about the open jobs from Facebook. 54 per cent had heard about the campaign from newspaper and 30 per cent from other sources. The popularity of newspaper can be recognized, because of parents and relatives noticing the job advertisement and telling about that to the younger generation.

#### Case 2. Trainee program.

The second time Facebook has been used in recruitment was for trainee program in Business 2. The program had a target group of 24 to 30 year olds with some work experience. In addition, the program was targeted for those with more work experience and wishing to have a career change. 12 persons were recruited for the program. (Report 11.7.2011)

Online promotion about the program was in a big role on the side of newspaper advertisements. There were announcements of the program in company's internet sites, internet site of Ministry of Employment and the Economy and in Facebook. The advertisements were in a form of job announcements and banners. The marketing in social media drove applicants to company's recruitment site. This was explained by the low amount of information offered in the banners.

The Facebook campaign reached 363 000 persons. 1910 persons from Facebook were directed to company's recruitment site. Altogether five hundred applications were received. Five per cent of the applicants were originated from the Facebook and ten per cent from the online marketing with the banners in internet sites. 26 per cent of the applicants had decided apply from company's

internet sites and 34 per cent from the recruitment site of Ministry of Employment and the Economy. This assures that recruitment cases in social media may bring a big amount of applications with wide variety (compare Puck et al, 2006, 183-184).

According to a report of the trainee program campaign, the online marketing fulfilled the newspaper marketing quite well. Cost wise, the online recruitment was more efficient compared to newspaper marketing. (ibid.)

Case 3. The LinkedIn recruitment cases are gathered under the same section. The company has used LinkedIn for recruitment purposes in years 2011, 2012 and 2013. The responsible for posting the jobs to LinkedIn has been HR. These positions have been for manager and administrator levels in different businesses and functions such as Finance, Sales, Supply Chain, HR and Communications. The success of the LinkedIn recruitments have varied.

*"Sometimes the LinkedIn recruitment has been very successful and we have received candidates with high-quality. Then again sometimes LinkedIn has not succeeded in the best possible way. We have not reached suitable candidates, especially for specialist positions. The jobs might have been in areas where persons do not wish to move. In addition, the advertisements could have been more "commercial" "*

### **4.3 Recruitment in the Company**

In this section there will be first a short description of overall recruitment politics in the company and then a description of the recruitment process.

Recruitment in the company follows the common procedure of recruitment (compare chapter 2.1.4.). For a new recruitment, there is a checklist for managers and recruiters to point out things to consider along the recruitment

process (Figure 4). The position that is going to be opened needs to be defined carefully. Then right kind of sourcing methods need to be identified. The appropriate recruitment channels are chosen. The selection process needs to be managed well to give a good experience for the candidate. Selection criteria need to be clear so the most suitable person will be selected. Finally the selected person will go through an effective onboarding.

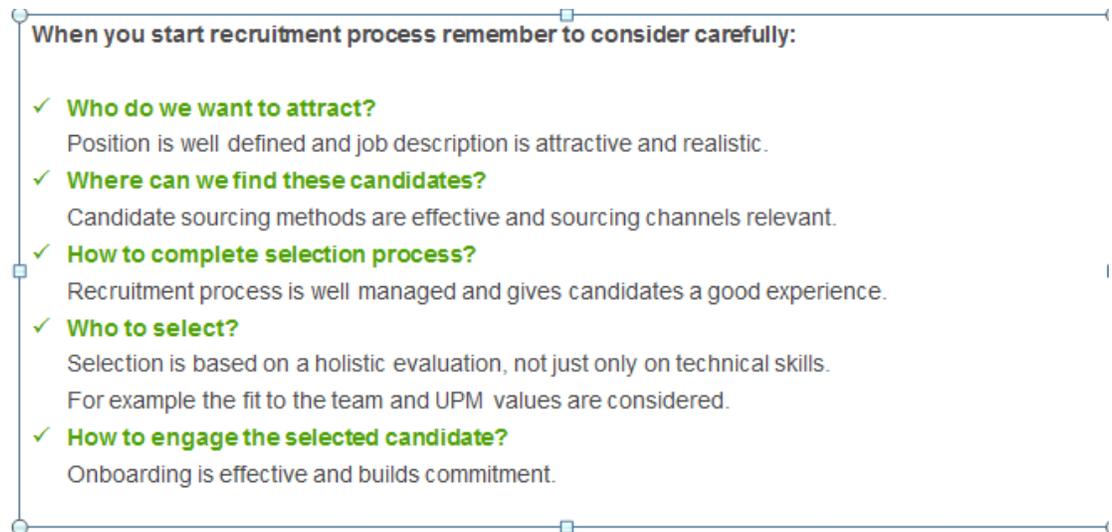


Figure 4. Recruitment check-list for recruiting managers and recruiters in the company.

To dig into the recruitment process, it is divided into two levels; high level and second level. The second level of recruitment describes the process in technical level while the high level takes account the main milestones that orchestrate the process. Only the high-level process is described in this section, because I saw that the second level process description would not give any relevant added value in addition for describing the recruitment process on higher level.

All in all, the process begins with defining and identifying the position. That leads into validation and selection of the candidate. Finally the recruitment is closed. (Figure 5.)



Figure 5 : Phases of recruitment process in the company.

Now I will present the detailed description of recruitment process (Figure 6).

The parties in the process are the manager, HR/recruiter and the candidate, which can be internal or external. There is support offered for hiring managers for using the recruitment tool. There are also guidelines for checking the background of the candidate and other support materials. The managers can reach the material from their contact persons in HR or from the intranet.

The process starts from manpower plans which continue to defining the position that is going to be opened. There is agreement going to be made of the recruitment method between HR and the recruiting manager. After that there will be made a recruitment acquisition, which recruiting manager's manager approves (or disapproves).

At this stage the sourcing of the candidates begins. The open jobs are announced in recruitment portal for internal and external recruitments. Hiring manager with HR selects candidates, and validates them with interviews, background checking and assessments. This will lead to selection of the candidate to whom the job offer will be made. When the candidate has agreed to take the position, the onboarding of the selected candidate may begin with his or her new manager.

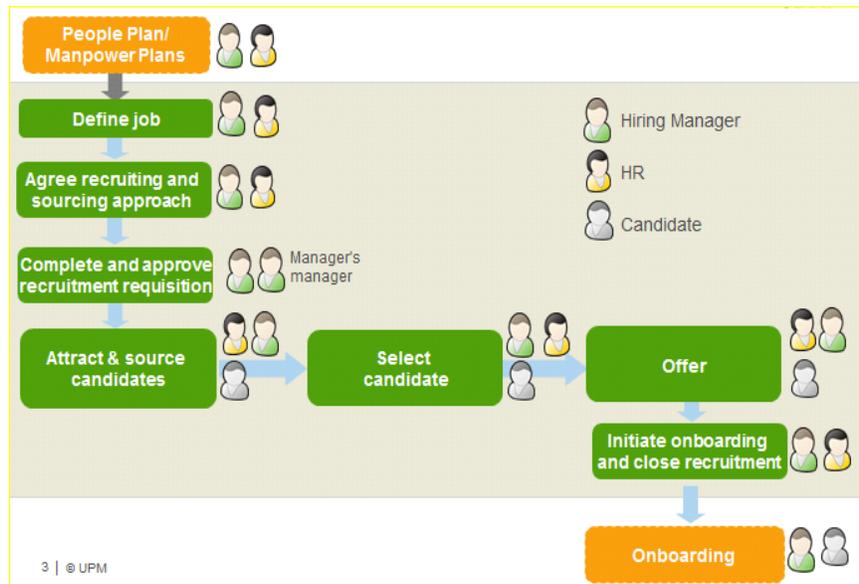


Figure 6: Recruitment process description.

Next I will present which traditional (not social media) channels the company uses for recruitment. The social recruitment used so far in the company is presented in chapter 4.2.

**Recruitment tool.** The recruitment tool the company uses is SAP based and it is called “e-recruitment tool”. The recruitment tool enables making a job requisition and selecting the approvers for it. In addition, the manager can review the candidates who have applied for the open position.

**Job posts in newspapers.** The company posts jobs in newspapers in Europe. The selected newspapers depend on the location of the job and the scope of people it needs to reach. If there is a position to be filled in a unit, the job advertisement is published in the local newspaper.

**Electronic job boards.** The company uses online recruitment services for posting all external jobs. The service providers differ according to the recruiting areas. The online recruitment services are in use pretty much in all areas

globally except in United Kingdom. Most popular channels are Monster, Stepstone and Career builder. The latter is mainly used in United States. In Finland the recruitment services include Monster and Oikotie. There is very much in use online recruitment service called 51job.com in China. In addition, there are specific websites dedicated for recruitment used.

**The web pages** of the company are in important supportive role for recruitment (compare Puck et al., 2006, 183). People can find and receive information about the company the sites and may decide to apply. The visible parts for an external applicant are company's job posts and career pages in its web sites. In the career pages the user can access open positions in the recruitment portal and leave an open application for the company. The career pages include possibility to apply for open jobs.

The most relevant competitors for the company recruitment wise were companies from same industries. It means that these companies attract somewhat same groups that are the target groups for the company in the field of recruitment. (Universum Professional Survey 2010) (Universum Professional Survey 2011)

#### 4.4 Company and Social Media

In this part I will present the social media environment in the company. I will bring out the sights for future usage of social media along with challenges that are related for social media presence and actions. The current presence in different social media channels is presented in next chapter. In addition, I will provide SWOT analysis of company's, recruiters' and its businesses social media usage.

As said, the company lacks social media strategy. According to the interviews full-speed actions in social media have not started and will not until there is a

social media strategy. It is better to stay away in large scale until the needs and the specific tools for different purposes have been clarified (compare Manifesto).

The company uses social media more and more along daily activities. Nevertheless, there is a need to identify the forums and discussions where the company wants to present. In addition, they recognize that the company needs to present in multiple channels. Placing all eggs to one basket is not enough.

Social media has to bring benefit for a company. The company recognizes that social media might act as an effective tool for building employer image (compare Leino, 2009, 253). In social media channel point of view, all of produce employer image, taken account that the tool is used for adequate purpose. Taking part in every channel may not be appropriate. Using tools effectively and in managed way will tell something about the company and its personnel to people interested in the company. There needs to be time to response to questions and feedback in short notice (compare (Erkkola, 2008, 29).

One of future purposes for social media is going to be a channel for getting through strategic information. Businesses and functions should think what the most relevant media and messages are they want to get through. Social media acts as a good channel for informing about not so traditional businesses that are related to the industry.

*“It enables dialogue with wanted stakeholders. There is going to be a contact and dialogue for a customer.”*

Different target groups were raised up in the interviews. It was thought to be appealing for younger generation if the company present in social media, because they think about their own future. They have been involved in modern communication technologies starting from young age. Especially the young

generation considers if companies are present with modern messages. Taking part in things, creating things in communal way and competitions would be something that interests younger generation. Still, social media does not only restrict to one age group, potential workforce and customers represent all generations.

Legal issues need to be naturally taken account in social media usage concerning employees and company's own actions. It is important for the company to tell about the guidelines they have for social media. It is good to make clear that the company does not use social media for illegal purposes, such as screening employees' personal data in social media channels (compare Kliatchko, 2008, 135).

In addition, there are needs to be certain level of social media understanding before doing actions there. Another challenge is to identify the forums where the company can be present in social media and have something to offer there. According to communications department in the company, it is relevant to communicate about topics in an open, honest and interesting way in social media. However, the content needs to be interesting for the audience.

*"The content needs to be such that is interests people. It doesn't help if we promote a communications' person to write there something. It is a problem, because there is a big hurry all the time. It is better to stay away in that case."*

*"We have talked, that is not only a medium; we have to be an attractive employer. That is the starting point. We should be more active. We should tell all kinds of things about ourselves. For example the profile in LinkedIn is just squatting."*

*"Networking has become more close to human. It is a more day to day thing now."*

There is a clear need and urge for using social media, and the implementation is scattered in businesses and functions. This is due to certain challenges. According to the interviews, the company has acknowledged that there is not a possibility to be more present in social media until they have resources and strategy for it. The lack of resources was mentioned in all 18 interviews. Being present in social media requires time and active participation and that cannot be reached unless they have enough people doing that.

*“Although it is free, it takes lots of time. There are not enough resources to carry out the actions.”*

*“It is a difficult thing and everybody are busy. Some people here should drive it. If there are not people who are native in there. Being busy is a good excuse.”*

Finally, the inner communications culture in the company should support the external communications culture in order to be effective and reliable in social media. In the basis of the interviews, social media doesn't have an effect on all employees. Employees in Southern America and China cannot use social media channels, because some of them are blocked. It is interesting that one of the interviewees in communications saw that there is no other possibility to participate social media than to have a controlled and moderated platform for social media communication. There would be a moderator, who would direct the discussion with large audience. Mass social media platforms were seen too uncontrolled for that interviewee.

However, the company has taken account their employees for using and being present in social media. The company has formed social media guidelines for its employees how to behave in social media. They emphasize that as social media offers new opportunities, it also sets responsibilities for employees. Every employee is personally responsible for publishing user-generated content in the web. It is important to make clear the voice who speaks in social media – whether in a personal voice or with company's voice. The copyright,

disclosure policy and the code of conduct of are expected to be respected when acting in social media.

The starting point for these guidelines is that anything that concerns an employee in general, is also relevant in social media. With the support of guidelines, the company encourages its employees for an open and honest dialogue. Finally, the company wishes its employees to respect their audience when publishing content in user generated media.

#### 4.5 Social media channels used in the company

The company is currently present in five social media channels. They are Facebook, Twitter, YouTube, LinkedIn and Wikipedia. I will next describe in detail the activities of the company in these social media channels.

**Youtube.** There are over 60 videos currently in Youtube published. The company has three different accounts in YouTube. There is one account for all businesses and functions that maintained by Corporate Communications. There are different videos related to businesses, products, activities and careers published. There are several subscribers for the videos.

**Facebook.** The company does not have an official profile in Facebook. However, they have a campaign site there until the end of year 2012. The site has been opened in the beginning of year 2012. Currently that site has approximately 2000 likers. One of company's businesses has a Facebook account. In the profile the business shares information about products in forms of references, photos and videos. Additionally there are two fan groups in Facebook. The first one is bigger, founded by company's employees. The other fan group was established for the campaign of television show accompanied with one business area. That group gathered few comments and little bit over 200 "likes".

Facebook has been used in recruitment as an advertisement channel twice. First it was used for summer job campaign for 15 to 16 year olds. Facebook acted as an additional marketing channel along newspaper campaign. Communication about the jobs was carried out with banners, which locations were carefully selected. Second time Facebook has been used for recruitment in trainee program campaign. These two cases for recruitment in Facebook were introduced in the beginning of part 4.2.

**Twitter.** Twitter is the most actively used social media platform in the company. It has a twitter accounts with a corporate profile, and with two business groups' profiles. In June 2014 there were approximately 2 800 followers in the corporate twitter account. With the corporate profile company aims to spread information and announcements. For recruitment there have been a lot of tweets about open positions. By informing about open vacancies it is possible to spread positive message about the industry.

The company sees Twitter as the most important social media platform in the future. Twitter is going to work as a distributor of information related to its businesses and related industry business in addition for building relationships. That may include tweeting about published researches, conferences and events where the company is present. There is a purpose to offer possibility to join events via Twitter.

**LinkedIn.** There is a company profile in LinkedIn, which owner is HR function. Also one of company's businesses has its own account. The corporate profile has approximately 13 000 followers. The profile has approximately 550 views per month. A bit over 2 500 of company's employees are present in LinkedIn. According to information in LinkedIn, people who have looked at the profile have also viewed profiles of companies in the same industry.

**Blog.** The company has a blog in its main website. Its purpose is to raise current topics of the company to public with human voice. The topics are presented by the company's professionals involved in those topics. Blogs include interactive elements such as videos. Blogs can be shared in social media applications as Facebook and Twitter.

However, the blog pages do not cover the characteristics for a blog, because there is not a possibility to comment or participate in a discussion with the company or other stakeholders.

**Wikipedia.** There is a Wikipedia page in the internet that is mainly updated by communications function in the company. The page offers basic information about the company including history, products, production units, and its government and management team.

As a summary, Table 4 presents company's presence in social media by its company "general" profile. In Table 5 are presented company's businesses presence in social media. That means they have their own profiles in social media channels. Responsible persons for company profiles are personnel mainly in communications, but also in HR. Businesses profiles are contributed by business communications personnel.

	Company profile
Facebook	NA
YouTube	✓
Twitter	✓
Wikipedia	✓
LinkedIn	✓

Table 4: Presence in social media in with a company profile.

	Business 1.	Business 2.
Facebook		
YouTube	✓	✓
Twitter	✓	
LinkedIn	✓	

Table 5. Company's businesses in social media.

#### 4.6 Company and the Employer Image

This chapter describes the employer image of the company from different angles. In this section the interviews are used as one part of the data. After that, the employer image findings of the company based on ideal employer rankings are pointed out. The rankings are based on surveys of employer images of companies by university students. That way the internal and external views of employer image can be compared. This chapter will offer an answer for the second sub-question of the research – With which actions can the company act a player in social media in terms of attracting potential employees? In the SWOT analysis of businesses and functions, I will tackle the items the company and its businesses should keep in mind in social media activities. As said, the company produces employer image with every action it takes in social media (Duncan & Moriarty, 1998, 6).

The company has been taking part in Universum Professional surveys. They are surveys that find out what kind of qualities an ideal employer would have according to young people. In addition, there is a ranking of ideal employers (companies). The survey is conducted for Finnish University students and graduates. As said, young people is one target group for the company in social media activities. I use the data from the reports in 2010 and 2011. All in all there were 7939 students that took part on the survey in year 2010. The fields of business and natural sciences and engineering were included for the report that has been made for the company.

As an employer the company was ranked to top 30 among the young professionals. The ideal employer ranking had risen from in year 2011 from 2010. There was a slight difference in the ranking between men and women respondents. (Universum Professional Survey 2010) (Universum Professional Survey 2011)

The perceptions that students in Universum Survey associated to the Company were a company with good reputation and market success. They feel that in the Company they could have a job with challenges and high level of responsibility. In addition, the respondents felt they could have opportunities for working or at least traveling abroad. In addition, their expectations included having versatile assignments, yet flexibility in working conditions and working hours.

For working environment the respondents felt the company could offer dynamic and equal working environment that is not discriminating between men and women. Internationality played a role in these characteristics as there are expectations to work internationally with both internal and external stakeholders. There is also a strong perception that the leaders in the company support employees' development in work. (Universum Professional Survey 2011)

It is important for students to have a balanced life with sufficient amount of work combined to other elements in life. In addition, they wished to develop their intellectual capacity and to have a stable job without a fear of losing it. All groups in the report wished to have an international career in the future. Natural sciences and engineering students wished to be experts in their field while business students expect to act as a manager one day. (Universum Professional Survey 2011)

These wishes might well be accomplished in the company, according to one of the interviewee:

*"This is a human workplace [...] We have working times, though we live in a global world. [...] Our health care is well taken care of. There are efforts put into people development. [...] A person matters. I have been chosen here and I matter. They are big things."*

Media is a relevant source for enhancing employer image. The company posts information and current topics in different media channels. The media include traditional media and social media. The five most relevant sources where students received information about the company were newspaper articles, corporate web sites, acquaintances from the company, articles in magazines and career web sites or job boards. (Universum Professional Survey 2010) That means that students receive information basically every else that from social media, yet the sources include social elements.

The company uses its corporate web sites as main channel virtually in producing employer image. All in all, web sites are still the main source for people to find information about organisations (Puck et al., (2006, 183). Producing employer image is enabled by providing information about the company and career possibilities. In addition, the company communicates of trainee and graduate positions.

As well the recruiters in the company see the company websites as important channel for improving the employer image. Especially in the geographical areas where the company is not that know yet, the websites can improve the employer image. There is a careers section in the corporate web sites, where exists a description what kind of employer it is and what kind of talent the company is looking for. Based on these results, companies should put effort for their web sites and especially for the careers section.

*"[The Company] has great web sites. People should come there and view our web sites. They would get a better feel of [the Company] as a company. Even if you don't have a job open."*

One of the significant ways to produce employer image and message about the company are the career videos, where employees tell about their employer and their career path. Additionally, there is a questions and answers section in career pages. There are also links to pages which tell more about the company. The links lead to pages of company's businesses, responsibility related issues, code of conduct and social media. There should be also always a recommendation for contacting in end of the videos (Laine et al., 2012, 83).

*"The videos in our web sites are well produced. You can be proud [of them]; they are very professionally made. It gives a good picture how wide a variety of tasks there are. It is in employer image point of view a good thing".*

All in all, the company produces its employer image in all media; in traditional media and social media. The career videos in the websites offer a way to produce employer image by employees of the company. The web sites of the company are in a key role in producing employer image. As far as social media channels are concerned, it spreads messages about open vacancies in Twitter. In addition, it shares information about the company and current events and topics with videos in YouTube.

Interactivity and speed which are the main benefits of social media (e.g. Laine et al., 2012, 132) are features that might turn up against the company. There are negative effects if the company does not react on their questions or comments. Being honest and truthful is important (Järvinen, 1996, 80). That way the company should have good prospects for being present in social media.

*“You need to be yourself in social media. You need to give real messages. The personnel of the company are the strongest voice of the company.”*

*”In the employer image side there are things we could do. We can present, but we cannot do stupid things. [That way] we are not believable.”*

However, according to the interviews, social media would offer good possibilities for improving employer image and recruitment would suit especially well for that purpose.

*”We need to think what kind of [people] we are. The employer image needs to be taken into account. In corporate communications we are more business-like, not casual.”*

The mentality of being safe than sorry applies for the case company (Luukka, 2011, 56). The lack of resources prevents the company to start taking larger actions in social media. The interviewees felt that jumping with large scale to social media without strategy and resources might affect very negatively to employer image. In addition, there would be too big a risk for company to take part in social media without clear purpose and message.

The company has developed a framework for the employer image (Figure 7.). It constitutes of five different dimensions. The four dimensions include the arenas in which the employer image is produced by the company. The fifth dimension describes the responsible groups that are involved in the four dimensions. The first dimension is about being visible in media and being involved in different kind of campaigns. The second dimension is the cooperation with universities and being involved in events in there such as student fairs. Recruiting is the third dimension. Fourth dimension is the company’s employees and their discussions in their own networks.

To dig into this model, the company recognises it is important to be visible around areas which support its brand. Secondly, the company puts effort on future talents being present there where the future talent is, such as in universities. Thirdly, recruitment in an activity which messages signals being an active player in looking for talent. Finally, the employees' own networks work as word of mouth to produce employer image. Framework for utilising different social media channels based on the Figure 7 is presented in Figure 8 in chapter 5.1. Next chapter will deepen the attributes which the company should take into account in producing employer image in social media. This is presented with the SWOT analysis.

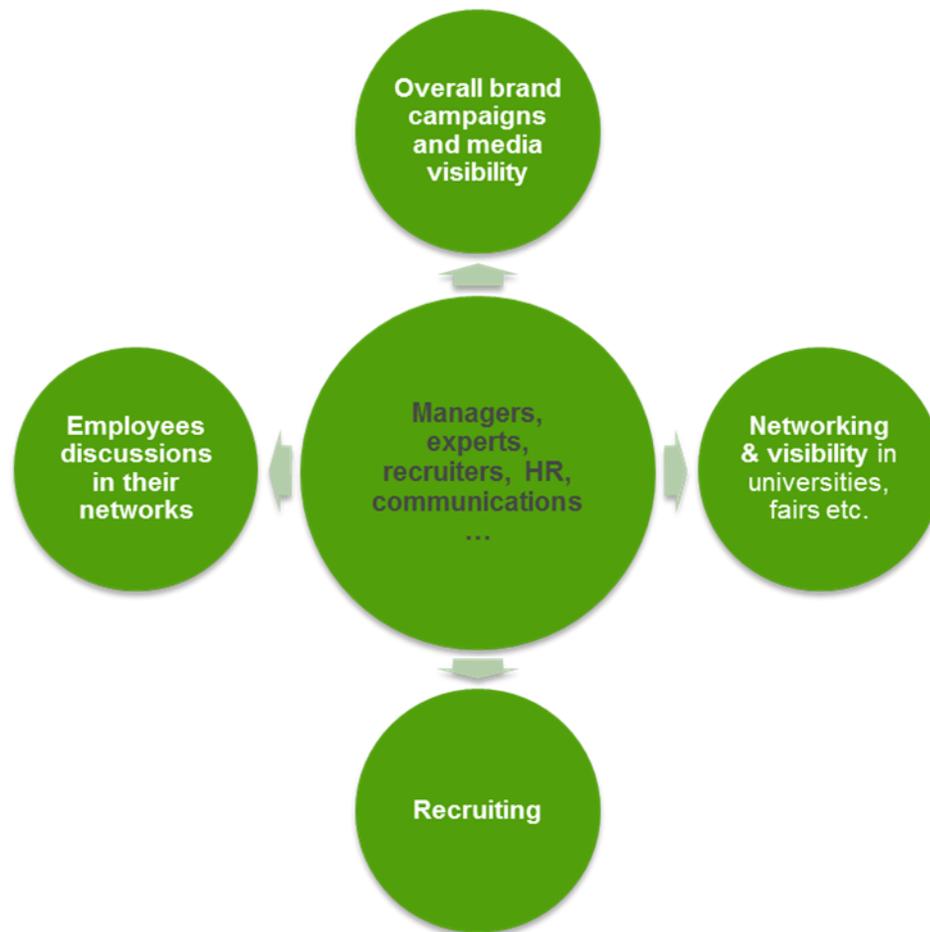


Figure 7 : Five dimensions of employer image in company. Responsible groups and elements of producing employer image.

## 4.7 SWOT Analysis of the company in social media

In this part I will bring out findings of interviews executed in the company corporate communications, their recruiters and its two businesses. I will bring out the strengths, weaknesses, opportunities and threats, which are the basic elements of the SWOT model. The chapter provides insight for readiness for social media and is not merely focused on finding talent. That can be justified with the theory that employer image is produced with every action a company does in social media (compare Duncan & Moriarty, 1998, 6).

### Company overall

The strengths in company point of view are the current modern information technology tools that the personnel is using. They are such that enable linking and utilization of social media channels. The modern tools might improve the employer image and might work as differentiators for the competitors.

*“We would like to drive the communications into more interactive direction. We have a platform and tools for that.”*

A strength that the company could bring up in social media is the big amount of expertise and market understanding.

*“We wish to utilize the experts in the Company [in social media].”*

*“[We want to make] professionals to be seen, heard and to share their expertise”.*

This also supports the idea, that experts would become actors in social media as presented in later in Figure 7.

The quality of company web sites are seen as good base for producing employer and company image. As brought up, the companies' web sites are in main role for producing employer image (Puck et al., 2006, 183).

Current weaknesses of the company in social media point of view have been divided into different categories. The areas are communications culture, resources and the company as such. To start with the company reasons, the big size of the company came up as a weakness in three of the interviews. That again effects for the difficulty to coordinate and get synergies. One of the interviewees brought up that the organization structure and in this sense the lack of structures is a barrier for using social media. In addition, the lack of social media strategy was brought up in the interviews. Another interviewee saw that there is little content that the company can bring up in social media due to the emphasis on business to business activities instead of business to customer. There should be enough of interesting content in social media to keep potential applicants interested (Laine et al., 2012, 58). In some geographical areas in the company social media is banned or is not a topic at all.

The lack of resources came up as a weakness in almost every interview. The personnel is heavily loaded with current tasks, so they do not see it is possible to take social media as part their current work. That way taking social media into use in daily work would be change management issue. Social media is not daily life for all personnel as they are used to create content in traditional printed media.

The biggest weakness according to the amount of comments is the current communications culture in the company. Communications culture is not seen

to be open, which is one of the key requirements in using social media (Luukka, 2011, 56). The weakness was risen in many of the interviews.

*“We are death serious [in media]”.*

*“People are afraid of interactivity in the company”.*

*“Discussion culture which can take edge is lacking”*

*“Communications culture is cold and distant.”*

In addition, social media is not seen to be natural part of daily life in work in the company. However, one of the interviewees saw that social media is a good addition for her current job description, which supports the theory that social media activities should be part of daily work ((Ojala & Pöysti, 2008, 120).

The opportunities that social media could give for the company would be a better company image. Director of one function pointed out that the internal reputation of the company is better than its external. That way social media would provide an opportunity to tell honestly to stakeholders how good employer the company is. Strongpoint for social media usage is that it reaches people and it is seen as cost efficient way to communicate and interact (Laine et al. 2012, 132). It enables dialogue with customers and selected stakeholders. Social media would also enable rising up the young talent in the company.

As far as new opportunities for social media channels are concerned, there could be photos shared in Flickr, and Twitter could be used for crisis communications. SlideShare usage would be one opportunity to tell that the company is a trendsetter in social media. Also LiveStream would act as a way to spread information about important events. To finalise with, social media would bring benefit for sales companies taking contact to customers. It would have good effects for internal communications as well.

One threat of social media are the actions of the competitors. There are pressures as competitors are building social media strategies and going forward in social media actions (Universum Surveys 2010 and 2011) Nevertheless, a director in Corporate Communications recognizes that the actors with quality content will differentiate from the ones with content that has poorer quality also in social media.

The biggest threat would be to “take the leap” to social media without a proper strategy and under resourced. The worst case scenarios for this would be that some faulty and insufficient information would spread in social media, which would harm the employer image.

### **Business 1.**

Interviewees of Business 1 feel that there is a lot to learn about social media. They need to find correct angles to take part there. Currently there are no structures for that. The plans for future is to build a 360 communications world, where social media plays a certain role. Therefore social media would act as a media among others (compare Laine et al., 2012, 14). There would be interactivity between the different communications channels and they would complement each other to tell a story about the business. Building content that would engage and interest people is a challenge. Other challenges would come from finding right forums to reach the target groups. The communications is much more active and requires more monitoring in social media than traditional communications. This supports the theory that social media changes the traditional power relations of communications (Kietzmann et al. 2011, 242). Finding professionals in social media communications area are needed for that purpose.

Strengths of Business 1 are their current activities in Twitter. They have over 500 followers in Twitter. The goal of the Twitter account is to tell what is going on in the business. They also direct the traffic of people to different channels with help of Twitter. They also feel that the channel is a good way to see and listen to what is going on in the external environment. The business does not aim at dialogue in their communications, but is one-way. That is clearly a shop-stopper for using social media. However, interviewee of that business saw that there are much possibilities of that business to be present in social media with.

Weaknesses are lack of skills, drivers and time to be dedicated for that media. There is also sort of slowness in reacting to external environment. They might plan things too well. That means once they would be ready to go live with the content, the momentum has already passed by. The personnel is used to publishing content in traditional rather than social media.

Social media is clearly seen as a source to get contact to customers. They would be able to get more customers and provide services for them there. LinkedIn was seen as possible future channel. There they could utilise different professional discussion forums. From there they could get ideas for product development. LinkedIn could work also for promoting and marketing purposes. Social media is also seen as a source for pushing innovations, and motivating and praising users. Finally, taking part into conversations would affect for giving people a truthful image of the business.

Threats for using social media were not recognised in the interviews of Business 1.

## **Business 2.**

Business 2. sees clear needs for starting to use social media in their business. They are taking part in social media step by step. That is a good way to start to take actions in social media (Laine et al., 2012, 22). However, there are clear

contradictions in interviewees' answers in the business. They want to use as a channel for customers to get information. They wish to answer to customers' problems and act from customers' point of view. In addition, they wish to get their business "humanized" in social media. In addition, their goal is to get interactivity and conversation in virtual environment in a personal way and being present. That is one of the key elements of social media behaviour (Weinberg & Pehlivan, 2011, 276). However, they see that social media will not replace the importance of taking contact personally by phone or e-mail; it is going to be one choice among others for communicating.

Nevertheless, they see that communicating in social media requires resources and the ability to respond quickly and positively. The business may not be able to effect on what is going to be discussed. The management should be interested about social media as relevant channel, which is also supported by the theory (Ojala & Pöysti, 2008, 123).

Strongpoints for this business group are seen to be the expertise and competence that would enhance their employer image. Some of the communications personnel already have experience in working in social media due to their past employments. Some of the interviewees also saw that people want to share information about the business.

Weaknesses of the business' current situation include under resourcement. Internal challenges also relate to leadership as there seems to be no leadership culture for interactive communications in the business. There are aspects in the business, which cannot be open to people due to confidential or secret information. There is also business of which content is not seen easy to rise up in social media. For this part concerns the challenge of producing the right kind of content to social media channels. There is a challenge to get customers to commit to using and taking part in the certain channels and even finding the right channels. Finally, people in the organization might not feel comfortable to use social media due to lack of experience or bad earlier experiences.

There are many opportunities coming from social media. They relate to company image, communications culture, getting business benefits and utilizing the interactivity in that platform. There is a vast amount of silent information in the business that could be shared to others. That way working and operating could come more efficient, and additionally internal communications would improve. One of the interviewees saw that social media would increase sales.

Social media would mean dramatic changes for external communications as well. The operations would become more transparent, present and open. The communities of stakeholders and customers could be utilized and they could invite people to share information in social networks. The interactivity could be utilised; the employees could get along with people, receive and analyse information and get market benefits. The products that are developed in future could work as good cases. That way social media would improve the brand image. In addition they see social media as a way to help product development.

Threats for Business 2 would come from not utilizing fully the aspect of interaction, but thinking on behalf of the customer. The pace of changes and appearing new items in IT area might be too much for the personnel to keep up with. Age groups of target groups might cause challenges for them. One of the interviewee saw that especially amongst young people they would be able to improve employer image. Then on the other hand, there was a threat seen that the relevant target group for them is over fifty years olds and they might not so active in social media. The uncontrollability of social media was raised up as there is fear there might be insults of lies written in social media.

## **HR function**

The SWOT analysis of HR function will act as key definition for refining the social recruitment usage and prerequisites for that.

The strengths that the interviewees of HR function were divided into three categories. These are related to company culture, experiences so far of social recruitment and the readiness for using social media as part of work.

For company working culture the strengths include the company as human working place with decent working times. In addition there are efforts put to people development and OHS issues. What is important is that there are good experiences of social media usage so far in recruitment. Placing banners of recruitment campaigns in Facebook and posting jobs in Twitter have worked as good cases for social recruitment. In addition, the interviewees in HR felt that the websites of the company are in good condition supporting the recruitment.

There is interest among recruiters for using and getting to know the social media environment. One recruiter has joined LinkedIn and is participating in professional groups there. That person has also joined lectures relating to topics of social media. During year 2012 recruiters in Finland have received training and tips about social media by a social media professional.

HR function has same weaknesses as businesses what it comes to resources. Recruiters are very busy, and there is no chance to plan many actions in social media as daily routines constantly take all of their working time. Lack of time effects for current recruitments in a way that recruiters may not have time to react to questions that are addressed to them. That might lead to losing potential candidates (Laine et al., 2012, 90). Weaknesses also relate to little experience and knowledge on the topic, though they have received training for it. There are doubts both for overall and technical competence in social media. In addition, there are no drivers in HR function for social recruitment and there is objection for change.

After all, there is some presence in social media with HR function. LinkedIn has been used for recruitment for 30 to 40 times. The experiences of LinkedIn recruitment have varied. Specialist positions have been challenging to fill with LinkedIn recruitment. However, LinkedIn has been used in recruitment globally especially in Finland, Europe and India. In addition, as LinkedIn has been used for positions in different businesses and functions, there is openness and trust for LinkedIn as a channel.

The cost-efficiency of social recruitment is seen as an opportunity. Therefore head-hunting in social media would be something for HR to consider for (Maurer & Liu, 2007, 306). It would offer possibilities to access a wide variety of people quickly. Networks could be utilised and passive job seekers could be reached (compare Laine et al., 2006, 16-17). Important point for a global company is that social media would be efficient for international recruitments. For that point, closer analysis of different social media channels for certain global areas is important. In addition, social media would offer a way to market the company and to attract talent. The company could also communicate in a “wilder way” in social media to improve employer image.

### **Summary of SWOT Analysis**

In this chapter it has been brought out in detail the current situation of businesses, HR function and company overall in social media. The businesses and functions would need to start taking advantage of their strengths and to utilize the opportunities that they have for social media, such as the modern platforms and a vast amount of expertise they have. In addition, they should pay attention for the current weaknesses if there is something they could do about them. Finally, the threats should be carefully taken account, in business and employer image point of view.

Overall, the company has possibilities for modern communication solutions as they have a good technical platform for it. In addition, they have good websites. As brought up in the interviews, strengths are the experts in various businesses and functions, which they can bring out in social media.

The businesses have clearly interest towards utilising social media. They could get benefits through humanizing their voice, bringing their business more towards people, and taking people being part in product development.

There is clear contradiction in the answers based on the interviews what it comes to how the current situation and the future opportunities are viewed. The HR function has the most interest and enthusiast to take part in social media. They already have good experience and they have taken social media training. There is much interest in taking social media actions towards customers and young people also in corporate and business level. Also internal culture and career opportunities are seen as good ways to come out to social media arena. Traditional communications culture with careful planning and one-way communication remain hard in the answers. Still there are many opportunities and angles with which the company could produce company and thus employer image. The threats such faced paced communication and skills could be at least partly tackled with social media training and implementing that way of working. The agility of the corporate culture may not be ripe for all requirements there are for taking social media into use.

## **5 SOCIAL MEDIA IN THE COMPANY – NEXT STEPS FOR THE FUTURE**

As far as different social media channels are concerned, the company is already present in channels presented in chapter 4.2. They utilize social media

channels close to the honeycomb model (Kietzmann et al., 2011, 248). However, I see that the company is partly in phase 1 and partly in phase 2 in the implementation process of social media. In this chapter I present which channels suit well for recruitment and employer image producing purposes. This chapter provides a response for the research question *“With which actions can it act as a player in social media in terms of attracting potential employees?”* and *“Which social media tools can Human Resources use as part of resourcing?”*

## **5.1 Social media channels for social recruitment and producing employer image**

The recommendations consist of different levels: overall level based on the most common social recruitment channels, employee segment and geographical area specific and the model built on the employer image framing by the company.

Manager in Communications function feels that the company cannot put all eggs to one basket; it needs to take part to several forums. I also interviewed Global Employer Branding & Social Media Manager in Nokia, and she confirmed that focusing well on few social media channels is a key; at least for a company that is beginning to take social media into use in recruitment.

“Pick a couple of channels, which you can get really involved with. Make sure you have enough time to manage them effectively.”

Nokia uses mainly Facebook, LinkedIn and Twitter for recruitment and building employer image. (Nokia interview)

## Facebook

Facebook consists of content generated by the users. Users make status updates, and share links to photos, videos and internet pages. This sharing is fixed for other users that are related to each other. This relationship happens by becoming friends in Facebook. Friends are usually those who people already know or to become friends through connections of friends of friends (Smith & Kidder, 2010, 493). The users create a profile in Facebook and the profiles can work as a small internet sites, because the users can to some point decide what kind of content to have there. (Leino, 2009, 270) For some users Facebook can act as a way to express self-identities (Smith & Kidder, 2010, 293?)

For companies Facebook offers a possibility to create a profile based on the company name, business or individual brand. The users can become fans of the company profile and after that they receive the status updates of that profile to their own Facebook news stream page. Becoming a fan of certain site shows to the users' networks and that way the site receives attention. (Leino, 2009, 273) Companies may even use Facebook to track down and assess applicants who have applied for jobs in companies (Smith & Kidder, 2010, 493). Facebook enables also job postings and advertisements by a company for recruitment and employer image purposes.

Facebook acts as a good channel for advertising and producing company and employer image. For businesses it would offer a way to communicate about current issues. As used already, Facebook is good for campaigns purposes. In that sense, social media is seen as good marketing tool. However, Facebook may not be ideal for targeting for certain talents, such as LinkedIn is. Nevertheless, Facebook has applications specifically for recruitment purposes. (Laine et al., 2012, 117) They are introduced in the next chapter.

Facebook reaches especially younger generation and masses of people with wide variety. Because of the wide audience taking part in Facebook,

recruitment for blue collar workers might be effective (Laine et al., 2012, 114, 116). As long as this target group is concerned, other social media channels might be ineffective. Many of that target group might not have computer or do not simply find social media as relevant channel to look for employment. Traditional recruitment, such as advertisements in newspapers with local targeting is a way to reach that segment.

**BeKnown** is a recruitment application for job seekers and recruiters integrated in Facebook. In BeKnown a user can view and apply for jobs and see company information. A company can have company pages and add job postings. A user can post a resume into the system, which can be used when applying jobs. BeKnown uses the profile set up in Facebook, LinkedIn or Monster. If a user doesn't consider for example a Facebook profile professional enough, the profiles in Facebook and BeKnown can be separated. A user can connect to friends from Facebook, Twitter or email accounts. (BeKnown)

**Talent.me.** Along with BeKnown, Talent.me is an application on Facebook. It utilizes users' friend network in Facebook. Therefore it depends on existing relationships and strong ties that users already have. The user can describe the experience and professional talent they have and offer that information for their network. It also aims at active discussion on talents, open jobs, companies and other relevant professional topics. (Talent.me)

**BranchOut** is a professional networking solution for employers and people looking for jobs. It is based on Facebook and it is the biggest Facebook based in its quality. For companies BranchOut offers a possibility to search potential employees among the users. They can also post jobs there. Job posts can also be shared with Social JobBoard. With the social aspect, users can recommend jobs to their networks. That way it enables reaching passive candidates. (BranchOut)

**Naymz** – formerly known as Visible.me is professional networking solution for persons looking for jobs and for companies offering them or searching certain talent. Users can create a profile and they can build networks to colleagues or for example old classmates. In job searching the user profiles can be found via search engines in internet. In addition Naymz offers a reputation management tool for user profiles. Hiring companies can post jobs in Naymz and benefit from other professional networks Naymz has as partners.(Naymz)

## LinkedIn

LinkedIn is a channel connecting users in professional matters. It is the world's largest professional network with over 135 million members worldwide. The biggest user groups are in Europe and in North America (Presentation). In LinkedIn a user creates a profile with his or her career information, including education, job history, skill and recommendations. A user may get connected to other users such as colleagues and business partners they want to share their professional information with. (LinkedIn 1) Members can see how they are linked to each other and with which members they have as common contacts. LinkedIn enables collaboration around certain topics for advising, in addition to sharing practices and sources of information. (Kietzmann et al., 2011, 246).

A professional network as LinkedIn offers companies a possibility to be present and visible and use it for recruitment. It brings together people looking for career opportunities and companies offering them. Users can search and view job offers and organizations can post jobs they have (LinkedIn 2). Organisations can have a user profile in LinkedIn, where they can offer information about the company and open vacancies. Messaging about open

vacancies is cheaper than in traditional online job boards (Laine et al., 2012, 18).

LinkedIn suits well for building employer image. The variety of different contents, such as blog posts, status updates, executives' forecasts, sharing of articles and writing about products launches help to provide versatile company profile to LinkedIn, which users can utilize in creating employer image of the company. (Laine et al., 2012, 108.)

There may exist employee stories and videos in company profiles. LinkedIn offers a possibility for organizations to search for certain talent by browsing user profiles and contact them directly (presentation). That way it is possible to reach people who might not be currently searching for new career opportunities.

Next specific solutions for recruitment in LinkedIn are presented.

**LinkedIn Recruiter Corporate edition.** This solution is primarily designed for finding passive candidates. It uses user's profiles for searching the talent the corporate is looking for. By LinkedIn Recruiter it is possible to view the whole network of profiles in LinkedIn. The profiles can be viewed with full profiles and names. The search of the profiles can be filtered by the information of company, company size, industry, education and years of experience. Within the solution the recruiters can share information with another in forms of for example notes and folders. The solution uses a corporate specific profile, not a recruiter's personal profile.

**Jobs Network.** The Jobs Network utilizes the information and profiles about users who are employees for the company. The employees' profiles may include ads about the company or their career pages. The profiles act as "ambassadors" for other users. That way the contacts of the employees can receive information about the company and career possibilities.

**LinkedIn Career Pages.** A company can publish a page in LinkedIn, where it tells what the company is all about by text, links and videos. In addition they can provide information about vacancies they currently have open. The page may suggest open vacancies for the user according to their profile information. A user may also view statistics of the company's employees using their profile information. The company can tailor the Career page and publish information they find useful, for example information about contact persons in the company. Using Career Pages requires additional subscription and payment.

Recruiters and personnel in HR and Communications are taking part in professional networks in LinkedIn. There they can post forward the open positions and spread message about the company by being present there. Currently head hunters use LinkedIn for finding certain talent.

Head hunting is very costly for companies, so using LinkedIn for reaching rare talent might be cost-efficient (Laine et al., 2012, 16). However, it would require time to start fully utilizing that channel. It would be efficient for recruiting professionals and persons that already have work experience, especially specialists, and mid and top management (Laine et al., 2012, 116). LinkedIn is also ideal for finding employees with specific and rare competencies.

## Twitter

Twitter is a network service, which enables users to share whatever they find interesting. Twitter uses micro-blogging, where users can share this information by 'tweeting' with maximum 140-character-long messages. These tweets can inform what users are doing, what their feelings are and include links to other sites (Kietzmann et al., 2011, 242). The messages in Twitter evolve to larger conversations when they are combined as pieces of a puzzle (ibid., 244). The users may 're-tweet', which means posting a tweet another user has posted.

In Twitter the users may follow other users, and thus receive their tweets. (Fischer & Reuber, 2011, 3)

There companies and businesses can share the latest information from their products, events and open vacancies or to build relationships to other users to have as an audience. Users can follow persons and companies from different fields and discussions (Twitter). Laine et al. (2012, 119) add that Twitter is good for directing the user to the right kind of content, for example elsewhere in the internet. At the moment, Twitter enables the fastest way to spread news (Leino, 2009, 259). When there is a need to find talent in Twitter, there is a possibility to make searches that support the theme that relates to the current recruitment in the company (Laine et al., 2012, 18).

Twitter and other microblogging services are ideal for telling about current issues in the company. Spreading news and interesting things produce employer image. Tweeting about open positions suits well for recruitment purposes.

## **Tumblr & Pinterest**

Tumblr is a service, which enables users to share videos, links, photos, music and posted texts to other users. It is “a global platform for creativity and self-expression” (Tumblr 1.). Tumblr was founded in 2007. There are 63 500 000 posts daily. The service is available 12 languages. Almost half of its traffic, 42 per cent, takes places in USA. (Tumblr 2.)

Pinterest is based on sharing of pictures and graphics. Especially the infographics enabled by Pinterest are ideal for producing employer image (Laine et al., 2012, 126).

## Joberate

Joberate is a Finnish recruitment company founded in 2010. It does business in international scope. Joberate works as link between a recruiting company and potential employees. They select the recruitment channels on behalf of the company but does not involve in the actual recruitment process. The service includes only distributing and increasing attraction to companies open jobs. An organization provides the job ad to Joberate, and they plan and recommend distribution channels in the certain market. Joberate uses only digital media channels in posting jobs. The job post can be in job boards, blogs and social networks. For social networks they use LinkedIn, Facebook and Twitter. In China and Germany they use social networking site Xing. The number of channels varies normally from 20 to 30. Joberate promises to attract as well active as passive candidates. Their proposals depend on target group, industry, and the country where the company is hiring workforce.

Joberate uses several partners, at least in head hunting. On partner side, Asia is a challenging area at the moment.

Joberate would be useful and effective tool for reaching talent in different employee segments. Region and country specific tools for different segments should also be considered. The company has used Joberate in recruitment globally and has positive experiences out of it.

## YouTube

YouTube is a channel for users to “connect, inform and inspire other people around the world” (YouTube 1.). There is possible to distribute content and to act as a channel for advertising. The content in YouTube is shared by videos, which are created by users. The videos can be distributed by email, in blogs and in social networks - such as Facebook, Twitter, MySpace - in world wide web (YouTube 2). As far as companies are concerned, they can publish videos

in YouTube to share information about chosen topics to users globally. That way the videos can reach people fast and with low costs and effort in a wide spread globally. Videos can get comments from users, which gives companies reflections from audience. Recruitment wise companies can share information about them as place of work with career videos. In them company employees tell about them and their work as part of the company.

## **5.2 Social recruitment channels for employee segments and geographical areas**

In this part the most common tools and services using social media for recruitment purposes are introduced. Channels are chosen to cover the most popular social networking and social recruitment platform offering worldwide. I will answer to the research question: *“Which social media channels can the company use as part of resourcing?”*. I will introduce which channels would work best for which employee segments. Additionally, I present a summary of most popular channels in different geographical areas in table 3. Then I will introduce the selected channels shortly. After that I will bring out other social recruitment channels.

These services have been chosen to this part, because they can help companies in recruitment and in producing employer image. Additionally, they represent the new media where users can take actively part for recruitment process.

There exist hundreds of social media channels that can be used for social recruitment purposes. All social recruitment channels are not chosen for this work, but the most popular and prominent channels are introduced, which could bring possibilities for social recruitment.

Europe	Facebook, LinkedIn, Joberate
North America	Facebook, LinkedIn, Twitter
South America	Facebook, Tumblr, Orkut, Joberate
Russia	Facebook, LinkedIn, vKontakte, Odnoklassniki
Asia	SINA, QQ/Tencent, Zing

Table 6. Social media channels for recruitment in different geographical areas.

## vKontakte

vKontakte (VK) is a Russian social media platform, where friends, colleagues or students can network and keep contact. There are 110 million registered users. 70 per cent of VK's users live in Russia. 25 per cent of the users live in Moscow and 12 per cent in Saint Petersburg. For companies the service provides possibilities to advertise and do campaigns of for example open jobs. (vKontakte)

## Odnoklassniki

Odnoklassniki (*Classmates* in English) is another Russian social networking service, which brings together mainly old classmates and friends. It was created in 2006. The service has 45 million registered users and most of them less than 35 years old. (Wikipedia, Odnoklassniki)

## SINA

SINA is a social media service company enabling user generated content sharing by web and mobile devices. SINA is working in China and it has been used for recruitment purpose in that area by Nokia. The services include possibilities for microblogging and social networking. There is wide variety for content sharing with videos, photos and music, along with blogs and services especially for enterprises. SINA is a good possibility for networking and social recruitment in China area. (SINA)

## QQ / Tencent

Tencent is China's largest most used internet service portal. It was founded in 1998. Tencent has several online platforms designated for instant messaging, games, advertising, online payment, information security and networking. There are over 700 Million registered users in QQ instant messenger. Tencent's vision is to "become the most respected Internet enterprise". (Tencent)

## Zing

Zing is a Vietnamese social communication service. It is a product of VNG, which is founded in 2004. Zing's offerings include instant messaging, music and blogs. LÄHDE

## orkut

Orkut is "an online community designed to make social life active and stimulating". It is created for users wishing to maintain existing relationships and creating new acquaintances and communities. Orkut is based on Google and founded on 2004. (Orkut 1., Orkut 2.) Most of orkut's users live in Brazil, India and United states. That way it offers good possibilities for presence and networking in Northern and Southern American countries. 13 per cent of the users use orkut for Business networking. (Orkut 3.) With these facts orkut could be referred to be quite same as Facebook in its purpose.

## Xing

Xing is a professional networking service, which brings together people looking for jobs, companies offering them or people wanting to network with each other. Xing has 12 million members. There are professional groups, where member

can co-operate with specialists from same fields. For companies, Xing offers possibilities for e-recruitment, advertisement and event marketing. (Xing 1) Xing has been established in Munich, Germany in 2003. It is a publicly listed company since 2006. The service can be used in 16 languages. (Xing 2) Though it is an international channel, its main areas constitute of European countries, especially German speaking countries Germany, Austria and Switzerland (Wikipedia).

### **5.3 Framework for recruitment and producing employer image in the most common social media channels**

The framework for using the most common social media channels is created on the basis of the five dimensions of employer image of the case company (Figure 8.) The arrows in the picture are changed looking both ways, which displays the two-way communication of the social media. For the middle I have presented the persons taking actions in social media channels. The channels presented in the four circles are placed according to the topics of the original figure, that were clockwise brand and media visibility, student affairs, recruiting and employees' own networks.



Figure 8. The employer image framework in the most common social media and recruitment channels.

#### 5.4 Requirements and prerequisites for using social media and social recruitment

In this part will be gone through what kind of requirements and prerequisites are demanded from the company to be successful in social media and social recruitment. This chapter will answer for the third sub question of the research: *What these actions require from companies' employees such as recruiters?*

The people interviewed were communications and HR professionals. All of them had certain touch point for social media. They had used it at some level at work and in personal life. They are aware that social media requires a good plan, effort and dedication. In addition, the recruiters have received training for social media. Based on these facts the company has a good starting point for using social media. However, there needs to be a clear agreement of the level of interactivity and responsiveness that needs to be taken in social media

arena. Also communications, HR and the businesses need to consider the tone of voice to be taken. Also practicalities for using own names and titles or just a company profile in different channels needs to be thought carefully.

Requirements of the personnel are dualised to top management versus every employee. Nevertheless, there must be a support from top management level in HR and in the company overall for working in or with social media (Ojala & Pöysti, 2008). In addition, there need to be drivers in the businesses and functions, who work as ambassadors as an example and support to rest of personnel. Nevertheless, there needs to be a social media strategy.

As said, to be a visible, credible and successful actor in social media, the communications culture in the company must be social media supportive (ibid). The best way to accomplish this is to make social media and social networking a natural part of employees' daily work. However, sufficient training and instructions need to be given (compare Figure 8).

The lack of resources was brought up as a strong reason for lack of social media activities. That is a fact that influences businesses and functions. In ideal situation there would be a specific resource pool – such as social media officers – to take actions in social media with help of businesses and functions. Another choice is to use social media as part of daily work. In the basis of the interviews, the interviewed persons were interested in social media and might feel it a convenient channel, but it might not be the situation in the whole company. There would be a need for training for social media usage.

*“There are requirements for resources. You must act in agile way and to react into different kinds of messages.”*

*“It requires constant follow-up and more active grasp from a company. Before we go [to social media], we need to think whether we have enough resources.*

*Social media require that you are present there. Not being present there [in social media] is better option, that not to have enough resources”.*

*”It requires resources, who start doing it. Social media officers. Nobody can do it along their own work. Everybody is so trained, that it is fine if we manage with the current work load.”*

It would be good for personnel to start working with social media as part of their daily work, but the purposes and guidelines for usage need to be clear for employees.

The company may need to consider the ones who are already using social media actively, to become ‘social media ambassadors’ to show example for other employees. Employees can utilize their existing networks to spread messages about the company, such as news, current issues and open vacancies. The messages spread from one network to another, because of the multiple layers in social networks. In addition to this, the company could be present there and give comments.

There is also a clear lack of drive and support from management for using social media. That means that social media is a leadership issue (Ojala & Pöysti, 2008, 123). To start to take social media as part of daily work depends on every employee. However, if there is not “buy-in” in the management, it is hard to take actions in social media in large scale.

The second reason is the lack of social media strategy. In a large company like the case company, coordinated actions are required for being a consistent actor in social media. Interviewees saw that the company will have a long-term strategy in social media in future. Once the strategy is in use, there should be a guarantee that the different social media channels have been researched and recommended for each purpose. It is also crucial, that activities in different social media channels are aligned together. Contradictory messages in several

social media channels by one company are confusing for the audience. Also the relationship between traditional and social media needs to be clear. (Kaplan & Haenlein, 2009, 65).

The third major reason for lack of social media activities is the current communications culture. The company wishes to build its communications into more discussive direction. Social media would enable building communities, where the professionals of the businesses could be present.

Starting to use social media as part of daily work is a big change in working and communications culture that does not affect only recruiters and recruiting managers, but the whole personnel. In that aspect attitudes and willingness also touch the issue.

*“Using social media begins from active people who start to do it themselves”.*

*”We will tell openly and in interesting manner what is going on in the company. Real things, we do not strive for building certain image. We work in honest and open way.”*

There would need to be an attitude change how to communicate. The company cannot just decide that it is going to take part in social media; there needs to be proof to be social and conversational. Negative attitudes might relate to generation issues. People in mature working age might keep their already existing networks as most important communications channels. Therefore the networks in social media might not be that relevant. To continue with, it is not natural for the personnel to talk about their employer publicly.

The shift that the company has made in its internal networking is a good starting point for a culture change. However, there is still a learning curve recruiters and recruiting managers to start using social as a natural part of working in the company. Information that was delivered one-way before is now shared and

open. There also needs to be certain amount of proactivity, and not just reactivity in social media arenas. Being part in social media and social recruitment means active social networking (Luukka, 2011, 74).

<i>"The methods of communications are going to change"</i>
<i>"A communications culture change, a change in organisational culture. It would be great if the discussion inside the company could be executed within our own network".</i>
<i>"It is not merely a communications channel. It changes the way we work inside the company, to a more open way. [At the same time] it strengthens working."</i>
<i>"It would pay off for our management to be interested about it [social media]."</i>
<i>"There needs to be understanding of social media".</i>
<i>"It is important to understand internally what we appreciate, how we act and to what kind of community we belong to."</i>

Table 8. Some requirements that organisations need to be consider before moving into social media. The quotes are from the interviews.

The company should put emphasis on increasing interactivity of the web pages and start implementing "human way" approach there, too (Weinberg & Pehlivan, 2011, 278). For career pages on the internet sites it would be good to have faces and information of contact persons. That would deliver a message that there are people working behind each recruitment. That would also deliver a message that the company takes care of each person wanting to know more about the company and its recruitment activities. By communicating about the company's activities in social media, they could give recommendations for visitors who to follow in social media channels such as Twitter.

The advantages of two-way communication are many. Dialog supports engagement. A company sharing information in social media is also likely to create engagement on potential employees in recruiting activities. This might

be one of key benefits for a recruiting organization to have engaged employees right in the start of their employment. If the candidates are treated well in social media, they will be more likely to act as positive employer image evangelists, help to reach passive candidates and more likely to build strong ties for companies. Finally, social recruitment would ensure receiving workforce to company that already is acting in social media as part of their daily life.

Global Employer Branding & Social Media Manager from Nokia puts it:

*“..People like me . Not everyone can start using social media. You need to understand the purpose and the goals. [There needs to be] people that are committed to using social media proactively and openly. We do need training. People cannot jump there. People need to be trained and time needs to be given to people start using them.”*

Showstopper of social media usage is lack of resources. This was raised up in almost every interview conducted in the company, As picked up, social media requires time and dedication to be useful and support from the management (eg. Laine et al., 2012, 44).

As far as the different businesses of the company are concerned, there is a requirement to recognize the points and actions from which they benefit from in social media and to take care of. SWOT analysis is a good way to identify those points. The recommendations next provided are based on the SWOT analysis in chapter 4.7.

In order to be a successful player in social media Business 1 needs to take care that it has competences in its personnel to be able to use social media. That could be achieved with for example training and information sharing. Also need to find the right angles and topics to enter social media. The biggest motivators and opportunities to be there must be identified. It needs to be taken care of that they act and communicate in social media in quick enough pace

and taking advantage of opportunities. Pushing product development, innovations and marketing in social media could be successful and enhance the employer image.

For Business 2 would be good to try to keep up-to-date with different social media possibilities and keeping in mind that social media is somewhat uncontrollable environment where they cannot control what is written of them. For that matter, they should take advantage of the thrill of the personnel to be present there. For the personnel that are not feeling such confident about social media, training would be needed. In addition the business needs to take care it has enough resources for social media activities, otherwise it might not be a success. Again they need to consider which areas of its business it is wise to bring up in social media arenas. It would be good for them to grasp the possibilities in social media, such as entering business related communities, creating events, brand building, product development and not to forget to utilize the information that is received.

The closest stakeholders for social recruiting will most likely be the company's recruiters or the ones who are responsible of the operational recruitment work. Also the recruiting managers are in close touch point for social recruiting.

To sum up the answers for the research questions, the company needs a social media strategy to start social recruitment systematically. In that case social recruitment would be a supportive method for recruitment along the traditional recruitment process. In addition, social media is important tool for taking care of employer image. Positive employer image supports good results in social recruitment.

The proper recruitment channels need to be chosen according to the segment and geographical location. Social recruitment requires changes in ways of working, re-thinking the recruitment channels and proper training. Different

opportunities for functions and businesses of this new channel should be explored.

## **6 RESEARCH FINDINGS AND CONCLUSIONS**

Social media is extremely current topic in today's society and is starting to take a position in academic research. It is a contradictory, risky and appealing environment for organisations. Whether companies are there or not, it seems they need to have an explanation and reasons for that. As far as organisations are concerned, social media has been researched especially in interest areas of improving sales and using it as a tool for marketing purposes. Still very many topics can take angle how social media could act as part of business. Suggestions for the topics are raised up in the end of this chapter.

### **6.1. Research findings**

To be able to work effectively in social recruitment, it is important to identify the target groups which are on the focus of the company. By clearly defining these target groups, the right channels and methods for recruitment can be selected. Young people are seen to be a target group that can be reached effectively. They are the ones who use social media as natural part of their lives and are active in that media. Students coming out of universities are a group that can be reached quickly in social media.

I have brought up the strengths and possibilities the company has in overall, and in business and HR level, which they can utilize in social media. They all could bring social media into center of communication and recruitment strategies. I have also recommended social media channels for recruitment for businesses and for different geographical areas. As traditional media methods have encouraged consumers to purchases, social media enables people to take part in product development and creating innovations. Moreover, they can interact with the company they are interested in.

The case company is currently present in social media and social networking, but lacks a strategy for it. The role of social media in the company is merely supportive and it does not yet act as part of everyday work. It is not embedded into recruitment strategy. At the moment the company has more a listener role in social media. Results of conducted interviews showed that the company follows social media and is waiting for taking “the leap” in there. In the basis of the results, it seemed that a big company is like an elephant that needs to control all of its parts, ears, head, body, legs and tail at the same time and consistently. If it cannot do that, jumping into a “social media pond” might be too risky, and could result into sinking. However, companies cannot diminish and forget social media’s role in society and their environment. Taking part into social media would message for the audience they have that the company following the modern technology, discussion culture and listening to their audience.

There are three major reasons for the case company to stay out of social media at the moment. They are resources, social media strategy and communications culture. These factors also influence for lack of social recruitment. The things that are required for a company taking part of social recruitment are a strategy for social media in the company level and a social recruitment strategy in HR level. In addition, the support of top management is evident. Finally, the discussion and company culture needs to shift to support discussion, internally and externally.

## **6.2. Conclusions**

Recruitment in organisations is quite a straight-forward process and includes certain phases. However, social recruitment has re-shaped the recruitment environment. In this thesis I have brought up that traditional media and social media are two very different concepts. A company in social media needs to have a strategy compared to an individual acting in social media. Social media

enables new ways of meeting and selecting candidates and to act fast, cost-efficiently and also globally (Markkanen, 1999, 67).

However, social recruitment answers for the same need as the traditional recruitment; to get talent and to solve its resource dependency. It is cost-efficient and fast solution for reaching potential employee candidates all over the world. The case company identifies these benefits and that is why it is interested in social recruitment systematically. It also sees the possibilities for reaching different employee market segments. In addition, social media opens up new possibilities for businesses.

Actions in social media means interaction and many-to-many communications methods instead of one-to-one. Social media enables and challenges companies to dialogue with their audience (Maurer & Liu, 2007, 306). They need to be ready to answer difficult questions, follow and take part into conversations, share content and comment, and this in front of live audience. The companies are 24hours "on air." The case company sees this as a challenge, as they explain their lack of presence and actions with scarcity of resources. In addition, they feel that they are in weak ground, because the social media presence is not natural part of their work. Successful dialogue in social media improves employer image and social recruitment efficiency (Laine et al., 2012, 78). However, I need to bring out, that the company has increased its social media presence during few years, so they should utilise the wide audience they have with maximum presence.

Thus, social networking is a basic element in social recruitment (Laine et al., 2012, 30, 49). That means that building the relationships is the natural part of social media. This needs to be strongly addressed in the case company. Social networking sites (SNS's) can be used for this purpose, and the company might want to consider utilising its websites for that as well (compare Kietzmann et al., 2011, 242).

The topics of control and company lead one-way communication do not fit into the reality of social media. Companies are equal to individual users in what it comes to social media environment (Berthon et al., 2012, 263). According to one interview, there was a discussion of moderated social media platform. This relates to thoughts of control. It is important to act in approachable, interesting and truthful way among other users and keep in mind the basic principles for social networking. All in all, to keep the interest and to differ from other employers, it would be beneficial to create a social recruitment strategy and be present in the right arenas. This means that companies need to give up some of the control they have to give voice for their audience, and try to take the advantages and learn from them. It is good for a company to have real “faces” in social media, to which users can identify to and may start to share same values and feel familiarity with the company’s everyday life, related to its business and people (Stone, 1994, 126). The case company could use their experts and specialists from business and HR as the faces in social media. Every action –whether it is in social or traditional media – builds employer image.

When companies start using social media in recruitment, they have to agree on policies that define their actions there. As free as the environment of social media may appear, it can be a dangerous tool without proper planning and purpose. The reputation of an organisation as an employer may be harmed in very short time because of fast-spreading and false information in social networks. For example topics related to employee screening is something that includes legal aspects, and needs to be taken seriously and literally (Kliatchko, 2008, 135). Actions in social media need to be well justified and communicated internally and externally. One can think how quickly messages spread about unclear and questionable actions of organizations’ in social media. These are the things that especially concern the case company.

Because of tough competition of talented workforce, there is a need to be upfront in recruitment market as a player and professional in social recruitment

(Järvinen, 1996, 9). Another thing to keep in mind is to produce employer image effectively. Employer image needs to be consistent internally and externally. The consistency needs to stay during the social recruitment process until the person is hired and can see that the image they had matches with the internal employer image. In addition, the communication style of companies needs to be human and genuinely interactive. These factors have not been actively thought in the case company. This tells that the shift and change in communications culture requires time and a proper plan.

The reactivity of communications needs to be speedier and there needs to be agile to succeed than in traditional media. Once the company goes to social media, it cannot get away any more easily. If the company fails there, it will be remembered by the audience. Also it is good to take care that the conversation with the audience in social media does not go too deep, meaning that something confidential or even secret issues would be exposed. Therefore, proper training in the area of social media communications should be considered (Puck et al., 2006, 192). Finally, suitable social media channels need to be recognized for specific target groups.

Social media is seen to be a valuable channel to reach passive job seekers. That means people employed to for example another company and not actively seeking for a job. That can be related as head hunting. Advertising in different channels is a way to get workforce, especially for hard reachable talent. It would be also especially beneficial for recruiters to take part in professional networks, for example in LinkedIn. All in all, social media is a method for recruitment. It doesn't merely consist of channel, networking and relationships. It is a new concept.

Social recruitment is social networking in platforms that are established with help of technology. Taking advantage of different networks is the key in such activity. Social media works as a good way to forward information about open jobs to ones networks and friends. That way social media would act as a way

for utilizing the current strong ties and relationships. Social media might attract people to get to know and to apply for the organization, which can be seen as strengthening the weak ties (e.g. Stanko et al. (2006).

There are also operational challenges in social recruitment process. It may bring big amount of applications (Puck et al, 2006, 183-184). That does not necessarily tell that there candidates are fit for the position or that they even understand fully to which kind of position they are applying. This naturally applies for the traditional recruitment. Therefore there would be need for solutions to ease the process of recruitment. There might be possibilities to balance the amount of received applications and to find the right candidates among them. There can be applied certain tests or discussions where the recruiters or recruiting managers could pre-select the candidates. Those kinds of actions could be added for the recruitment channel where recruiters could address questions or some selection criteria that would strike out the unsuitable candidates and pick up the most suitable for the positions.

Due to social medias' nature, companies' employees play a role in there. All actions company's employees take in social media, tell something about the company. The happier the employees are about their employment in the specific organization and the more social media supportive the working environment is, the more they are likely to tell about positive things about their employment for their networks. In social media point of view, the company should take account possibility of spreading word of mouth, in addition to strengthening weak ties and strong ties via social media.

### **6.3 Limitations and suggestions for further studies**

This thesis focuses on social recruitment from an employer point of view. Further studies are recommended for social recruitment on applicant point of view. Also social recruitment focusing on specific social media channels is

recommended. Especially head-hunting using LinkedIn and other channels would be a fruitful topic. In addition, new kind of research would be so called counter-recruitment, in which the potential employee promotes their talent in social media and expects an organization to find that person. Thus the whole concept of recruitment is in a wind of welcoming changes. Recruitment is becoming more and more relationship and network based activity.

To get a deeper analysis of combination of strengths and channels with channel recommendations could be outsourced for external party.

## **7 WRAP-UP**

This study takes part in discussion social recruitment. The purpose of the study is to bring up solutions for social recruitment in a global company. I have brought the current situation and discussion of social recruitment. Secondly, the purpose is to bring up points and challenges that hinder the social recruitment usage. At the same time the requirements for social recruitment and employer image producing in social media are brought up. Thirdly, concrete social recruitment channels are recommended for HR function for social recruitment. The theoretical contribution of this study is to bring up social recruitment to the discussion of traditional recruitment in companies. I have brought up the nature of social recruitment based of concept of social media, social networking and employer image. In addition, the special issues and challenges that social media brings to companies are brought up.

The research process concluded of wide theoretical research, interviews in the case company and testing the hypothesis. The complexity of the topic required a substantial understanding of the nature of social media. Social media

environment develops fast, but companies and organisations are easily stiffer and slower in the development of traditional ways of working.

The thesis brings up that recruitment in social media is based on human two-way communication between the company and the applicant. Social recruitment does not only renew the recruitment channels and process; it re-creates and requires new kind of organization and discussion culture. The recruitment environment in social media is based on social networks, which come out and can be utilized in different social media channels. The channels vary on their purpose and user profile. Correct channels for social recruitment need to be identified in basis of employee segment and geographical area.

The case company sees that social recruitment will replace some of other recruitment channels, such as online job boards in future. Still the traditional methods will have their role, too. Social recruitment enables reaching talented workforce fast and for global positions that are challenging to fill. The company needs to have a strategy for social media and ensure that right people take actions there with adequate competence.

## REFERENCES

Alasuutari, P. (2011) Laadullinen tutkimus 2.0. Tampere: Vastapaino

Benkler, Y. (2006) The Wealth of Networks. How Social Production Transforms Markets and Freedom. New Haven and London: Yale University Press.

Berio, G. & Harzallah, M. (2006) Towards an integrating architecture for competence management. Computers in Industry 58 (2007) 199–209

Berthon, P. R., Pitt, L. F., Plangger, K. & Shapiro, D. (2012) Marketing meets Web 2.0, social media and creative consumers: Implications for international marketing strategy. Business Horizons 55 (2012), 261-271

Brunner, B. R. & Brown, M. H. Web Sights. Images of Diversity on College and University Home Pages. (2007)

Cision, (2010) A report for the case company about social media.

Cober, R. T., Douglas, J. B., Keeping, L. M. & Levy, P. E. (2004) Recruitment on the Net: How do Organizational Web Site Characteristics Influence Applicant Attraction? Journal of Management, Volume 30, Issue 5, October 2004, Pages 623-646.

Coman, A. & Ronen, B. (2008) Focused SWOT: diagnosing critical strengths and weaknesses. International Journal of Production Research Vol. 47, No. 20, 15 October 2009, 5677–5689

Cook, M. (1993) Personnel Selection & Productivity. West Sussex: John Wiley & Sons Ltd.

Duncan, T & Moriarty, S. E. (1998) A Communication-Based Marketing Model for Managing Relationships. Journal of Marketing Vol. 62. April 1998. 1-13

Erkkola, J-P (2008) Sosiaalisen median käsitteestä. Lopputyö. Taideteollinen korkeakoulu.

Eskola, J. & Suoranta, J. (1998) Johdatus laadulliseen tutkimukseen. Tampere: Vastapaino

Evans, P., Pucik, V., & Björkman, I. (2002) The Global Challenge. International Human Resource Management. New York: McGraw-Hill.

Fischer, E. & Reuber, A. R. (2010) Social interaction via new social media: (How) can interactions on Twitter affect effectual thinking and behavior? *Journal of Business Venturing* 26, 1-18.

Hazleton, V. , Harrison-Rexrode, J. & Kennan, W. R. (2007) New Technologies in the Formation of Personal and Public Relations: Social Capital and Social Media. In: Duhé, S. C. 2007. *New Media and Public Relations*. New York: Peter Lang

Isokangas, A. & Kankkunen, P. (2011) Suora yhteys. Näin sosiaalinen media muuttaa yritykset. Helsinki: Taloustieto Oy.

Järvinen, A. (1996) Henkilöstö voimavarana. Rekrytointi ja kehittäminen. Helsinki: Edita.

Kaplan, A. M. & Haenlein, M. (2010) Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, Volume 53, Issue 1, January-February 2010, Pages 59-68. Saatavilla: Elsevier

Kent, M. L. & Taylor, M. (2002) Toward a dialog theory of public relations. *Public Relations Review*, 28 (1), 21-37

Kietzmann, J. H, Hermkens, K., McCarthy I. P. & Silvestre, B. S. (2011) Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, Volume 54, Issue 3, May-June 2011, Pages 241-251 SPECIAL ISSUE: SOCIAL MEDIA. Saatavilla: Elsevier

Kiitos, Henkilöstöpalveluyritys (2011) Sosiaalinen media rekrytoinnissa ja työnantajamielikuvan kehittämisessä. <http://www.kiitos.fi/blog/sosiaalinen-media-rekrytoinnissa-ja-tyonantajamielikuvan-kehittamisessa-%E2%80%93tuloksia/>

Kinder, T. (2000) [The use of the Internet in recruitment—case studies from West Lothian, Scotland](#) Original Research Article  
*Technovation*, Volume 20, Issue 9, September 2000, Pages 461-475  
 [viitattu 27.11.2011]

Kivelä, H. (2006) Aspects of Human Resource Management in Russia: Business Competence, Training and Recruitment. Lappeenranta University of Technology. Northern Dimension Research Centre. Publication 33.

Kliatchko, J. (1998) Revisiting the IMC construct. A revised definition and four pillars. *International Journal of Advertising*, 27 (1), 1998, 133-160.

Koskinen I, Alasuutari, P. & Peltonen T. (2005) Laadulliset menetelmät kauppatieteissä. Tampere: Vastapaino.

Laine, T., Korpi T. & Soljasalo J. (2012) Suhteellinen rekrytointiteoria. Sosiaalisen median hyödyntäminen rekrytoinnissa ja työhaussa. Management Institute of Finland.

Langheinrich, M. & Karjoth, G. (2010) Social networking and the risk to companies and institutions. *Information Security Technical Report* 15 (51-56). Saatavilla: Elsevier.

Leino, A. (2009). Dialogin aika. Management Institute of Finland.

Lemmink, J., Schuijf, A. & Streukens, S. (2002). The role of corporate image and company employment image in explaining application intentions. *Journal of Economic Psychology* 24. 2003. 1-15. Saatavilla: Elsevier

Luukka, Katri (2011) Managers' Experiences of the Use of the Social Media as Part of Their Leadership: Towards to the Social Media Leadership Theory. MBA. University of Wales

Lähdevuori, J. & Parvainen, O. (2012) Suomalaisten Facebook-sivujen tila. Tutkimus markkinoinnista ja viestinnästä Facebookissa. *Verkostoanatomia and Hill+Knowlton Strategies*.

Ma, R. & Allen, D.G. (2009) Recruiting across cultures: A value-based model of recruitment. *Human Resource Management Review* 19 (2009), 334-346. Saatavilla: Elsevier

Manifesto Viestintätoimisto (2011) Työnantajamielikuvan rakentaminen ja sosiaalinen media.

[http://www.manifesto.fi/uploads/assets//Raportit/Tiivistelm\\_\\_\\_Manifesto\\_some\\_employerbranding.pdf](http://www.manifesto.fi/uploads/assets//Raportit/Tiivistelm___Manifesto_some_employerbranding.pdf)

Markkanen, M (1999) *Etsi, arvioi, valitse – onnistunut rekrytointi*, Juva: WSOY

Maurer & Liu (2007) Developing effective e-recruiting websites: Insights for managers from marketers. *Business Horizons* (2007), Volume 50, Issue 4, 305-314. Saatavilla: Elsevier

Otala, L. & Pöysti, K. (2008) *Wikimaniaa yrityksiin – Yritys 2.0 tuottamaan*. Helsinki: WSOYpro

Pfeffer, J. & Salancik, G. R. (1978) *The External Control of Organizations: A Resource Dependence Perspective*. New York: Harper and Row

Pfeil, U., Arjan, R. & Zaphiris, P. (2008) Age differences in online social networking – A study of user profiles and social capital divide among teenagers and older users in MySpace. *Computers in Human Behavior* 25 (2009), 643-654. Saatavilla: Elsevier

Prasad

Puck, J. F., Mohrc, A. T. & Holtbrügged, D. (2006) Cultural convergence through web-based management techniques? The case of corporate web site recruiting. *Journal of International Management* 12 (2006), 181-195. [viitattu 19.11.2011] Saatavilla: Elsevier

Sanchez, R. (2004) Understanding competence-based management Identifying and managing five modes of competence. *Journal of Business Research* 57 (2004) 518–532

Schultz, W. (2004) Reconstructing mediatization as an analytical concept. *European Journal of Communication*, 19 (1), 87-101

Smith, W. P & Kidder, D. L. (2010) You've been tagged! (Then again, maybe not): Employers and Facebook. *Business Horizons* (2010) 53, 491-499

Steenkamp, J-B & Hofstede, F. T. (2002) International market segmentation: issues and perspectives. *International Journal of Research in Marketing* 19 (2002) 185–213

Stanko, M. A., Bonner, J. M., & Calantone, R. J. (2006) Building commitment in buyer-seller relationships: A tie strength persperctive. *International Marketing Management* 36 (2007) 1094-1103. Saatavilla: Elsevier

Stone, N. (1994) Building a Good Reputation. In Hart, N. (1994) Effective Industrial Marketing. Business-to-Business Marketing of Goods and Services. London: Kogan Page Limited.

Taylor, M., Kent, M. L., & White, W. J. (2001) How activist organizations are using Internet to build relationships, *Public Relations Review*, 27 (3), 263-284.

Turban, D. B. (2011). Organizational Attractiveness as an Employer on College Campuses: An Examination of the Applicant Population. *Journal of Vocational Behavior* 58, 293–312 (2001) Saatavilla: Elsevier

Universum Professional Survey 2010

Universum Professional Survey 2011

Weinberg, D. W. & Pehlivan, E. (2011) Social spending: Managing the social media mix. *Business Horizons* 54 (2011), 275-282

Westerman, D., Spence, P. R. and Van Der Heide, B. (2011) A social network as information.: The effect of system generated reports of connectedness on credibility on Twitter. *Computer in Human Behavior* 28 (2012) 199-206

Williamson, I. O., Lepak, D. P. & King, J. 2007. The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness. *Journal of Vocational Behavior*, Volume 63, Issue 2, 2003, 242-263. Saatavilla: Elsevier

Worley, D. A. 2007. Relationship Building in an Internet Age: How Organizations Use Web Sites to Communicate Ethics, Image, and Social Responsibility. In: Duhé, S. C. 2007. *New Media and Public Relations*. New York: Peter Lang

Online references:

BeKnown (<http://jobsearch.about.com/od/social-job-search/a/beknown.htm>)

BranchOut (<http://about.branchout.com/faq/>) (<http://business.branchout.com/about-home>)

LinkedIn 1 (<http://learn.linkedin.com/what-is-linkedin/>)

LinkedIn 2 open (<http://learn.linkedin.com/jobs/overview2/>)

Naymz (<http://www.naymz.com/about.action>)

Orkut 1 (<http://www.orkut.com/Main#About.aspx>),

Orkut 2 (<http://www.orkut.com/About?page=keep>)

Orkut 3 (<http://www.orkut.com/Main#MembersAll>)

SINA ([http://corp.sina.com.cn/eng/sina\\_intr\\_eng.htm](http://corp.sina.com.cn/eng/sina_intr_eng.htm))

Sosiaalinen media rekrytoinnissa.

[http://www.slideshare.net/Jobi\\_Jobi/sosiaalinen-media-rekrytoinnissa-seminaari-552011](http://www.slideshare.net/Jobi_Jobi/sosiaalinen-media-rekrytoinnissa-seminaari-552011)

Talent.Me (<https://talent.me/docs/aboutus.php>)

Tencent (<http://www.tencent.com/en-us/at/abouttencent.shtml>)

Tumblr 1 (<http://www.tumblr.com/about>)

Tumblr 2 (<http://www.tumblr.com/press>)

Twitter (<http://twitter.com/about>)

Vkontakte (<http://vk.com/>)

Wikipedia ([http://en.wikipedia.org/wiki/List\\_of\\_social\\_networking\\_websites](http://en.wikipedia.org/wiki/List_of_social_networking_websites))

Wikipedia, Odnoklassniki (<http://en.wikipedia.org/wiki/Odnoklassniki>)

Xing 1 (<http://corporate.xing.com/english/investor-relations/>)

Xing 2 (<http://corporate.xing.com/english/investor-relations/basic-information/>)

YouTube 1 ([http://www.youtube.com/t/about\\_youtube](http://www.youtube.com/t/about_youtube))

YouTube 2 ([http://www.youtube.com/t/about\\_essentials](http://www.youtube.com/t/about_essentials))

Zing ([http://en.wikipedia.org/wiki/Zing.vn#Zing\\_Portal](http://en.wikipedia.org/wiki/Zing.vn#Zing_Portal))

## **INTERVIEW QUESTIONS**

Questions for business representatives:

1. How would you define the concept of social media?
2. What kind of social media solutions/gadgets do you use in your work (or in your personal life) ?
3. How would you utilize social media in your business if possible?

4. What kind of future do you think the Company will have related to social media?

Questions for recruiters and HR personnel:

1. How would you define the concept of social media?
2. What kind of social media solutions/gadgets do you use in your work (or in your personal life) ?
3. What kind of social media tools/gadgets do you use in recruiting?
  - a. How often?
  - b. For filling certain kind of positions?
  - c. For certain age groups?
  - d. Why do you use these forums?
  - e. Do you have concrete examples of some recruitment cases in social media?
  - f. Have you received some training for using the tools?
4. How is recruitment in social media different than in traditional media?
5. How would you utilize social media in your business if possible?
6. What kind of future do you think the Company will have related to social media?

Questions for Nokia:

1. What kind of social media strategy does Nokia have?
2. How does the social and online recruitment differ from the traditional recruitment process?
3. Which social media channels and tools does Nokia use in social recruitment? Why have you chosen these channels?
4. How long has Nokia executed social recruitment?
5. What does social recruitment require in resource point of view from Nokia?

6. In what kind of networks do the the recruiters act inside and outside Nokia?
7. How does Nokia utilise social media in producing employer image?