



Bachelorthesis

Vor- und Zuname
Philipp Godenrath



Titel:
„Employer branding on social media – a MNE benchmarking analysis“

Abgabedatum:
17.02.2016

Betreuende/r Professor: Frau Prof. Dr. Nathalia Ribberink

Zweite/r Prüfende/r: Frau Prof. Dr. Adelheid Iken

Fakultät Wirtschaft und Soziales

Department Wirtschaft

Studiengang:

Außenwirtschaft/Internationales Management

I Table of content

Table of content	I
List of figures and tables	II
List of abbreviations	III
Abstract	IV
1 Introduction	1
1.1 Research objective	1
1.2 Course of investigation	3
1.3 Definition of employer branding	3
1.4 Definition of social media	4
2 Employer branding on social media – a corporate approach	5
2.1 Social media from a corporate perspective	5
2.1.1 Relevance of social media	5
2.1.2 Social media strategy	6
2.2 Employer attractiveness and influencing factors	9
2.3 Employee value proposition	10
2.3.1 Employee value proposition – definition and context	10
2.3.2 Global EVP Management	15
2.4 Employer branding on social media channels	17
3 Benchmarking analysis	23
3.1 Introduction	23
3.2 Analysis	25
3.2.1 Selected companies	25
3.2.2 EVP and content communication on Facebook	28
3.2.3 Usage of other social networks	34
3.2.4 Exceptional cases	36
3.3 Results	36
4 Empirical study	39
4.1 Methodology	39
4.1.1 Research objective	39
4.1.2 Research design	41
4.1.3 Way of investigation	41
4.2 Key findings	42
5 Conclusion	48
5.1 Summary	48
5.2 Critical acclaim	49
5.3 Suggestion for further research	50
Bibliography	V
Declaration of originality	VI
Appendix	VII

II List of tables and figures

Tables:

Table 1.1 - Main differences between traditional and social media

Table 3.1 - Most attractive employers 2015

Table 3.2 - Page structure on Facebook

Table 3.3 - Average score

Figures:

Figure 2.1 - The Post-Model

Figure 2.2 - Intermediate and mediate influence of USP and EVP

Figure 2.3 - EVP drives attraction and commitment in the labor market

Figure 2.4 - Three quantifiable benefits

Figure 2.5 - Employer attributes

Figure 2.6 - Global EVP management of Deutsche Bank

Figure 2.7 - Tweet by Microsoft Careers

Figure 3.1 - Facebook likes of the 9 MNE's

Figure 3.2 - Engagement

Figure 3.3 - Activity level

Figure 3.4 - Types of post's

Figure 3.5 - Benchmarking score

Figure 4.1 - Respondent structure

Figure 4.2 - Usage of social media platform

Figure 4.3 - Reason for usage

Figure 4.4 - Employer attractiveness

Figure 4.5 - Best career pages on social media

Figure 4.6 - Reputation as an attribute

III List of abbreviations

CLC	Corporate Leadership Council
CRM	Customer relationship management
EBI	Employer Branding International
EmpAt	Employer attractiveness
EVP	Employee value proposition
H	Hypothesis
HR	Human resource
HRM	Human resource management
MNE	Multinational enterprise
POST	People, Objectives, Strategy, Technology
ROI	Return on investment
URL	Uniform resource locator
USP	Unique selling proposition

IV Abstract

Employer branding on social media is already part of many business strategies in the HR context. Indeed, several different multinational enterprises are putting a lot of effort into the management of employer branding pages. These pages are aimed to communicate, promote and differentiate a company's employer brand from their competitors. In the context of the employer branding, this study revealed that although social media has tremendous numbers of users, it is not perceived as the most important channel to get information about employers. Instead, colleagues and friends are considered to be the main source of information for that matter. Moreover, a benchmarking of social media career pages of 9 companies has revealed several pitfalls and best practices for an appearance on social media. EY and PwC are the two companies that are ranked highest in terms of total package. The survey that complements the results of the benchmarking analysis discloses furthermore, that none of the benchmarked companies are ranked at the top according to the sample. In contrast to that, the exceptional cases from the benchmarking, Google and Apple, are perceived by the respondents as the best employers with having the best career pages. Therefore, the findings of the benchmarking and the survey are contradictory.

1 Introduction

1.1 Research objective

The “War of Talent” has begun and organizations are competing stronger than ever before to attract high potential talents. This phenomenon occurs particularly in industrialized countries, countries of the “Western world” which are often minted by an average economic growth rate and sometimes by a declining population. For organizations, this means they have to adjust to the fact that top employees have become a scare factor (Michels et al, 2001, p. 3). Generally, organizations are striving to gain a sustainable competitive advantage to increase competitiveness and to attain economic profit. An organization's HR activities can lead to such an advantage in the market, if top talents are hired and combined (Boxall, 1996, p. 59f).

The way companies, or rather multinational enterprises (MNEs), are using to get access to top talent has changed completely over the course of the last 20 years. Social media and the web 2.0 have brought up this change. These channels of communication and information have been considered in the context of HR activities in literature already (Brown; Vaughn, 2011, p. 219f.). However there is a lack of studies focusing on employer branding activities on these new channels (Davison et al, 2011, p. 153f.). Hence the importance of such media channels in the scope of employer branding to be analyzed in the course of this research. Furthermore, a change of mindset of the Generation Y has made employer branding even more important as students and recent graduates demand a lot more than just a secure working place. Increasingly, employees see the purpose of work as self-fulfillment and strive personal development. Consequently, topics like flexibility and work-life balance become important criteria when choosing an employer (Hesse et al, 2012, p.58ff.). The included survey in this study is therefore aimed to analyze which kinds of employer attributes are most important for people when choosing a job.

For that matter, the term employer branding has been pushed into the spotlight and has become an essential part of an organization's human resource activities. Employer branding focuses on developing the image of companies as potential employers and is therefore grounded in the resource-based view and HR theory (Backhaus; Tikoo, 2004, p. 503). An employer brand has to be distinguished from a product or a company brand but nevertheless these three are deeply connected. The

term “employer brand” has been initially used by Ambler and Barrow in the Journal of Brand Management. They have defined the term as “the package of functional, economic and psychological benefits provided by employment and identified with the employing company. The main role of the employer brand is to provide a coherent framework for management to simplify and focus priorities, increase productivity and improve recruitment, retention and commitment.” (Ambler; Barrow, 1996, p. 185f.). Taking the growing importance of employer branding in the strategic HR field into account, some experts argue that it cannot be seen as a simple method. Indeed, Martin, Gollan and Griggen (2011) claim that “employer branding may even be synonymous with HRM itself rather than just another ‘tool in it’s the bow’”. This is basically because employer branding is a key to building and sustaining corporate reputations, which is highly important for global organizations’ performance (Sparrow et al, 2014, p. 153;). This is, of course, strongly dependent on how the employer brand is communicated to the target audience. Therefore, one goal of this research is to analyze how people evaluate the content provided by organizations in their employer branding activities.

This study aims to point out the essentials of employer branding on social media including its complex background. Moreover, it is aimed to identify key aspects for an employer branding appearance on different social media channels and how companies are currently making use of it. A benchmarking analysis of multinational enterprises (MNE’s) is furthermore aimed to illustrate different ways of how companies leverage social media for an employer branding appearance. With this, the objective is to emphasize successful examples and best practices of different companies. This research is furthermore aimed to identify the perception of German students and graduates on this topic.

1.2 Course of investigation

In order to achieve the described objective of this research, a few actions will be taken. Firstly, the role of employer branding in HR and the term itself will be defined as well as the connection to other types of brands. A definition of social media and a brief description of the different channels and their history will follow. In this context social media as a corporate approach will be described in further detail, in which a social media strategy is unalterable. Thus, the POST-model is explained as an approach to develop such a strategy. To specify the corporate social media approach on employer branding, essential aspects of it such as the employee value proposition (EVP), the global EVP management and the employer attractiveness are explained in further detail. Also, the coherence of employer branding with product branding and corporate branding will be described. After the theoretical part from chapter 1 and 2, chapter 3 focuses on the benchmarking analysis of MNE's in the scope of employer branding activities on social media. Special importance will be made on a company's engagement level, employer brand focus, communication of EVP and cross-media activity on social media career sites. There will be a particular prioritization on employer branding in the German market because a survey in chapter 4 is carried out with students and graduates from Germany. The survey is aimed to answer the created hypotheses and will potentially provide comparable results to the benchmarking analysis to point out which organizations are the best in employer branding on social media.

1.3 Definition of employer branding

Employer branding is part of an organization's HR activities and creates a brand image of a company as an employer. In order to dive deeper into the branding concept, the term "brand" itself needs to be defined. A brand is a distinctive name and/or symbol, which aims to be recognizable and differentiated to competition (Aaker, 1992, p. 22). According to Fortune Magazine in 1997, branding will be the ultimate unique differentiator between companies in the 21st century (Blackett, 2003, p. 18). Also, an employer brand aims to differentiate itself from competitors and to be perceived and recognized by the target group.

There are several definitions for the more specific term employer branding but in context of this study the following definition by Backhaus and Tikoo, which is derived

from the definition by Ambler and Barrow, builds the foundation: “the process of building an identifiable and unique employer identity, and the employer brand as a concept of the form that differentiates it from the competitors.” (Backhaus; Tikoo, 2004, p. 502). In employer branding, marketing also plays an important role as concepts and principles derived from marketing and branding are applied for HR initiatives regarding both potential and existing employees (Edwards, 2010). In the greater context of an organization, the employer brand, together with the product brand build the corporate brand. It is common that the product brand is well known but the employer brand seems to be blurred. This is why potential employees consider their experience as consumers when evaluating an employer (Parment, 2013, p. 146).

1.4 Definition of social media

Social media is a web-based tool that enables the exchange of any kind of information between users. Community websites, in which users are able to set up a profile and participate, build the basis for this information exchange (Kamman, 2013, p. 20). Social media is therefore resting upon the Internet or rather the web 2.0. The web 2.0 and social media are often used synonymous but according to Haenlein and Kaplan the web 2.0 provides the platform for social media, which itself “is a group of internet based applications (...) that allow the creation and exchange of user generated content.” (Kaplan; Haenlein, 2010, p. 61).

Traditional media such as television, radio and newspapers is bound by unidirectional communication methods, in which there is a clear differentiation between transmitter and receptor. Whereas social media offers a platform for users where both parties involved in the communication process receive and generate information, thus there are multiple transmitters and receptors (Kamman, 2013, p. 15). In a business context, this has brought up a major change in terms of how companies interact with their customers. Social media platforms furthermore provide the opportunity for customers to express their opinions about certain topics in a much faster and more effective ways, which has given them more control over the information flow. Therefore, companies now consider users on these platforms as collaborators rather than just customers (Bregman, 2012, p. 7). Additional differences between traditional and social media are illustrated in the following table.

Table 1.1 - Main differences between traditional and social media

Traditional Media	Social Media
Customer	Collaborator
Talk to	Talk with
Selling	Sharing
Voice = Company	Voice = Citizen
More expensive	Less expensive
Professional media outlets	User-generated content
Push marketing	Pull marketing
Broader market	Targeted markets
Static content	Evolving content
Short lived	Long life
One-sided	Multiple opinions

Source: Bregman, 2012, p. 8

Depending on the kind of information being published, there are specific channels that can be used. The most popular ones are social networks. These websites create an online platform that allows users to create personal profiles and connect with other users, companies, brands, politicians, etc. through their profiles based on their personal preferences (Boyd; Ellison, 2008, p. 211). Blogs are another example of a social media platform, which are spaces where people or organizations publish their opinion on a certain topic, while allowing and enhancing readers to comment, discuss and share the content. Furthermore, there are micro-blogs, which are spaces that enable users to express their opinions visible for everyone. The posted information is on a shorter format because it is limited to a specific amount of characters, but allows the user to post and share media data (videos, photos, documents) as well.

2 Employer branding on social media – a corporate approach

2.1 Social media from a corporate perspective

2.1.1 Relevance of social media

The rapid growth of social media and its consequences are already being considered as ordinary by users, as this process has been ongoing for the last couple of years. Yet the full momentousness of social media, particularly for businesses, becomes clear through a comparison to traditional media. As it has already “changed the world as much as the radio did in the last century.”, according to a recent study by Roland

Berger (Bloching; Wege, 2014, p. 4). To illustrate the rapid growth of social media, McKinsey compared it to other technological milestones. In this context, it took the largest social media platform, Facebook, only a third of the time it took the internet to reach an audience of over 50 million users and less than three percent of the time it took the radio (Chui et al., 2012, p. 22). The fact that social media reaches out to so many people in such a short time has a great influence on people's lives and also on businesses. Social media enables direct communication with consumers and thereby helps to develop better customer relationships and understanding. Therefore, it is argued that if social media is approached correctly, it can turn into a competitive advantage for companies; whereas enterprises that do not consider social media in their communication portfolio can potentially face a disadvantage and consequently fall behind their "socially enabled" competitors (Bloching; Wege, 2014, p. 6). Furthermore, social media's importance for businesses becomes apparent when taking a look at why people actively use social media. In Germany, over 50% of people use social media mainly for connecting with their friends, but also one third of all social media users are mainly using it to attain information about companies, products, brands, innovation etc. (Tomorrow Focus Media; 2015).

2.1.2 Social media strategy

In order to develop a social media strategy for businesses, there are various aspects from an internal and external perspective, which have to be considered. There are also many different approaches to build such a strategy. This chapter will focus on the most common method, the POST-model. The holistic approach by Jeremiah Owyang and various other are not considered in this study (Grabs, Bannour, 2010, p. 88). However, the approaches are similar in their overall way to structure the process of building a strategy.

Many organizations, particularly mid and small size companies, entered social media during the core of its development, just for the purpose of being present. But as this area can be assigned to marketing with product branding, corporate branding and employer branding, it is vital to align activities with a superior strategy. For this purpose, Charlene Li and Josh Bernoff developed the POST-model or POST-framework in the scope of Forrester research (Bernoff, 2007). It is often considered by authors as the best method to define a social media strategy because it's simple

but covers the essentials for such a strategy (Pein, 2014, p. 145). The abbreviation POST stands for the following:

Figure 2.1 - The POST Model



Source: Bernoff, 2007

The first step of the POST-model or POST-framework is to identify which people are being addressed. The aim is to get a better understanding of the people (e.g. customers) and gather information about their values and behavior. There are several ways to investigate what characteristics the targeted people provide. One widely known method is to categorize people into different segments, so called "Sinus-Milieus". In the context of social media, a Sinus-Milieu study by INTEGRAL shows the usage of Facebook according to ten "Milieus" builds the foundation. The milieus consist out of two dimensions. Firstly, the social situation is analyzed; a person can be associated with the lower class, middle class or upper class. Moreover, the basic orientation is the second factor to be analyzed. The people are divided by basic value orientation: traditional values, modernization and reorientation. So in order to identify the first pillar of the model, who the target group is, the segmentation into Sinus-Milieus can be applied (Grabs; Bannour, 2010, p. 78f.). Particularly for social media, Li and Bernoff furthermore developed different user types based on behaviors in 'Social Technographic Profiles' (STP). These profiles consist of creators, conversationalists, critics, collectors, joiners, spectators and inactives. If the target group can be matched with these STP's a strategic social media appearance can be adjusted to the needs and wishes of the target people (Bernoff, 2007).

The second step of the POST-framework is to define the objectives. Thereby, clear and measurable goals are of importance, which are facilitated by the maxim “only if you have a goal, you are able to achieve it” (Grabs; Bannour, 2010, p. 79). To set up qualitative goals marks first step of the process, the customers' perspectives should be considered as they potentially point out areas of improvement or customers' needs. Examples for qualitative goals in this context could be, to increase brand awareness and brand loyalty as well as to strengthen online reputation and brand advocacy. After defining qualitative goals, quantitative goals can be developed based on metrics and performance indicators. Such quantified goals could possibly be: 100.000 video views in the first year, 50 comments and 3000 likes in one day. These more measurable goals make it possible for employee performance to be evaluated on the basis of those numbers. With this, a comparison of planned and actual data is possible and adjustments or a refocus can be established if necessary (Grabs; Bannour, 2010, p. 83).

The third part of the POST-framework is to develop a strategy concept in order to determine social media actions. Thereby, factors as personnel expenditure, competencies dealing with social media and the company's readiness for social media in general play a central role. There are three different strategic approaches to social media that have to be considered: reactive, proactive or passive. The reactive approach is characterized by a temporizing behavior, the reaction is only caused by demand. The main focus in this approach is to prevent a negative company image. Therefore, the social media team undeceives customers and amends postings and comments, which are against the policy, if necessary. Another approach to enter social media is the passive approach. It is not really an action oriented approach but rather designed to observe and monitor. This approach is often a precursor for the reactive or proactive approach because through observation, an understanding of the customer can be achieved. That enables companies to tailor their approach to the target audience (Ibid, p. 84f.).

The proactive approach is the most mature approach, as customer relationship management (CRM) and product sales can be realized. Customers are able to give feedback directly and enter into a conversation with a member from the social media team. In this context, proactive stands for involving the customer, or rather the audience, in many different ways. Nevertheless, the social media team enforces

social media communication guidelines to ensure respectful and on-topic conversations. Overall, this approach is the most complex one but promises the greatest leverage of social media usage. (Grabs; Bannoir, 2010, p. 86).

The last part of the POST-framework focuses on technology and therefore analyzes which technologies, or rather in this scope, which social media platforms to use. Identifying a platform that will help reach the target group is an essential step to deliver the relevant content to the correct people. Therefore, a company's decision to use Facebook, Twitter, Instagram and/or blogs etc. is strongly based on previous steps of the framework (Löhr, 2013, p. 47).

As theory and practice often derive from each other, there is a tool from the Harvard Business Review in the study "What's Your Social Media Strategy?" to evaluate a company's social media strategy and strategy type. As mentioned before, this can be of importance for a company entering social media in the early stages, without a comprehensive strategy. The classification types by the Harvard Business Review provide an understanding of a company's situation and potentially unveil that plan and actual situation derive from each other. Over 1100 companies were analyzed in this study and revealed that there are "four distinct social media strategies, which depend on a company's tolerance for uncertain outcomes and the level of result sought." (Wilson et al, 2011, p. 23). The way a company approaches social media has a strong impact on their employer branding activities on such networks. Thus, following the "predictive practitioner approach", companies would not take too much risk or uncertainty and are unlikely to have cross-functional coordination. The other three approaches: "creative experimenter", "social media champion" and "social media transformer" are also characterized by specific aspects, but generally they approach social media more openly and try to embrace uncertainty (Wilson et al, 2011, p. 23-25).

2.2 Employer attractiveness and influencing factors

Employer branding is used to position a company on the market as an employer and to drive top talent attraction. This is highly dependent on how top talents perceive an employer and therefore "employer attractiveness is interrelated to the concept of employer branding" (Colomo-Palacios, 2013, p. 54). Berthon et al define employer attractiveness as "the benefits potential employees see in an employment in a

specific organization" (Sivertzen et al, 2013, p. 474). According to Berthon et al the attractiveness of an employer can be measured with the EmpAt scale, which he developed in the context of a study. The EmpAt scale consists of five dimensions: interest value, social value, economic value, development value and application value. Besides these specific criteria by Berthon et al, the attractiveness of an employer can be classified as internal and external attractiveness. "Internal employer attractiveness is the degree of attractiveness among a company's current employees." (Colomo-palacios, 2013, p. 54). External employer attractiveness is how the company is viewed in the eyes of prospective employees. These could be potentially experts with experience or novices, in particular students. However, the result of the overall attractiveness of an employer is pursuant to the EmpAt scale; there is subjectivity on the kind of dimension talents are paying the most attention to. For example according to a study by Limbic, German graduates between the age of 25 and 35 can be differentiated into 7 types: Adventurer, Performer, Disciplinarian, Traditionalist, Harmonizer, Open-minded, Hedonist. This typology of wishes is impacting what prospective employees find attractive (Häusel, 2012, p. 114). Schneider stresses furthermore that "The better the match between the values of the firm and the values of the individual, the more likely the individual is to be attracted to the organization." (Backhaus; Tikoo, 2004, p. 506). From the perspective of a performer, companies need to radiate a high performance image in order to appear attractive. The attractiveness of an employer, therefore, can be measured with the EmpAt scale only to a certain extent because in the end the emotional personality of the individual applicant plays the main role. Nevertheless, it is important for companies to know the talent they are targeting to emphasize the most important attributes in concord to their target group in the employee value proposition (Ibid, p. 115).

2.3 Employee value proposition

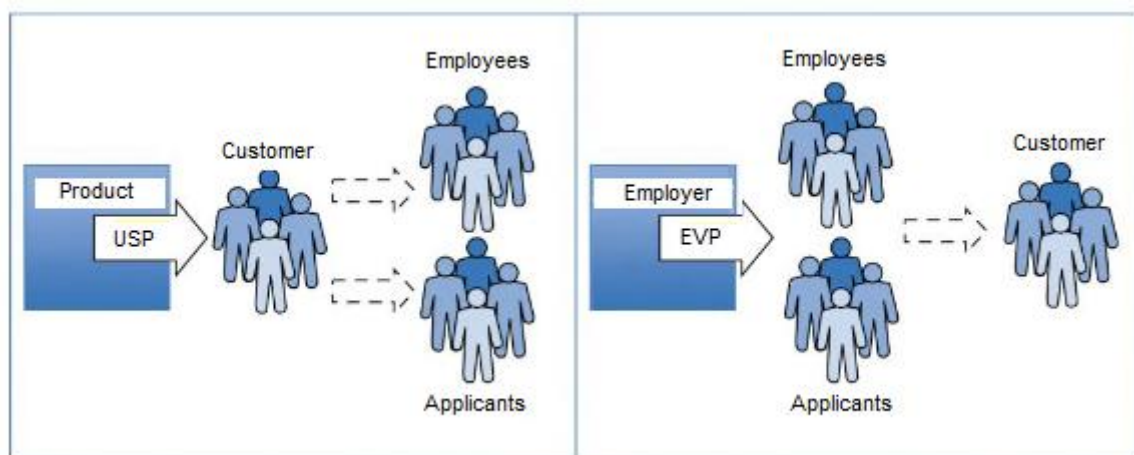
2.3.1 Employee value proposition - definition and context

The concept of the employee value proposition (EVP) has been around for decades, but many organizations have yet to realize the importance of having a strong EVP. Its importance stems not only from the continuing shortage of talent, especially in western countries, but also from the awareness that value is created not so much by

organizations themselves, but by the talented people within them (Manpower, 2009, p. 2).

An EVP can be defined as “the value or benefit an employee obtains through employment- simply put the value of an organization’s employment experience.” (Manpower; 2009, p. 3) Developing an EVP has therefore become the key to success in acquiring talent. In order to develop such an EVP, to retain and attract top talent, organizations need to figure out what their company stands for and what can make them an attractive employer (Ibid, p. 2). Even though the concept of an employee value proposition is in the scope of human resources, there are many aspects which require a cross functional strategy, especially between marketing and HR. The process of developing an EVP is mostly similar to the identification of a unique selling proposition (USP). The overall target groups are the same, only the priorities are different as through a USP customers are addressed directly whereas applicants and employees only mediate. In the case of the EVP, it is the opposite (Künzel, 2013, p. 55).

Figure 2.2 - Intermediate and mediate influence of USP and EVP

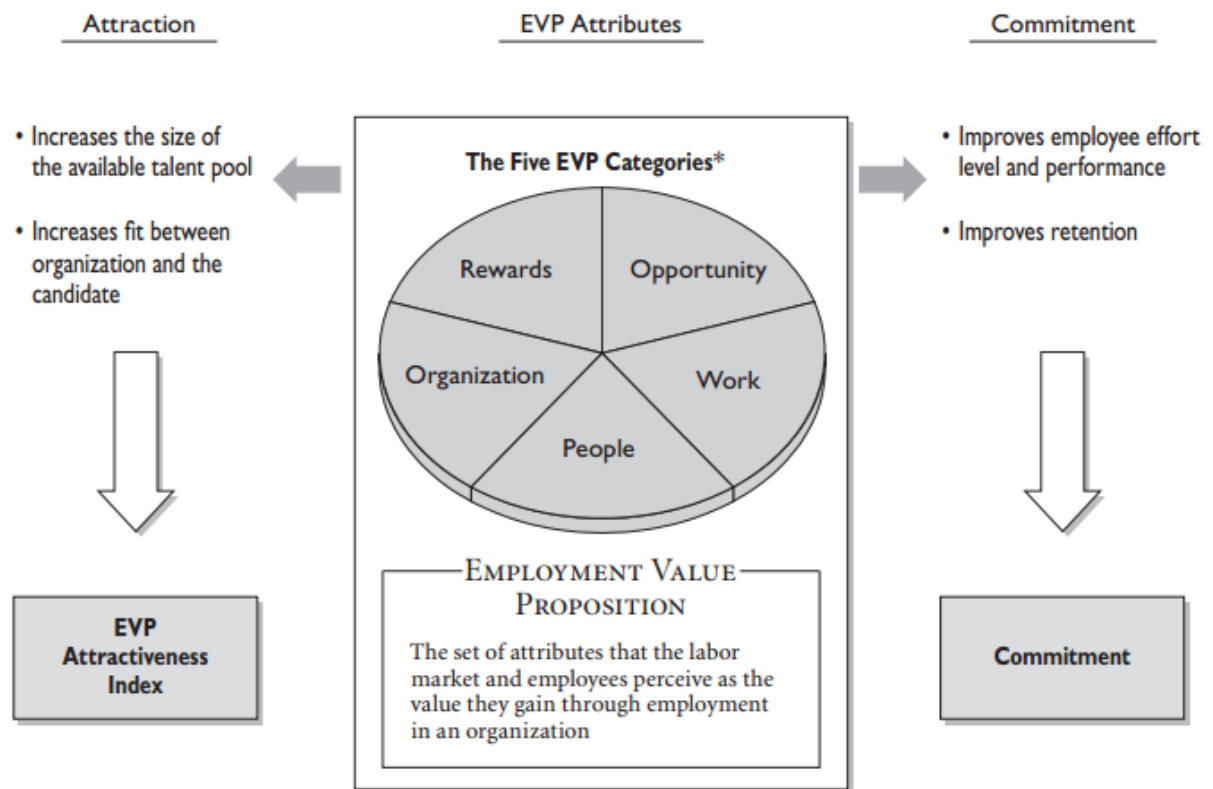


Source: Künzel, 2013, p. 56 (Translated)

While in product and service branding, the USP as the core message is communicated via various channels in the context of employer branding that applies to the EVP. It is the central “selling proposition” for a company as an employer. This distinguishing feature is to be communicated as it can lead to a competitive advantage (Künzel, 2013, p. 58). To look at the structure and the core of an EVP, the

Corporate Leadership Council, in their employment value proposition survey revealed that an EVP consist out of 38 unique attributes structured in five EVP categories.

Figure 2.3 - EVP drives attraction and commitment in the labor market



Source: CLC, 2006, p. 2

These attributes build the essence of an EVP. On the one hand, these attributes drive the attraction towards potential new employees with an increasing size of the available talent pool. This occurs when a managed EVP is pervading to passive candidates whereas unmanaged EVP's are only visible for active candidates (CLC, 2006, p. 7). Moreover, the fit between organization and candidates increases as employer brands attract candidates who have a similar mindset or way of thinking. Hence the communication of specific EVP attributes will attract candidates who feel connected to them (Häusel, 2012, p. 115). On the other hand, commitment can be seen as result of an effective EVP. The previous graphic illustrates that commitment improves the level of performance and effort by employees and then improves retention. Before getting a detailed look on the 38 attributes, it is important to note that a strong EVP is not only appealing to external job candidates but builds and

reinforces the public's image of the organization's vision, culture, work practices, management style and growth opportunities. (Manpower, 2009, p. 4f.). The Corporate Leadership Council therefore identified three quantifiable benefits an effective EVP provides to an organization:

Figure 2.4 - Three quantifiable benefits

Improved Attractiveness

"Organisations with effective EVPs are able to source from a much deeper pool of talent in the labour market. Top-performing organisations draw candidates from about 60% of the labour market, including "passive" candidates who would otherwise be content to stay with their current job. Lesser-performing organisations are able to source only from the most active 40% of the workforce."

Greater Employee Commitment

"Organisations with effective EVPs enjoy significantly higher levels of commitment / engagement from their employees. Top performing organisations have 30% to 40% of their workforce displaying high levels of commitment, compared to less than 10% in under-performing organisations."

Compensation savings

"Organisations with effective EVPs are able to reduce the compensation premium required to attract new candidates. Top-performing organisations are able to spend 10% less on base pay compared to under-performing organisations"

Source: Manpower, 2009, p. 3

In order to accomplish the advantages named above, the attributes, which are communicated and therefore included in the EVP, need to align with strategic priorities and facilitate competitive differentiation (CLC, 2006, p. 10). The attributes to choose from are the following:

Figure 2.5 - Employer attributes



Source: CLC (2), 2006, page 6

When these attributes are selected and communicated correctly, a competitive and effective EVP is created. A key insight from the CLC summarizes the core of such an EVP: “A competitive EVP builds upon market realities and leverages the organizations strengths relative to competitors in the areas most important to employees. The EVP must also align with the organization’s current capabilities and longer-term strategic objectives to succeed.” (CLC, 2006, p. 10)

The impact of an effective EVP becomes even more obvious in times of a recession as workforce makes often up to 70% of companies’ costs, which are then reduced by letting employees go. The crucial part for the future employer brand of a company is that people are taking note of how the employer treats employees in a less fortunate situation. Therefore, the maintenance of an effective EVP, even during a recession, is of high priority as it is not only about attracting new talent but also about motivating, engaging and retaining existing talent (Manpower; 2009, p. 3). The key to retaining and attracting potential and existing employees during a recession, is to

adjust and enhance the employment brand with a unique EVP and communicate it well. An important factor is that the employment brand originates from the business strategy, which often has to be adjusted or re-directed in tough times. Thus changes in the business strategy will affect the employer brand, so if the market situation requires a major change to the business, the employer brand has to change as well (Ibid, p. 4).

An effective EVP can even lead to a company's growth while competitors are stuck in a recession. By focusing on hiring top talent instead of reducing operating costs, a company can re-brand its image with security and sustainability, which can be powerful and beneficial to get the best employees on the market. According to the American Psychological Association, there is a maxim towards a company's EVP management during critical times: "A strategic workforce plan can be implemented with a strong EVP during a recession that will allow for growth and opportunity with the best people, but companies that get tunnel vision and focus on short term solutions will never reach their long term goals." (Manpower, 2009, p. 5).

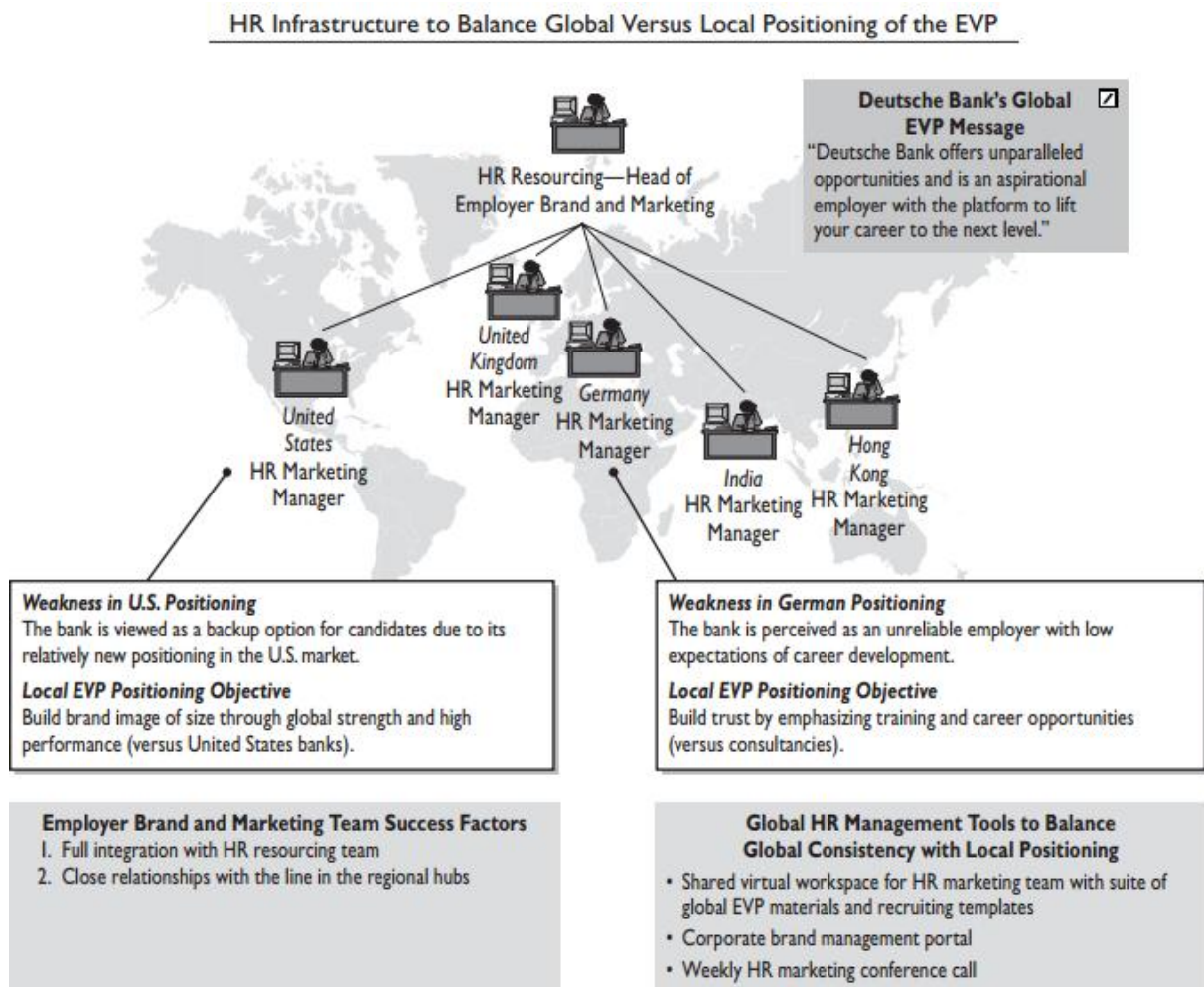
2.3.2 Global EVP Management

In the context of multinational enterprises, the employee value proposition concept is not only subject to an organization's overall strategy, as described in the previous chapter, but also to geographic differences. Therefore, to gain an effective and competitive EVP, adjustments in the selection of attributes and in the communication to different nationalities have to be made. The CLC underlines the importance of geographical adaptation as "geographic differences account for 72% of the variation in EVP preferences" (CLC, 2006, p. 11). In an EVP comparison of the United States with the emerging market of India, compensation as an EVP attribute is highly important for the US, whereas in India, it is relatively less important. Compared to that, India pays more attention to innovation and growth rate as an EVP attribute.

To provide a practically relevant example of how geographical differences influence the EVP, the Deutsche Bank's management of EVP segmentation across nations is illustrated in the following graphic. The global EVP of Deutsche Bank is based on insights and information from regional talent markets, which help to establish an employer brand. The focus is on managing the infrastructure in the way that trade-

offs between global consistency and regional customization are facilitated (CLC, 2006, p. 11).

Figure 2.6 - Global EVP management of Deutsche Bank



Source: CLC, 2006, p. 12

As the employer brand of Deutsche Bank is perceived differently in various markets, their approach to attract talent differs among them. The attributes, which are of importance for the individual markets, play a central role to create a unique approach. Also weaknesses and threats derived from people's perception on the different attributes, need to be addressed in a region specific manner. In Germany for example, Deutsche Bank is trying to rebrand its EVP by emphasizing reliability and career opportunities in their employer branding communication. The CLC stresses that for an EVP to succeed, it needs to be locally relevant and globally consistent. Furthermore "the most successful EVP strategies 'cascade up' from segment needs

to form a universal brand which is then positioned most effectively for each segment." (CLC, 2006, p. 13).

Starbucks, another global player, knows of the significance for a global EVP management. They are actively creating EVP advocates, or rather employee EVP advocates, who communicate the EVP mostly on a national level to potential applicants. To establish advocates, Starbucks organizes interactive occasions for feedback and reinforcement. Therefore, they are translating the EVP into an observable behavior, so employees are able to communicate it. According to a CLC survey from 2006, Starbucks has one of the highest number of employee advocates worldwide (Ibid, p.18). With such a large numbers of advocates all over the world, it becomes possible to approach different target groups in various nations at the same time and still differentiate from competitors (Laick, 2012, p. 87).

2.4 Employer branding on social media channels

In order to leverage the power of social media for employer branding purposes, there are, according to Backhaus and Tikoo, three superior aspects that comprise employer branding activities (Backhaus, Tikoo, 2004, pp. 501-504). A first step is to convey the employee value proposition to the target audience on social media. The employee value proposition is described in the previous chapter as "the value or benefit an employee obtains through employment." (Manpower, 2009, p. 3).

Employer branding as a long-term oriented HR method, proves itself on social media channels, particularly because of the opportunity to represent reliability and authenticity (Weber, 2012, p. 58). This enables companies to address important but also precarious topics such as work environment, work-life balance and development. Social media channels enable communication between users and companies on the same footage. As touched upon, social media is a wide term that refers to many different channels in which information is exchanged. The high relevance of social media in employer branding is unquestionable but in recent years it has become the main communication channel to promote an employer brand. For this purpose, social media is leading with 76%, followed by career websites (64%) and employee referral programs (39%) (EBI, 2014, p. 11).

Facebook, as the largest social media network with 1.545 million monthly active user reported in Q3 2015, is a really important channel for employer branding (Statista, 2015). It is the second most viewed website in the whole Internet, after Google and it is available in most of the major markets except for China (Kirkland, 2014). Founded by Mark Zuckerberg in 2004, the intent behind facebook was to stay in touch with old university classmates after graduation. But as it turned out, not only postgraduates wanted to access that network but literally people from all over the world. With such a growing number of registrations every week, companies could not stay away from one of the biggest pool of people in the world (Carlson, 2010). Since smartphones and apps have come into the market, Facebook has grown even more rapidly and is often used on the go via mobile devices. Facebook's popularity is also driven by its perception of openness for nearly any kind of content e.g. pictures, comments, videos, links etc. can be distributed. With such a large group of different people with the ability to participate and to express opinions, many discussions concerning every kind of topic exist (Hesse 2012; p. 261).

For companies, Facebook can be considered as one of the largest channels to reach a company's target group. With regards to employer branding, Facebook enables multiple ways for a company to present itself. The first way is to create a company page, which is similar to a user's profile (Hempel 2012, p. 11). The first touch point of a user with a company on Facebook, is the company's wall. Therefore, on an actively managed company site, there is relevant and up to date content. Even companies with a low marketing and recruiting budget are able to set up a company page because there are no direct costs attached (CKR initiative, 2013).

To furthermore communicate a company's employer brand on a higher level, there is the option to create additional sites e.g. social career sites (Ibid). Even if the management of several sites on Facebook is too costly, Facebook recruiting apps can be installed on the main company page. Moreover, career pages on Facebook can be adjusted to a company's growing needs. To provide an example, Intel started its Facebook recruiting efforts in 2010 with a single basic career page for its operations in Israel. Today, Intel has expanded its career pages on Facebook; to 11 pages in different countries. There are three ways to structure global career pages on Facebook. The first and simplest one is to only have a single career page to approach all the users globally with no specific adjustments to target groups and

nationality. These pages are mostly in English or in the company's market language. Most of the multinational enterprises disregard this kind of structure (Ibid p. 7f.). The second way to structure a company's career sites is through global career pages made out of parent and child pages. The original social career site thereby remains intact and becomes the parent page, to which each of the global child pages refer. Child pages are derived from the design of the original page but with customizable content to reflect a company's strategy in different countries (Ibid p. 9). Facebook automatically redirects the user to the matching child page in a specific country through URL redirection when a user visits the parent career page. This ensures that a posted link directs the user to the right information. For example, a user in Germany will be directed to the German version whereas a user from the United States will see the U.S version. A prestige advantage for this kind of structure is that likes are being aggregated instead of distributed to the country pages. For example, Dove uses that kind of structure (Ibid p. 9)

Another way to structure a global Facebook presence with career sites is a global page roll-out. With this, several Facebook career pages are created, which are independent of each other and belong to a subsidiary entity, e.g. careers in the US, careers in Germany etc. Although Facebook provides only the URL direction by countries, pages can get even more targeted by installing apps for further segmentation into specific demographics. This way, career pages can be targeted at students or graduates. The downside of a global page roll-out is that the effort of managing each individual country career page cannot be underestimated and therefore it has to be comparative to the ROI. (Ibid p. 10).

As mentioned above, in terms of content, companies are able to express their EVP in many different ways on their career page. The EVP is communicated via videos, links, hashtags, posts, comments and pictures. Information is not restricted to a specific amount of words or links, thus compared to other social media channels, Facebook provides the biggest range of communication methods. To promote their employer brand, companies are increasingly publishing interviews with their own employees talking to potential applicants about how they feel about the company. Thus, they are acting similar to a brand ambassador or advocate. They also often provide tips for an application (Hajli, 2015, p. 68f.). Another aspect, that needs to be taken into account by companies which practice employer branding on Facebook, is

the reach to their specific target group. The identification of the target group is important for every kind of corporate communication, including Facebook. So in the pure mass of users on this platform, every group of people is present in regards to demographics, nationalities and formal education. Facebook enables tools to tailor communication to specific people, most companies are able to communicate their EVP to specifically their target group. (Facebook for Business, 2016).

Twitter is the second largest social media platform in terms of active users. In Q3 2015, 307 million active users were identified (Statista, 2015). Compared to Facebook, the amount of active users is a lot smaller. However, on Twitter are over 500 million people every month, who do not log in but view Twitter pages. Thus, the potential target group is a lot bigger than pure amount of active users (Smith, 2012). Twitter was launched in July 2006 as a micro-blogging website, which is characterized by its limitation to publish posts, or in Twitters case tweets limited to 140 characters (Heider-Winter, 2014, p. 9). Twitter is often described as a short news service because users who follow a specific person or Twitter channel will be able to view everything tweeted by them right away. If followers then like or retweet the information, even more people will be able to see the information, like a snowball effect. This way, the news of Osama Bin Laden's death was first made known over Twitter (Hesse, 2012, p. 262). Many companies are present on Twitter with a corporate account, although there is not the same possibility to build a company page as on Facebook, LinkedIn or Xing. With the 140 characters rule in mind, companies are often referring to another source of information by using a link or a hashtag. Employer branding career pages are likewise bound by the rule for their publications. Information about the company as an employer or open vacancies are linked to more information through hash tags like this example by Microsoft Careers illustrates:

Figure 2.7 - Tweet by Microsoft Careers



Companies also express their employer brand by tweeting information about their values, teams, culture etc. Kamman stresses, nevertheless, that users on Twitter are more interested in obtaining information about the products and current services they use, rather than connecting with companies (Kamman, 2013, p. 74). Also, according to Brickwedde et al, Twitter should be used in cooperation with other social networks for employer branding purposes but is not sufficient enough for being the only channel. (Brickwedde et al, 2014, p. 277). Considering the average Twitter user is young, affluent, college-educated and 54% earn a minimum of \$54000 salary, companies need to adjust their employer branding approach to their target group on Twitter, if it is present (Benett, 2015).

Google+ is another social media channel that enables users to sort friends and family in circles and post content to the specific target group (Hesse, 2012, p. 262). Google+ was created in 2011 with the intention of Google to get shares in the strongly growing social media market. In terms of communication methods, Google+ is similar to Facebook and offers a variety of different tools: videos, pictures, comments etc. for companies (Bickwedde et al, 2014, p. 293). Moreover, members of Google+ will be displayed higher in a Google search, which is not to be underestimated as Google is the most visited website of the internet. However, the connection of this network to Google does not indicate a high amount of users. Indeed, the network Google+ is not used by many Germans (Hesse, 2012, p. 260).

Third most viewed website globally and a large social media network is YouTube. YouTube is a social media platform specialized in videos. YouTube is increasingly used for employer branding purposes since in videos, many aspects of a company can be illustrated in videos e.g. corporate culture, work environment, work place, team spirit etc. (Ibid, p. 261). Also, the way companies are able to upload videos is convenient and uncomplicated; the video does not need to be hosted on the company's web space but on YouTube. This enables users to like, comment and most of all to distribute videos to other people (Heider-Winter, 2014, p. 196). However, YouTube can be categorized as complementary platform for employer branding purposes, as links and videos are referring to the network but the actual engagement or discussion happens on another network e.g. Facebook or Google+ (Hesse, 2012, p. 260f.)

Instagram is a social network based on the publication of pictures. It is also mostly about communicating emotional and entertaining content. (Gernhardt, 2015). Instagram has had one of the most rapid growth rates in the last 5 years; therefore, Facebook has bought Instagram in April 2012 for about \$ 1 billion. 90% of Instagram users are younger than 35 and Instagram has already reported more active users via mobile phones than Twitter (Daily Pastime, 2015). Many companies are already using Instagram to post information through pictures but only fewer have explored the power of this network for employer branding purposes. Generally, companies need to keep in mind that Instagram not only comprises the informing but also the entertaining factor stronger than other networks (Gernhardt, 2015).

The social network Xing is differently, as it specializes for business purposes and calls itself a business network. The main core of the network is about connecting with people, comparing companies and looking for jobs. Information on Xing is usually not concerning private aspects about the user's life but more about the user's academic knowledge or professional experience. Indeed, users are able to create an online Curriculum Vitae. From a company perspective, this network is highly important for employer branding purposes and recruitment as users are on this platform to connect with companies (Xing, 2016). Besides many different recruiting tools like the Talentmanager, Xing gives the opportunity to create company profiles. Similar to other social networks, insights about the company's culture and work environment can be posted. In addition to that, on the rubric jobs, all open vacancies can be viewed and directly applied to. Another reason for Xing being important for employer branding purposes is that active employees are connected to a company and visible on their page. They therefore represent the brand and are disclosing their employment at this company to the public. Xing is the biggest business network in Germany but internationally it is ranked behind LinkedIn (Renda; Wunderle, 2014, p. 786f.).

LinkedIn and Xing are indeed very similar in the context of structure and purpose, as both are social business networks. Users on LinkedIn provide a CV on their profile as well and connect to people and companies around the globe. Whereas Xing's focus is mainly on Germany, even though they are expanding, LinkedIn's focus is on global business. Therefore, users are able to apply easily for jobs in faraway countries or connect to employees of their employer of choice. In the employer branding context

this means again that the scope of activities needs to be international, thus most of the information on LinkedIn is in English. Companies therefore are not able to tailor their employer brand to a specific target market but to present the employer brand on an international basis (Lowe, 2014). Similar to Xing on a company's career page information regarding the employer is posted and often videos are complementing to provide a suitable employer brand image.

3. Benchmarking analysis

3.1 Introduction

In order to get an insight on how organizations approach employer branding on social media, the following benchmarking analysis will consider 9 different multinational enterprises (MNE's) and rates them in regards to their level of employer branding. As mentioned in chapter 1.2, companies from various branches and countries are taken into account, but there will be a special focus on the German market, as the survey in chapter 4 is conducted with German business students and graduates. The companies selected for this analysis are derived from the "Most Attractive Employer 2015" survey by Universum, as it is often tagged as benchmark in this area. For the purpose of this study the result of the survey by Universum is not used for rankings but rather for researching companies that potentially display successful employer branding. The goal of this analysis is to point out the leading MNE in employer branding with the best employer branding activities on social media, hence the MNE's were chosen by their rank in the Universum study. However a few additional examples will be provided which are potentially not conforming this pattern. The indicators being used to benchmark the companies are:

- Engagement
- Communication of EVP
- Employer brand focus
- Cross-media presence

The indicators can be rated on a scale from 1 (poor) to 10 (excellent). In contrast to indicators as aggregated likes these 4 are mostly not dependent on the kind of page structure a company uses. Moreover, these indicators also comprise the content posted on career sites. The following table shows the top 32 employers in the field of

business, both in Germany and globally by Universum. Similar companies in both lists are marked in light green because these are the ones that are being analyzed. Apple and Google are marked in yellow as they display exceptional cases, which are described in further detail after the benchmarking comparison of the 9 MNE's.

Table 3.1 - Most attractive employers 2015

Germany	Global
1. BMW Group	1. Google
2. Audi	2. PwC (PricewaterhouseCoopers)
3. Porsche	3. EY (Ernst & Young)
4. Google	4. Goldman Sachs
5. Volkswagen	5. KPMG
6. Daimler/Mercedes-Benz	6. Deloitte
7. Deutsche Lufthansa	7. Apple
8. McKinsey & Company	8. Microsoft
9. Adidas group	9. J.P. Morgan
10. ProSiebenSat.1 Media	10. Procter & Gamble (P&G)
11. Siemens	11. L'Oréal Group
12. Auswärtiges Amt	12. McKinsey & Company
13. PwC (PricewaterhouseCoopers)	13. The Boston Consulting Group (BCG)
14. Unilever	14. Morgan Stanley
15. L'Oréal Group	15. BMW Group
16. The Boston Consulting Group (BCG)	16. Sony
17. Robert Bosch	17. Unilever
18. HUGO BOSS	18. Nestlé
19. EY (Ernst & Young)	19. Bank of America Merrill Lynch
20. Europäische Zentralbank (EZB)	20. The Coca-Cola Company
21. Deutsche Bank	21. IBM
22. Microsoft	22. Johnson & Johnson
23. Coca-Cola Erfrischungsgetränke	23. Deutsche Bank
24. KPMG	24. Adidas group
25. Procter & Gamble (P&G)	25. Bain & Company
26. BASF	26. IKEA
27. Airbus Group (EADS)	27. Barclays
28. TUI (World of TUI)	28. Citi

29. Goldman Sachs	29. HSBC
30. SAP	30. PepsiCo
31. Ferrero	31. Credit Suisse
32. Deutsche Bundesbank	32. Daimler/Mercedes-Benz

Source: Univerum 2015

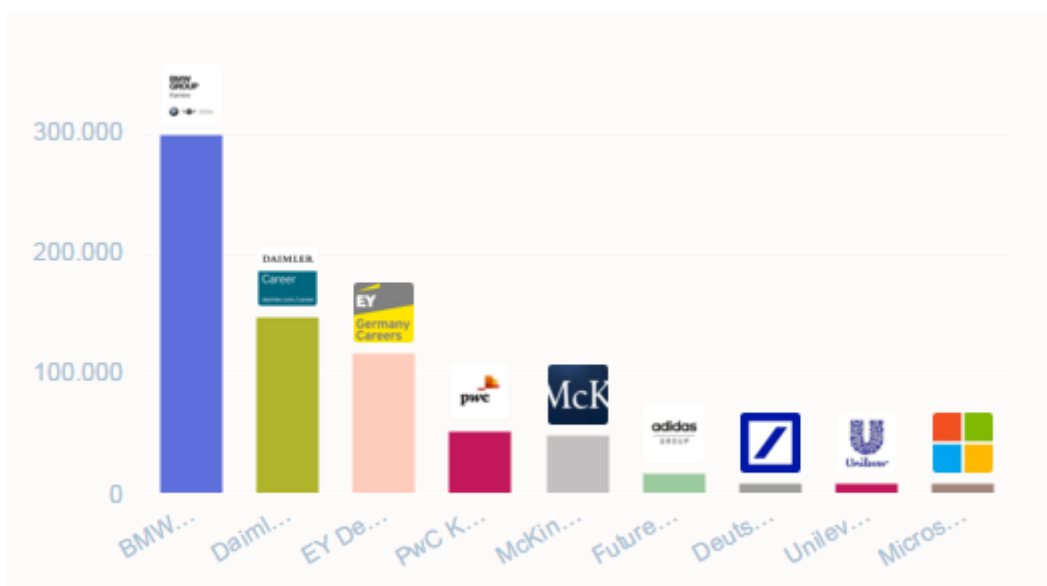
As there are too many social media platforms to consider all in the scope of this analysis, the focus will be on Facebook, Twitter and Xing / LinkedIn as these are the most popular ones in Germany and offer the best employer branding options. To ensure comparability of the chosen companies on Facebook, the scope of their career sites has to be identified because it strongly influences the reach to the audience. With this, also the amount of followers will differ between a company with national career pages and international career pages.

3.2 Analysis

3.2.1 Selected companies

To get a first impression, the graphic below, created with the analytic tool Fanpagekarma, shows the amount of likes and with this the amount of followers of the selected companies on Facebook. For the purpose of this analysis, follows and likes are considered the same because both enable users to view everything a company posts on their news feed.

Figure 3.1 - Facebook likes of the 9 MNEs



Source: Fanpagekarma

As described in chapter 2.4 there are three different ways for a company to structure a Facebook career page: A global career page, global parent with country specific child career pages and a career page roll out for every country. Shown in the graphic above the career site of the BMW Group with 300.00 likes has the most likes and almost doubles Daimler on the second place. In order to identify if likes have been aggregated from several pages or not, the table below sorts the analyzed companies into the three categories of career page structure on Facebook.

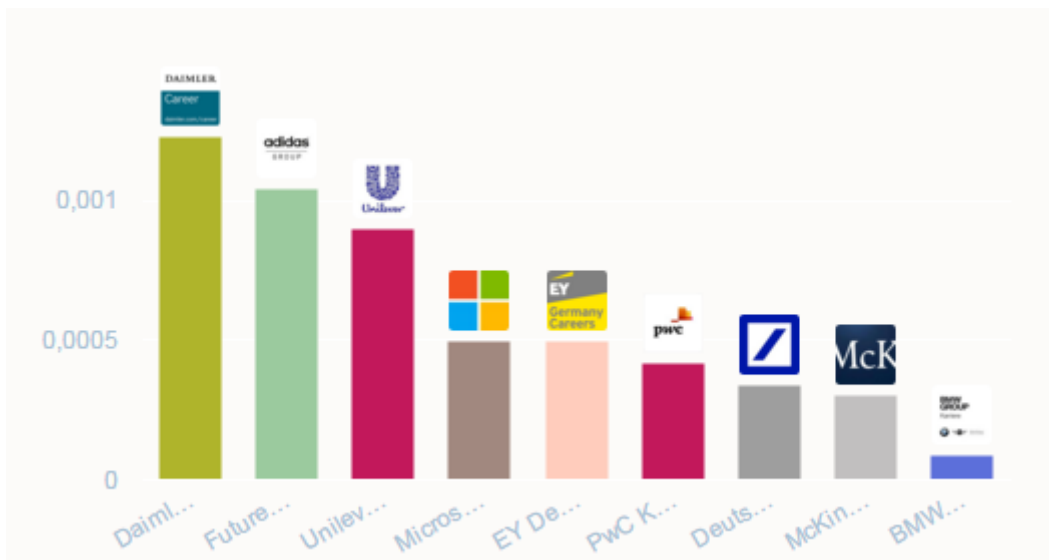
Table 3.2 - Page structure on Facebook

Global page	Parent & Child page	Country page roll-out
BMW Group	Unilever	PwC
Adidas Group		EY
Daimler		Deutsche Bank
		McKinsey
		Microsoft

In the context of this analysis, "likes" of parent and child pages are not aggregated but obtained from the German child page. As an example Unilever's aggregated "likes" are 1.2 million (22.01.16) and therefore four times as many as the second one, which would negatively affect the comparability. The kind of page management a company uses is often determined by its global structure. For example the Big 4 in the audit and advisory business, PwC, EY, KPMG and Deloitte, are all managed by a country page roll-out due to their national subsidiaries. EY Germany builds its own entity and thus they are taking care of their own employer branding page. For such a large company this makes sense because an EVP and its attributes for EY Germany and EY globally can totally differ. Hence by managing the career site for the respective country, EY is able to highlight relevant attributes and communicate an aligned EVP. Nevertheless there are guidelines and frameworks for each country entity in terms of design and content, as consistency and value of brand recognition are essential (Laick, 2012, p. 88f.). Although BMW and Adidas do have many different subsidiaries in various countries as well they are focusing on a global approach at their career page. Also Daimler uses the identical type of structure to address people internationally.

The amount of likes on company's career page does not indicate the engagement level. It is rather determined by the interaction of users with posts on the page. The rate is thereby calculated by the amount of likes, comments and shares in comparison to the total amount of likes on the page. Thus the engagement level subtracts out potential comparability biases (Fanpagekarma, 2015). The following graphic shows the engagement rate of the 9 respective MNE's between December 24th 2015 and January 20th 2016. For this comparison, only the size of the bars is of importance and not the values on the y-axis. Clearly Daimler Careers has the highest engagement level and BMW the lowest. The engagement level for every MNE in particular will be described in the following chapters in more depth.

Figure 3.2 - Engagement



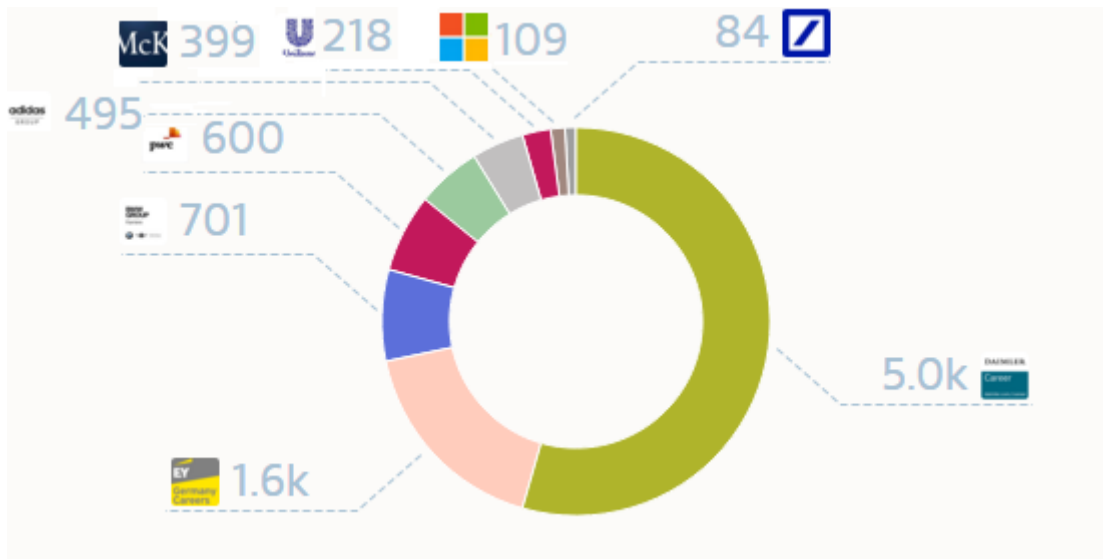
Source: Fanpagekarma

Under the German top 10 most attractive employers, there are only two companies which are not German; Google and McKinsey. This illustrates, that German MNE's are commonly ranked higher by German nationals, as most attractive employers. This is possibly due to national connectedness to the companies. In addition to that, the top 10 in Germany are mostly MNE's which are famous for their products, in comparison to that on a global level 6 out of the top 10 are companies from the service industry. Also the Big 4 in the audit and consultancy business are globally in the top 10.

In contrast to the engagement level illustrated in figure 3.2, the following graphic shows the level of activity which is determined by the total amount of likes, shares

and comments. Moreover, these numbers are not divided through the amount of overall likes for the page.

Figure 3.3 - Activity level



Source: Fanpagekarma

The graphic above shows the total sum of 'likes', comments and shares of users within the time slot between December 24th 2015 and January 20th 2016. The activity of users on the Daimler career page is higher than on all of the other pages combined. The second highest activity level in terms of likes, shares and comments is visible on the EY career page with 1.6k in total. This number does not indicate the best employer branding activities as it is only quantifiably. To put these charts and figures from above into the context of the benchmarking, for the respective companies not only the numbers but especially the content needs to be evaluated. The following chapter gives an insight about how the analyzed companies are communicating their EVP and what the characteristics of their pages are.

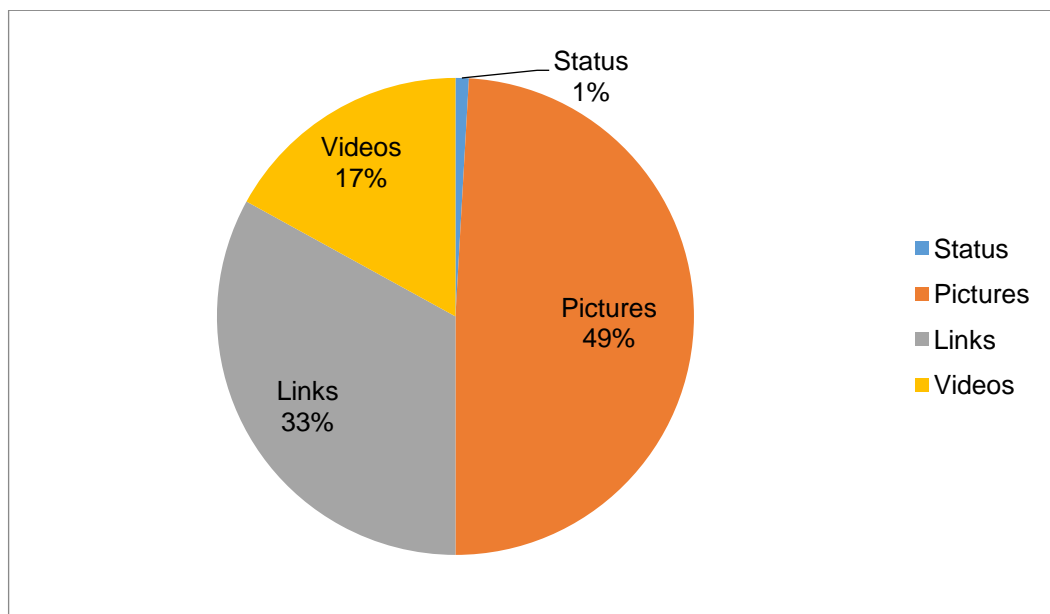
3.2.2 EVP and content communication on Facebook

Many experts stress that it is not sufficient to just set up a Facebook career page and post content. It has to be actively managed, so strategic communication of content is possible (Barker et al, 2012, p. 12). Therefore, in the scope of this benchmarking analysis not only the page itself but also the content is analyzed. As mentioned in the introduction, three of the 4 indicators for the benchmarking are Engagement, communication of EVP and the employer brand focus of the companies' career

pages. Those three indicators are mainly rated by a company's performance on Facebook, as it is by far the largest social network and is not bound by many restrictions. However, if a company's career page on a different social media platform is more mature than the one on Facebook, that is taken into account, as companies might choose specific platforms to reach a particular target group.

The graphic below illustrates in which way the analyzed companies communicate content on their Facebook career pages. In the analyzed date range (24.12.15 - 24.01.16) almost 50% of the posts were pictures or were integrating pictures. In contrast to that only 1% of all posted information was through a simple status text.

Figure 3.4 - Types of Posts



Source: Fanpagekarma

For the Adidas Group, Facebook plays an important role for employer branding and recruitment. On their career page "Adidas Future Talents" there is a relatively high engagement level and information is posted regularly (Kärcher, 2012). Yet, posted content is regarding various topics. Compared to other career pages, Adidas is advertising less job vacancies or opportunities on their page but instead news about the company in general. Often articles by the Adidas Group Blog are shared on the career page and therefore information is not specifically targeted at the employer brand but more on the corporate brand. Additionally, posts are published from all over the world and people from every country are approached. Therefore, posts are generally written in English. However, there are posts in German as well, which

harms the consistency of a global page addressing international people. In the scope of this benchmarking analysis to investigate the best employer branding sites on social media, the Adidas Future Talent channel is rated by the 4 indicators. Besides the high engagement level which can be rated with 8 points according to figure 3.2, the communication of EVP and the focus on employer brand are contrastable low. Thus the Adidas group is rated on 2 points for EVP communication and on 3 points for employer brand focus.

PwC is not only ranked high in the survey by Universum but also in this benchmarking comparison it can be stated that they are managing their career page on a high level. The header of the page is adjusted to an up to date career opportunity and there is a video about the employer PwC, which is always visible and not pushed down on the wall by more recent content. The slogan "The opportunity of a life time" is consistently attached to all vacancies and published videos. Moreover, all the recent posts are complemented with pictures and hashtags. Besides relevant and up to date vacancies, also insights and attributes of the EVP are posted. Those posts are complementing the vacancies and are creating an image as an employer, e.g. PwC posted under #GlobalMobility, #PwC_Jobmatcher, information for users to get a better understanding of the employer. Taking PwC's engagement level from figure 3.2 into account this indicator is rated with 5 points. As the communication of EVP is convincing and the focus on the employer brand is excellent, PwC is rated with 8 points (EVP) and 9 points (focus).

The Facebook career page of EY is alike PwC's page. Indeed, not only the structure of a global page roll out becomes apparent but also many posts containing information about EY as an employer incorporate pictures and videos. EY's EVP communication covers the essential attributes, that EY provides as an employer. This information is again, particularly communicated via videos. For this reason this indicator is rated with 8 points. In terms of employer brand focus, EY is also rated with 8 points because all posts on the website are concerning the employer brand. In addition to that, the EY career team refers to other pages, if users ask for specific information. The engagement level is also quiet high on the career page, as a lot of content is posted and the career team actively manages discussions and answers to comments. Consequently, this indicator can be rated with 6 points.

McKinsey & Company has one of the best reputations as an employer around the world, also the Forbes magazine praises McKinsey as the second best employer in the world (Smith, 2012). In fact, McKinsey is the only company listed in both, Germany and the global top 10 in the study by Universum. In order to promote their employer brand, McKinsey uses employee interviews for certain positions to communicate advantages and challenges of the job from the employee perspective. In focus is thereby not the position itself but also the organization's culture including its attributes and benefits. Furthermore, there are two apps that are visible on first sight; "Who we are" and "Who do we look for", providing a deeper insight into the company. Another aspect McKinsey is conveying through their communication is that they are addressing gender equality openly. In recent posts from 2016 McKinsey emphasizes career opportunities for women and also underlines their participation in pro-bono projects. Overall McKinsey is communicating their employee value proposition in a great manner and points out the aspects that are important for them as an employer. With this strategically comprehensive approach they can be rated with 9 points both in EVP communication and employer brand focus. Only the engagement level is compared to the other MNE's not at the same level and therefore rated with 4 points (figure 3.2).

The BMW Group as the most attractive employer in Germany, according to Universum, concentrates their employer branding efforts on a detailed description of departments and jobs but only including a brief company presentation. To notice is that even though BMW has a strong product brand, on their career page they managed to separate the corporate and product brand from the employer brand. Especially this fact aligns exactly with the purpose of employer branding, to fit in the branding context of the corporate brand but build an own employer brand. This leads to attracting the targeted talents but not every satisfied customer. Another way the BMW Group promotes its vacancies is to include regional attributes connected to a position in their EVP communication. For example about the work environment in the factory in Eisenach (BMW Post 15.01.16). In summary the BMW Group communicates their employer brand in a great manner, only information about the organization in general and as an employer are not often displayed. Even though it is a global page it is conspicuous that there is no global approach on facebook, only the German career site. Hence international users are referred off Facebook to the

homepage. Besides the lowest engagement rate in the comparison with 3 points, the communication of EVP is rated with 7 points and the focus on their employer brand is outstanding, particularly noticing the great influence by the product brand, which they manage to keep as a subsidiary matter. Thus, this indicator is rated with 9 points.

The Deutsche Bank communicates their employer brand on their career page by making use of pictures and videos of their own employees. These employee advocates give an insight on their experience, what the Deutsche Bank as an employer can be characterized as. Additionally they are providing information about particular jobs or programs they have experience with. Content mostly concerns open vacancies and tips for applications. But besides the information provided by employees and open career opportunities, the central employee value proposition is not clearly communicated. Furthermore, there is not much information that enables users to differentiate the Deutsche Bank as an employer from its direct competitors in that branch. Another factor which is eye-catching is that on recent posts, the engagement level is really low, as the last three posts only gained 5 likes and one comment, which is a really small amount for a page with almost 9000 likes (DB facebook 22.01.16). Hence the indicator for engagement of the Deutsche Bank is rated with 4 points. The low number of likes and engagement rate are likely to be a result of the Deutsche Bank's image as an employer in Germany. According to the Corporate Leadership Council the "Bank is perceived as an unreliable employer with low expectation of career development." (CLC, 2006, p. 11). As a solution for re-branding its employer brand career and training opportunities are emphasized (Ibid, p. 11). Deutsche Bank is visibly trying to put that strategy into practice on their Facebook career page but it seems that it is still in process. For the benchmarking the Deutsche Bank can be rated on the indicators with 3 points for EVP communication and 6 points for employer brand focus.

Unilever structures their career pages on facebook with parent and child pages. Therefore, the general design of the German page is consistent with the global one. Unilever regularly updates its cover picture on their facebook page, the current picture includes a message "Unilever pledges its support to communicate the 2015 United Nations Global Goals for Sustainable Development to 7 billion people in 7 days". On first sight it's visible that Unilever, as a corporate brand but also as an employer, cares beyond their industry for environmental and social matters together

with the UN (Unilever Facebook post). Moreover, Unilever publishes a mix of videos with employee interviews, open vacancies and events on their career page. While pictures and videos are generally liked by 10 to 50 users, there are only few comments concerning posts. Therefore, also answers to user's questions or comments are rare, the last response was on November 26th 2015. Compared to the career team of Daimler who answers weekly, the engagement level is rated below Daimler's with 7 points. Communication of EVP is rated with 5 points because Unilever is communicating greatly what superior values the company comprises but less which kind of specific EVP attributes they offer. The focus on their employer brand can be rated with 6 points as Unilever manages to put their famous product brands aside.

Daimler careers has reportedly the highest sum of comments, likes and shares in this comparison. That is in fact also visible on their career page as under almost every post, there are comments and likes (figure 3.2). The page is similar in many ways to the BMW Group's page as it is also a global page and some content is posted in German and some in English. The consistency therefore is harmed and also the international target group is not addressed correctly. Nevertheless Daimler's page is characterized by reports from the experiences of employees or interns and by posted vacancies. The information posted on Daimler's career page does not communicate their EVP effectively, because it is aimed at specific vacancies only. Daimler uses furthermore the power of their product and corporate brand to drive the talent attraction, as many articles about products as the new autonomous E-class and about the CES in Las Vegas are posted (Daimler Careers Post). This can question the effectiveness of Daimler's career channel for the purpose of talent attraction and employer branding. Despite the posted information by Daimler the career team is actively answering all questions user have concerning vacancies or general application questions. These activities also explain the high amount of comments because conversations evolve around a specific post. To sum up the content findings for Daimler's career page, it can be said that engagement level and active management is the highest in the comparison of the 9 MNE's and consequently this indicator is rated with 10 points. However, content is not is not consistently focused on the employer brand, so this indicator is rated with 5 points. Beyond that, the EVP communication is a factor for improvement as well and thus rated with 5 points.

Microsoft as the only MNE from the technology branch in this comparison uses a global page roll out to organize their career pages. The German page has 7.878 likes (23.01.16), which is the lowest amount of likes in the comparison. However, as this figure is influenced by a variety of different factors, it is only a representative number and is not a good indicator to evaluate the level of a career page. Besides information on vacancies, events and different programs, Microsoft also publishes videos about their employer brand. The video "Future of work", posted on November 12th 2015, communicates Microsoft's EVP as being a pioneer in providing a flexible work place. Although the content is highly relevant for the employer brand, posts are published not in the same frequency as of other MNE's. Microsoft published only 7 posts during the period from November 17th 2015 till January 23rd 2016 that equals less than one post per week (MS Facebook). Therefore, the engagement level is quiet low at the MS Facebook career page and can be rated with 5 points. Microsoft also advertises the result of the Universum survey 2015 on their career page as they are on the second place in the IT branch for the most attractive employer. Overall Microsoft's communication of their EVP on Facebook is successful and comprehensible and rated with 7 points, only the reach to the target group could be increased by posting more regularly or by using a global career page rather than a page roll-out. The focus on their employer brand is rated with 6 points due to the fact that posts which do not address that topic preponderate because of the low amount of posts.

3.2.3 Employer branding on other social networks

The previous chapter provided a detailed analysis of employer branding activities of the respective 9 MNE's on Facebook. Beside the largest social network, there are others as well whose importance cannot be underestimated. Xing and LinkedIn for example are the largest professional social networks and play an essential role in job advertisements and employer branding. All the analyzed companies have recognized the importance of these channels and they are actively using these networks. Structure and content for career pages on LinkedIn and Xing are bound by a framework, therefore the pages of the 9 MNE's do not differ as much as on more editable channels. The concept of Xing and LinkedIn is to have a simple and clear structure with a short presentation of the company as an employer. Furthermore, the focus is on open vacancies that can be listed and easily viewed. All respective 9

MNE's are active on LinkedIn with a career page and all but McKinsey & Company are present on Xing as well. Moreover, all those 8 companies have paid the fee to Xing in order to not only publish vacancies but also to present the "about us" for employer branding purposes. Due to the similarity in structure and content amongst the analyzed MNE's, these two professional networks are only taken into account as a site aspect in this comparison. As described in chapter 2.4, Twitter is also a social media platform where many companies are actively present. The micro-blogging site is also currently one of the largest social media networks. Additionally, Instagram as a comparably new social network, with its clear focus on pictures, has drawn the attention of MNE's. In the following, career pages of the 9 companies on these two networks are analyzed and described shortly, as they provide the opportunity to create a unique and differentiated social media presence.

Daimler's career page on Twitter is aligned to their page on Facebook, except from the formal requirements of Twitter. Also the content is similar and the language again switches between English and German. For Instagram, Daimler does not have a German or global career page but is only present with its product brands, especially with Mercedes-Benz. As Daimler actively uses Twitter and Instagram to a certain extend the cross-media indicator is rated with 5 points. The career page of the BMW Group on Twitter is aligned with the one on Facebook as well. Posts are written in German and information is mainly about new vacancies. Moreover, the career team actively posts their answers to user requests on their wall. On Instagram, BMW has a similar presence to Daimler, as product brands are emphasized but no career page is available. Overall both company from the automotive industry approach Twitter and Instagram similarly, thus they both rated with 5 points for the cross-media indicator.

McKinsey & Company is present on Twitter with 142 thousand followers (23.01.16) but only with a regular company page. They do not use a career page on Twitter, therefore any information is posted over the company page. The same applies for Instagram. Moreover, it is the only MNE that is not present on Xing as an employer brand which is the most important business network in Germany. Therefore, McKinsey's cross media activity is the lowest and rated with 2 points.

"Microsoft Careers" on Twitter is the global career page of Microsoft, it is not broken down into country pages as on Facebook. Microsoft keeps their general design and

tweets information on job vacancies and experience reports by employees. The amount of posts derives strongly from the Facebook career page, so there are already 12 tweets in just three days (21.01.16 - 23.01.16). In comparison to the other pages Microsoft incorporates pictures into their tweets, which attract more attention because on Daimlers and BMW pages there are mostly tweets only. On Instagram, Microsoft has the best managed career page of the analyzed companies. Their global career page has almost 7.000 subscribers (26.01.16) and they are "Showcasing the world of working at Microsoft through vivid imagery." (McCammon, 2015). Due to their broad cross media activity, Microsoft is the best company for that indicator, therefore it is rated with 8 points.

Unilever's Twitter presence is similar to their page on Facebook as well. Open vacancies and events are posted including pictures and hash tags. Additionally, Unilever has several career pages on Twitter: @CareersUnilever @ULICareers @Unilever_career @TalentoUnilever etc. These pages are ordered by region e.g. Latin America. Unilever's most popular career channel on Instagram has nearly 1000 subscribers (26.01.16). Although the name Unilever_career suggests that the channel addresses international applicants, a deeper look reveals that it is the career account for Unilever in East Africa (Unilever Instagram, 2016). There several other career channels for different countries but these are not structured or ordered by subscription. Furthermore, there is no career channel or company channel particularly for Germany, therefore the cross-media rank is 6.

PwC aligns its Twitter employer branding activities completely with Facebook, hence they are using a global page roll out on this platform as well. Tweets are therefore in German and aimed to a specific target group in Germany. Formally, the tweets are most often not obtaining pictures or videos but simply links and hash tags. On Instagram, PwC is online with career pages in multiple countries but not in Germany. Taking their activities on these different platforms into account the rate for the indicator cross-media are 6 points. Ernst & Young approaches Twitter differently particularly in the structure of their career pages. EY careers are combined in EMEIA @EY_CareersFS and @EY_CareersMENA and others. Although the UK would be incorporated into EMEIA, there is another career page particularly for the UK @EY_CareersUK. The structure of EY's career pages is not clear on the first sight, as some of the channels are separated into regions and some in professions e.g.

@EY_ITCareers. In contrast to PwC, EY makes use of pictures in their tweets. Also on Instagram EY makes use of many vivid pictures on their career page. Even though there is an EMEA career page, the structure of their different career pages could seem confusing as well as on Twitter. But the total effort EY is putting into several networks is a lot higher than the average of the benchmarked companies, therefore this indicator is rated with 7 points for EY.

Deutsche Bank is actively using Twitter for employer branding purposes. Their career channel records 41 thousand followers (17.02.16). The career page is not specifically tailored for German applicants but for international people. Important information, as up to date vacancies, tips to apply and values of the Deutsche Bank are published. However, they are not present on Instagram, neither with a career page nor with a corporate page. Therefore, this indicator is rated with 4 points for the Deutsche Bank.

Jobs on the Adidas Group Twitter channel are posted without pictures and similar to their Facebook career channel. Adidas is switching languages between German and English. The name of the channel is Adidas Group Jobs, therefore it is legitimate that it is aimed on job postings, rather than presenting the employer brand. Anyhow, Adidas again emphasizes their corporate and product brand over their employer brand. This also counts for Instagram. In total, this indicator can consequently be rated with 4 points for the Adidas Group.

3.2.4 Exceptional cases

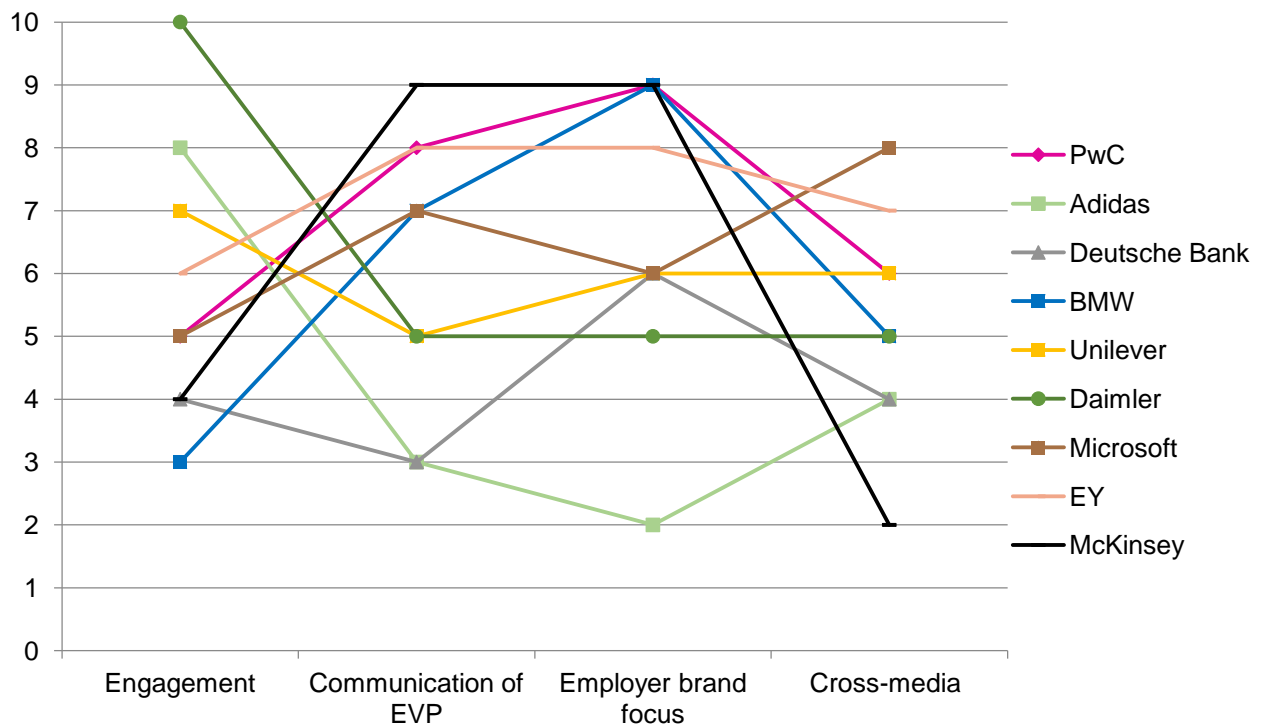
As implied in the introduction of the benchmarking analysis, in addition to the 9 analyzed companies, two exceptional cases on the employer branding topic are analyzed. Google and Apple as the two most valuable companies in the world, by market capitalization, are approaching social media differently than the analyzed companies. Nevertheless, Google is the most attractive employer globally and on rank 4 in Germany and Apple is ranked on 7 globally and in Germany not in the top 30. The reason these two MNE's are exceptional cases is, that they do not use social media to such an extend as the analyzed companies do. Especially Apple is actively avoiding Facebook and Twitter, therefore there are no corporate pages as well as career pages from Apple on these networks (Kapko, 2015). Google does have corporate pages on these networks but only on Twitter they have an active job channel. Consequently, both companies do not put much effort into employer

branding on social media but are nevertheless highly successful in terms of being perceived as attractive employer.

3.3 Results








The analyzed companies showed a variety of approaches for career pages on social media. The 4 indicators however provide a clear insight into which companies come out at the top in regards to employer branding activities on social media. The Chart below comprises the result of the benchmarking, as the 4 indicators are ranked for each MNE.

Figure 3.5 - Benchmarking scores



Derived from the four indicators, the companies can be compared in their total package by using the average score. The table below illustrates these average scores. All four indicators are weighted with the same importance.

Table 3.3 - Average score

								
7	7,25	6,25	6	6,5	6,25	4,25	4,25	6

The total package of EY and PwC is the best in the benchmarking comparison. It might not be a coincidence that these MNE's rank not only in the German top 20 but also in the global top 10 as the most attractive employer in the Universum study. Their approach to employer branding on social media is well structured, holistically and well managed. Both companies follow a quiet similar way for their social media presence. This might be due to the fact that EY and PwC are sharing the same branch. Although these MNE's have scored highly in the benchmarking analysis there is still room for improvement, particularly in the field of cross-media integration. The same is applicable for Daimler with an average score of 6,25 and the BMW Group with 6, as they not only share the same branch but also their employer branding activities are on a similar level. They both approach their career pages on a global level and have strengths and weaknesses in different indicators but overall deliver a solid package. The lowest average scores in the benchmarking comparison have been reached by the Deutsche Bank and Adidas both with 4,25 points. Even though both companies are rated highly for some indicators, they are also ranked lowest in others. In other words, the total package they provide is not on the same level with the other companies. Especially in terms of content as they are ranked lowest for EVP communication and employer brand focus.

It is important to note that the indicators, EVP communication and employer brand focus were not only rated by the content on Facebook. Particularly for Microsoft, this is a crucial factor because they are much more active on their Twitter career page than on the German Facebook page. This might be due to the fact, that Microsoft wants to focus on a specific target group rather than putting too much effort into the large pool. This aspect is not taken into account for Microsoft only but for the other companies as well. Although, they tend to focus on their Facebook career page and use other networks more in a complementary way.

In summary, it can be stated that all analyzed MNE's are well structured and positioned concerning their current employer branding activities on social media. But however a company is ranked, there is potential for improvement for all of them, concerning at least one of the four indicators. Although the best total package is provided by EY, they are not listed at the top for any indicator but they are the most consistent with their social media efforts. Another aspect which can be concluded from the present benchmarking analysis is, that the cross-media approach is the

indicator which offers the highest potential for improvement. The average cross-media score is 5,6 and therefore the lowest in the comparison. With this, not only an increasing engagement level, EVP communication and employer brand focus on several social networks is of importance but also a connection between the networks. As posts on Facebook, YouTube, Instagram and Twitter can be interrelated or linked to each other and therefore reach a larger audience.

4 Empirical survey employer branding on social media

4.1 Methodology

4.1.1 Research objective

In order to get a primary empirical insight on how business students and graduates perceive employer branding activities of MNE's on the social media channels Facebook, Twitter, Instagram and LinkedIn / Xing this survey is conducted. The research will provide insights into the characteristics of social media users and their perception on what is important to be an excellent employer. The results of this survey will complement the benchmarking analysis in chapter 3 and will confirm or refute its findings. Engagement, communication of EVP, employer brand focus and cross-media activity have been analyzed and differentiated in the benchmarking analysis. In order to evaluate if the surveyed students and graduates confirm the result of the analysis the first hypothesis is aimed to compare the total package of the 9 companies:

H1: EY and PwC as the two highest ranked MNE's in the benchmarking analysis are also perceived by the surveyed students and graduates as employers they would most of all like to work for.

In the scope of the benchmarking analysis it has been pointed out which MNE's are doing great employer branding activities on social media. The desire to work for a specific company can be influenced by many unknown factors that cannot be analyzed, therefore hypothesis 2 lifts the comparison of companies to a more objective level.

H2: The companies assumed with the best social media career pages are EY and PwC.

Besides the rank of different companies it is also important to take a look on how social media career pages are perceived generally by active users and if the content is expedient or rather pointless. Therefore, the following hypothesis is stated:

H3: People who are actively using more than 2 social media platforms to get information about an employer, rate the provided content on these pages as very helpful.

As described in chapter 2.3 the employment value proposition a company communicates to students and graduates is the core of how they perceive the company as an employer. The EVP itself consists out of many different attributes which importance is also rated distinct. That leads to the following hypothesis:

H4: People who choose their top three employers based on their reputation also rank the attribute category organization the highest when looking for an employer.

The pure mass of users on social media makes it a central channel of communication as described in chapter 2.1. Therefore, it is also vital to understand how information is perceived. Particularly in the business context, as companies publish information about, the organization in general and as an employer. Hence, the following hypothesis is stated:

H5: Social media is the most important source of information when considering a potential employer.

The following hypothesis H6 is a sub-hypothesis of H5 as the same overall topic, the employer attractiveness is being addressed in a more detailed way:

H6: If social media represents the main source of information about employers, people consider companies with active career pages on these networks as more attractive than companies that are not.

4.1.2 Research design

The research design has a quantitative approach to provide information and facts to test the hypotheses and consequently to verify or falsify them. Data can be collected by using mono method or multiple methods. Mono methods are focused on only one data collection method. In contrast multiple methods use more than one method. (Saunders et al, 2009, p. 151). In this survey the mono method is applied.

The first questions are designed to address the general usage of social media platforms with its specific characteristics. Followed by questions concerning which kind of information can be gathered and its usefulness on particular platforms. Moreover, attributes regarding potential employers are being ranked and put into context of greatly perceived employers. Question 6 and 7 are hold openly due to the fact that further presets could possibly impact the given answers. Thus none of the 9 respective companies from the benchmarking are mentioned but the questions are directed to the opinion of respondents.

Most of the questions include the option to select N/A for no answer, for the reason that answers that are being forced can have a strong negative impact on the surveys validity. Personal questions about the age, current status and sex are asked at the end of the survey, so the participants are able to know what the survey is about before disclosing personal details.

4.1.3 Way of investigation

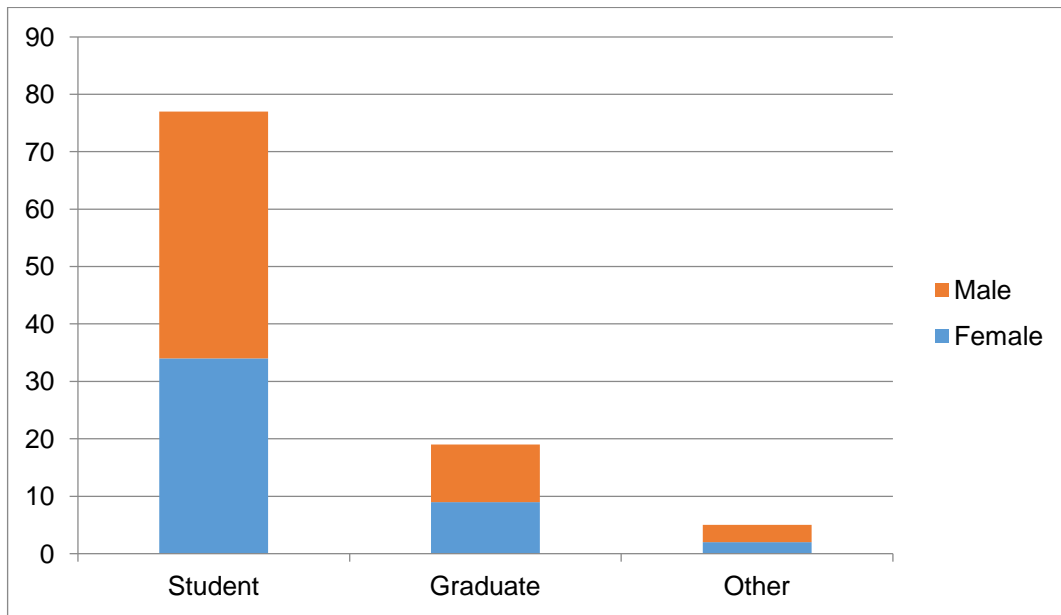
In order to collect facile information a questionnaire is used to get quantitative data. According to Saunders et al standardized questions in a questionnaire will ensure that respondents will understand and interpret them similarly (Saunders et al, 2009, pp. 362f.). This survey is based on a self-administered questionnaire and not interviewer-administered, furthermore it will be conducted over the internet. The designed questions are simple and short for the purpose that the sample students are able to quickly answer the questions intuitive, without further research.

4.2 Key findings

The questionnaire is designed to operationalize the 6 different hypotheses into questions, that can easily be answered by the sample students and graduates. The questionnaire generated 111 responses over the online platform. 55% of the respondents were male and 45% female. Moreover, 8% were age 17 - 21, 68% were 22 - 25 and 24% were 26 years and older. The questionnaire offered 3 options for selecting the current status: student, graduate or other. For the purpose of completeness, it is to mention here that the sample was approached due to their educational background in business. This means, that the respondents are studying, or have studied business or in business related fields. Students make out the largest

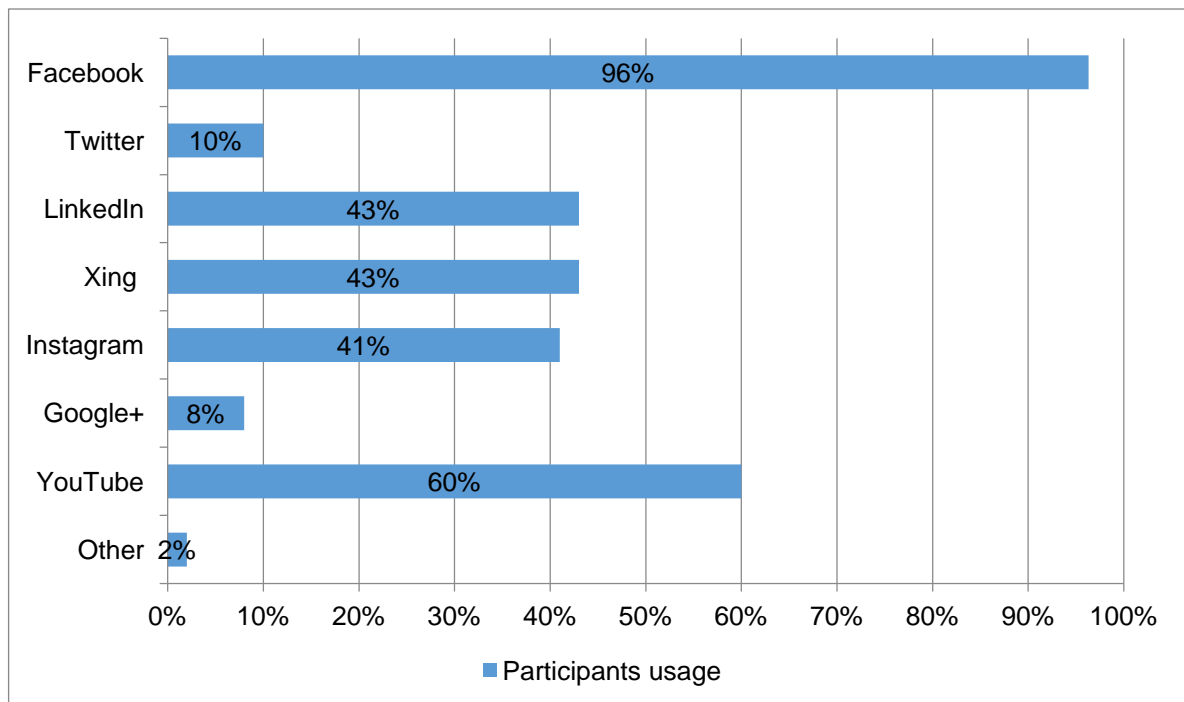
group of respondents, with a share of 76%, followed by graduates with 19% and 5% other.

Figure 4.1 - Respondent structure



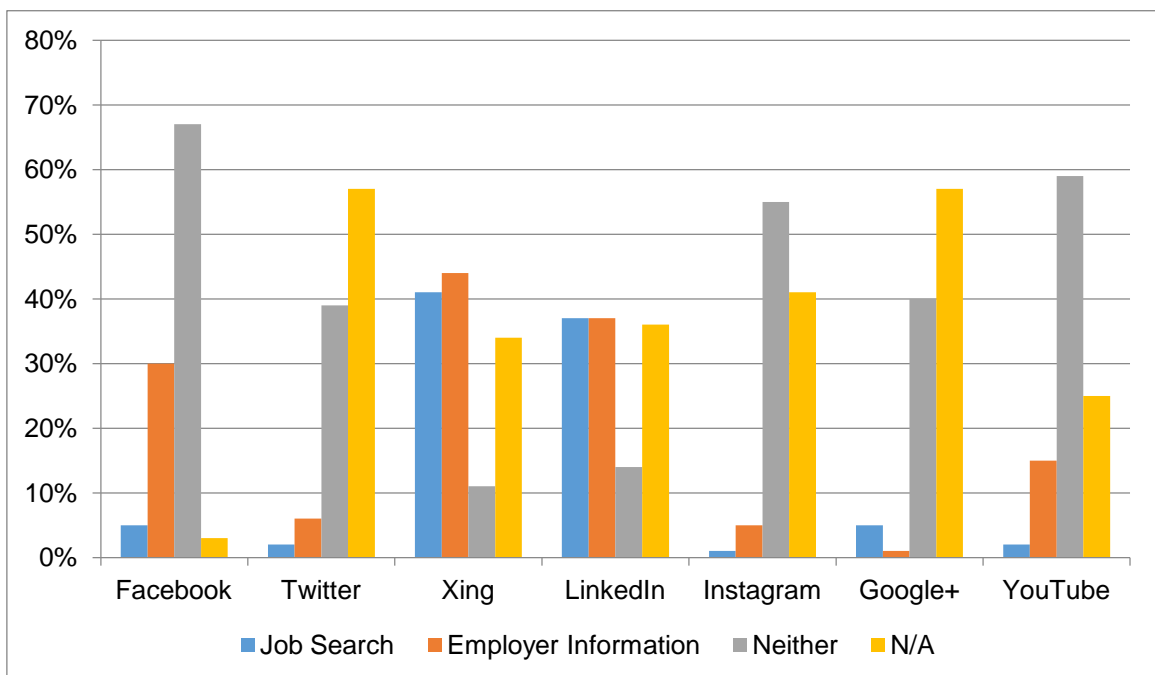
Besides the personal information about the participants, the first question in the questionnaire builds the basis for the following analysis. It is aimed to identify, which social media networks the sample actively uses. Further questions are build upon these responses.

Figure 4.2 - Usage of social media platforms



The 5th and 6th question (appendix, p.2) in the survey, are designed to address hypothesis 2. The hypothesis 2 (H2) states, that people who are actively using more than 2 social media platforms, to get information about an employer, rate the provided content on these pages as very helpful. The first step in operationalizing, is to analyze how many respondents are using more than one social media platform, particularly to get information about a company as an employer. To be able to filter that, the following chart provides the total answers of respondents, what they use social media for:

Figure 4.3 - Reasons for usage



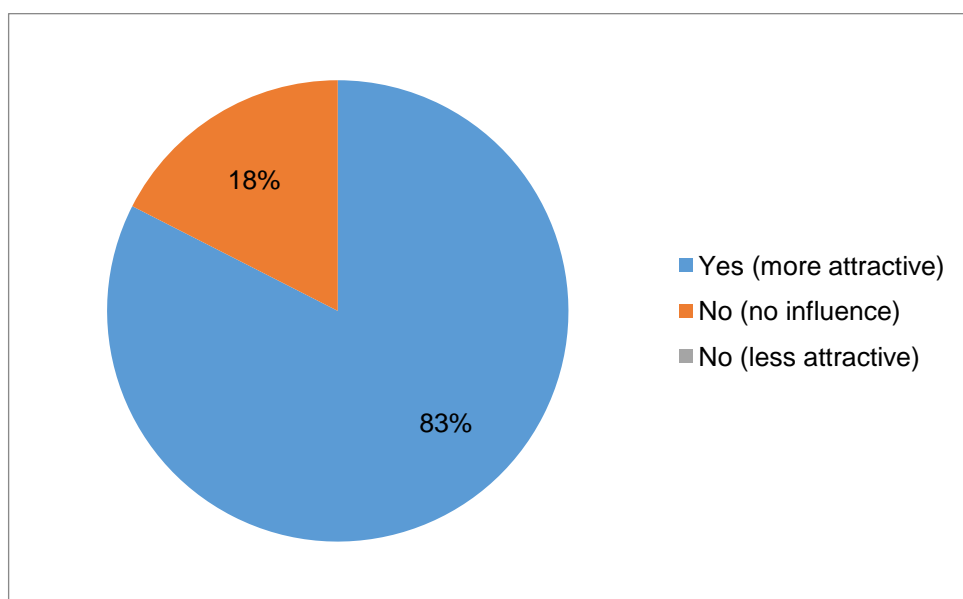
40 participants noted, that they are using more than one social media platform in order to get information about an employer. Whereas, overall 50 respondents evaluate on question 3 (appendix p.1), that the information provided by a company on social media is very helpful. To answer H2, it needs to be analyzed how many of the 40 participants, find the information provided very helpful. The deeper statistical analysis of these two questions reveals, that only 14 participants out of the 40 evaluated the information provided by companies, concerning their employer brand, as very helpful. This equals a share of 35%, therefore H2 is not confirmed and it can be said that even really active users do not consider the content as very helpful.

As described in previous chapters, many experts acknowledge that social media is playing a central role in the context of job and employer search. Particularly

Employer Branding International (EBI) points out, that according to their survey companies mainly use social media to promote their employer brand (EBI, 2014, p.11f). Based on the information, how companies are focusing on social media for that purpose, hypothesis H3 states that social media is the most important source of information when considering a potential employer. The results of this study disclose, even though companies are putting most effort into social media for employer branding, the participants prioritize different sources of information higher. 74% of the respondents, find that friends and colleagues are the most important source of information, when considering a potential employer. Followed by career fairs with 52% and traditional media with 45%. The relevance of social media, as described in chapter 2.2, in the employer branding context has been downgraded by the outcome of this survey. Only 41% of the participants have selected social media, for being one of the most important sources of information when considering an employer. This result leads to the falsification of H3, as social media is not evaluated as the most important source of information.

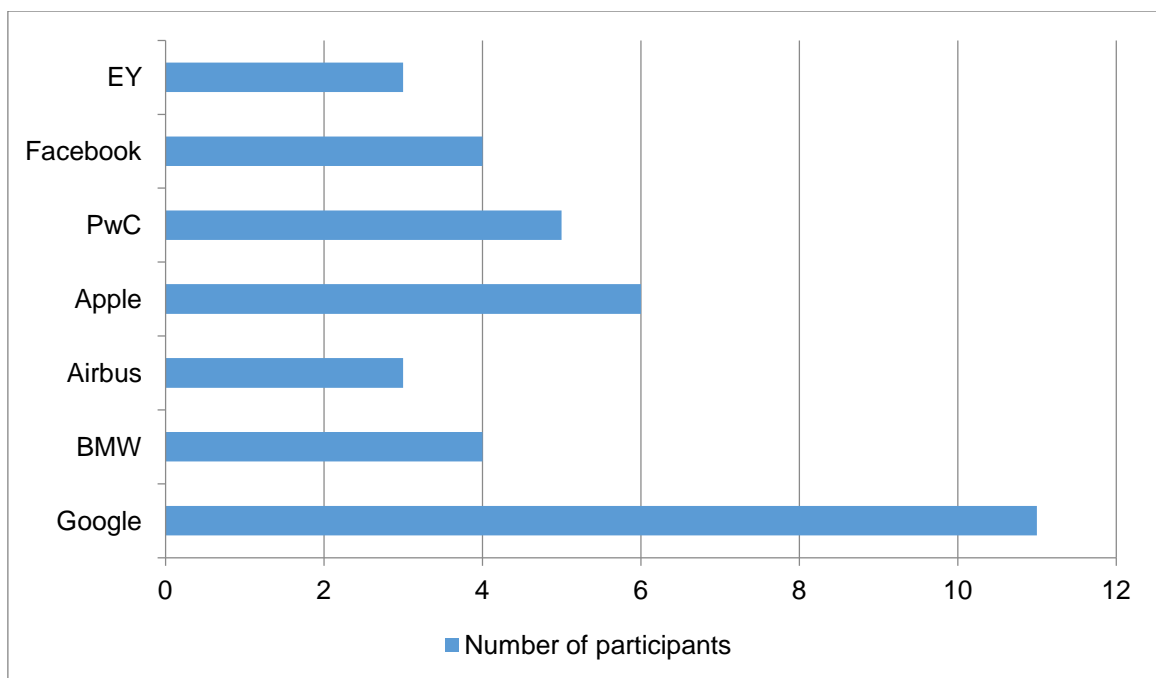
In the scope of H6, as sub-hypothesis of H5, 45 participants selected social media among other mediums as one of the most important sources of information when considering an employer. In order to verify or falsify H6, the answers of these participants to the question; "is the attractiveness of an employer is influenced by having a social media career page or not", is to be compared.

Figure 4.4 - Employer attractiveness



83% of these participants find that employers are more attractive when they are actively on social media with a career site. Hence, H6 can be confirmed. According to hypothesis 2, PwC and EY, as the highest ranked companies in the benchmarking comparison, are found by the sample as the two companies with the best social media career pages.

Figure 4.5 - Best career pages on social media



The graphic above illustrates, that PwC and EY are not identified with the best career pages by the majority of the sample. PwC is ranked third and EY is on the 6th rank with several others. The variance of answers to this question is really high, nevertheless Google is, with a large advantage, considered to have the best social media career appearance. Hence, H2 can only be confirmed partly, since PwC and EY are ranked in the top 10 but not as the first and second best.

The variance of companies ranked as the first, second and third place, the participants most of all want to work for, is similar to the previous question really high. The top 3 scores are; Google ranked on the first place with 11 participants putting Google into their first three places. Second is Apple with 6 followed by Facebook with 4. PwC and EY with only 3 and 2 votes are according to this survey, not one of the most desired places to work. Even though, the findings of the benchmarking analysis show that these two MNE's are having the best employer branding activities, hypothesis 1, that they are the most desired places to work, cannot be confirmed.

H4 states that people who choose their top three employers based on their reputation also rank the attribute category organization the highest when looking for an employer. 33% of the participants rated the factor work environment as being the most important when looking for an employer, followed by career opportunities with 25%. Hypothesis 4 states that there is a positive relation between participants choosing their top three employer based on their reputation, with the rank of the attribute category organization. The following diagrams show the most and the least important factors when choosing an employer, for the 47 participants who selected reputation as being particularly important.

Figure 4.6 - Reputation as an EVP attribute



Filtered with the 47 participants who selected reputation, organization is only ranked by 17% as the most important factor. In contrast to that the factor organization is ranked by 46% of the respondents as the least important factor. Therefore, H4 cannot be confirmed and even an opposing tendency is visible.

For companies, it is also important to know which factors are the most important ones for students and graduates to choose an employer. Companies are then able to point out in their EVP communication how they are approaching these most factors. The provided example of the Deutsche Bank by the CLC showed, that they are focusing their EVP on career development in order to change their reputation on the German market (Figure 2.6; p. 16). According to the survey, career opportunity is the second most important factor when choosing an employer, rated by 49 participants on the first two ranks. The first most important factor is work, including travel and work-life-balance.

5. Conclusion

5.1 Summary

Employer branding is already strongly considered in literature, as HR method. From its core, the EVP, to the connection with corporate and product brands. Whereas traditional media channels and career fairs have been the communication channel for employer brands in the past, today social media moves in spotlight. Not only the tremendous amount of users in various networks but also the ability for multiple ways of communication, makes it a central field of application for employer branding.

The findings of the benchmarking analysis and the survey diverge strongly from each other. Nevertheless, some of the best companies from the benchmarking are named by the sample as well, for having good career pages on social media. The benchmarking analysis furthermore showed that PwC and EY have the best managed social media career pages in the comparison. PwC is also named by a few participants as desired employer and an organization with a great social media career page. Whereas EY, like multiple other organizations, is only named three times.

In contradiction to the expected results, Google and Apple, as two exceptional cases in the scope of the benchmarking, are perceived in the opposite way that the benchmarking analysis suggests. These two organizations have a different approach to social media than the analyzed companies. Particularly Apple does not use social media at all for career pages, employer branding or information purposes. Google uses only specific areas but not the whole variety of platforms and channels. They focus more on a corporate page rather than career pages, in particular on Facebook. Nonetheless, these two companies are perceived by the sample of the survey as having the best career sites and as being the top two MNE's the respondents want to work for. According to the indicators of the benchmarking analysis, Google and Apple should have been ranked lower in the ranking. There might be other reasons, other than their actual employer branding presence, for the participants to rate these two companies in both areas at the top. Google and Apple are both highly famous companies with extremely strong product brands. Besides that, they are both in the technology branch and they happen to be the two most valuable companies in the

world by market capitalization (Levy, 2016). Due to these factors, participants' responses might have been influenced and their results could be queried.

Besides, these two examples also show that the importance of social media in the employer branding context is not just explained by its usage. The fact that only 40% of the participants say social media plays an important getting information about an employer, but that 100% of the surveyed students and graduates are active on social media makes the role of social media in this context also questionable.

Employer branding activities in general are an important factor for students and graduates to get information and a better understanding about the company as an employer. It can also be stated that due to the enormously high amount of users on social media, 100% of the respondents, it can potentially have an impact on employer branding. The results of the primary research show that a high percentage of the sample does not actively recognize how companies are presenting themselves. Additionally, as in every marketing investment, the target group needs to be identified and addressed in the right way. This and the communication of the EVP might be key factors for organizations to become successful in their activities. Attributes of the EVP play an essential role; they need to be adjusted and communicated to the specific target group.

5.2 Critical acclaim

Social media is, compared to traditional media, relatively young and still strongly evolving. Therefore, changes of networks or a shift from one into another are still possible. Hence, this research might have a different outcome in a few years. Moreover, the fact that companies strive for a competitive advantage indicates that they are not satisfied with the status quo of their social media career pages, but rather focus on long-term development. A company's social media present, evaluated in this research, can therefore show diverging results in the future as well. Besides, the connection to a specific timeline, the chosen sample of German students and graduates, also strongly affect the findings. The most objective way to investigate people's perceptions on the benchmarked companies, would include an international sample. In this study, by focusing on German students and graduates only, there are potentially influencing indicators, as national connectedness, that harm the overall objective comparison. Also, the fact that MNE's consider Germany as major or minor

market, influences how much resources and focus these organizations put into a German career page. Consequently, career pages for several countries are likely to occupy a different level of maturity. Thus, a comparison on an international basis could facilitate the exclusion of this bias.

5.3 Suggestion for further research

Due to the strongly diverging results of the benchmarking analysis and the survey, the author suggests that a further research should be conducted using a larger sample. Moreover, the importance of social media in the context of employer branding might vary from country to country. As Germany is known for a specific reluctance towards change, the scope of a further research should be global.

V Bibliography

Aaker, David A.(1992): Management des Markenwerts; Frankfurt am Main; pp. 22f.

Ambler, T; Barrow S. (1996): The employer brand; Journal of Brand Management; Vol.4; pp. 185-206

Backhaus, Kristin; Tikoo, Surinder (2004): Conceptualizing and researching employer branding; Career Development International; Vol. 9 No. 5 pp. 501 - 517

Barker, Melissa; Barker, Donald; Bormann, Nicholas; Neher, Krista (2012): Social Media Marketing a Strategic Approach; Cengage Learning; p. 12

Bernoff, Josh (2007): The POST-Method: A systematic approach to social strategy; Forrester empowered; (LINK)

Berthon, P.; Ewing, M.; Hah, L.L. (2005): Captivating company: dimensions of attractiveness in employer branding; International Journal of Advertising; Vol. 24 No.2; pp. 1151 - 172

Blackett, T. (2003): What is a brand?; Brands & Branding; pp.15-18

Bloching, B.; Wege, E. (2014): Socialize your Business: Ten things executives should know about digitalization and social media; Roland Berger Strategy Consultants; pp. 4 - 6

Boxall, P. (1996): The strategic HRM debate and the resource-based view of the firm; Human Resource Management Journal; Vol. 6 No. 3; pp. 59 -75

Boyd, Danah; Ellison, Nicole (2008): Social Network Sites: Definition, History and Scholarship, in: Journal of Computer-Mediated Communication 13, pp. 210-230

Bregman, Susan (2012): Uses of Social Media in public transportation TCRP Synthesis 99, Washington, DC: Transportation research board; pp. 6-7

Brickwedde, Wolfgang; Kärcher, Tobias; Zils, Eva (2014):Weitere (soziale) Netzwerke zur Personalgewinnung. In: Praxishandbuch Social Media Recruiting: Experten Know-How, Praxistipps, Rechtshinweise; Hrsg Dannhäuser, Ralph, Wiesbaden; Springer Gabler, pp. 273 - 278

Brown, V. R.; Vaughn, E. D. (2011): The Writing on the Facebook Wall: The Use of Social networking Sites in Hiring Decisions; in: Journal of Business and Psychology; No. 26; pp. 219 - 225

Chui, M.; Manyika, J.; Bughin, J.; Dobbs, R. (2012): The social economy - Unlocking value and productivity through social technologies; McKinsey Global Institute, pp.22f.

Colomo-Palacios, Ricardo (2013): Enhancing the Modern Organization through Information Technology Professionals: Research, Studies and Techniques; Business Science Reference; Madrid; pp. 54-55

- Corporate Leadership Council (CLC) (2006): Attracting and Retaining Critical Talent Segments Building a Competitive Employment Value Proposition; Executive Summary; pp. 1 - 15
- Davison, H.K; Maraist, C.; Bing, M.N. (2011): Friend or Foe? The promise and pitfalls of using social networking sites for HR decisions; Journal of Business Psychology; Vol. 26 No.2; pp. 153 - 159
- Edwards, M.R. (2010): An integrative review of employer branding and OB theory; Personnel Review; Vol. 39 No.1; pp. 5 - 23
- Employer Brand International(EBI) (2014): 2014 Employer Branding Global Trends Study Report; pp. 11- 15
- Grabs, Anne; Bannour, Karim-Patrick (2010): Follow me!; Erfolgreiches Social Media Marketing mit Facebook, Twitter und Co.; Galileo Computing, pp. 79f
- Hajli, Nick (2015): Integrating Social Media into Strategic Marketing; IGI Global; UK; pp. 68 - 69
- Häusel, Hans-Georg (2012): Neuromarketing: Übersetzung des Limbic-Ansatzes auf das Employer Branding; in Personalmarketing 2.0, vom Employer Branding zum Recruiting; Publisher: Beck, Christoph, Luchterhand pp. 101 - 115
- Heider-Winter, Cornelia (2014): Employer Branding in der Sozialwirtschaft; Springer Gabler, Germany; page 196 Hesse, Gero; Mayer, Katja; Rose, Nico; Fellingner, Christoph (2015): Perspektivenwechsel im Employer Branding: Neue Ansätze für die Generationen Y und Z; Springer Gabler; Publisher: Hesse, Gero; Mattmüller, Roland; pp. 58f.
- Hempel, Malte (2012): Social Media in der Kunden- und Bewerberansprache: Eine empirische Untersuchung bestehender Unternehmensauftritte bei Facebook; Diplomica-Verlag; Hamburg; p. 11
- Hesse, Gero (2012): Social Media; in Personalmarketing 2.0, vom Employer Branding zum Recruiting; Publisher: Beck, Christoph; Luchterhand; pp. 245 - 264
- Kamman, Sven-Matti (2013): Social Media Communication in OPNV: eine empirische Untersuchung am Beispiel der Leipziger Verkehrsbetriebe GmbH, München; AVM-Verlag, pp. 15 - 20
- Künzel, Hansjörg (2013): Erfolgsfaktor Employer Branding: Mitarbeiter binden und die Gen Y gewinnen; Springer Gabler; München p. 56
- Kaplan, A. M.; Haenlein, M. (2010): Users of the world, unite! The challenges and opportunities of Social Media; Business Horizons; pp. 59 - 68
- Laick, Steffen (2012): Internationales Employer Branding und Recruiting, in Personalmarketing 2.0, vom Employer Branding zum Recruiting; Publisher: Beck, Christoph; Luchterhand; pp. 87 - 90
- Löhr, Thomas (2013): Social Media-Marketing: Wirkungsweise und Erfolgskontrolle; Diplomica Verlag; p. 47

Manpower (2009): The Power of Employment Value Proposition: A solution to Attract and Retain Talent in a Highly Competitive Labour Market; Manpower White Paper; Australia; pp. 2 - 35

Michels, E.; Handfield-Jones, H.; Axelrod, B. (2001): The war for talent; Harvard Business School Press; Boston; p. 3

Parment, Andreas (2013): Die Generation Y: Mitarbeiter der Zukunft motivieren, integrieren, führen; Springer Gabler; pp. 146

Pein, V., (2014): Der Social Media Manager; Bonn: Galileo Computing.

Renda, Stephanie.; Wunderle, Susanne. (2014): Mobile Social Media; in Digitales Dialogmarketing; Publisher: Heinrich Holland; Springer Gabler; p. 786f.

Saunders, M.; Lewis, P.; Thornhill, A. (2009): The research methods for business students; 5 th edition; Essex: Pearson Education Limited; pp. 151 -364

Sparrow, Paul; Scullion, Hugh; Tarique, Ibraiz (2014): Strategic Talent Management: Contemporary Issues in International Context; Cambridge University Press; UK; pp. 151- 153

Weber, Maria (2012): Employer Branding: Erfolgsfaktoren im Bereich der Social Media; Hamburg; Diplomica-Verlag, 2012 p. 58

Wilson, H. James; Guinam, Pj; Parise, SalvatoreM Weinberg, Bruce D. (2011): Whats Your Social Media Strategy? Harvard Business Review, Volume 11, pp. 23-30

Internet sources:

Bennett, Shea (2015): The typical #Twitter User is a Young, Affluent, College-educated, Non-white Male; <http://www.adweek.com/socialtimes/twitter-user-demographics/504341> [Accessed 30.01.16]

Carlson, Nicholas (2010): At Last -- The Full Story Of How Facebook Was Founded; <http://www.businessinsider.com/how-facebook-was-founded-2010-3?IR=T> [Accessed 07.02.2016]

CKR Initiative; Work4Labs (2013):Best Practices and Ideas from the world's leading companies; White Paper; <http://de.slideshare.net/work4/facebook-recruitment-andemployerbrandingwhitepaperwork4labsckrinteractive1> [Accessed 04.02.2016]

Corporate Leadership Council (CLC(2)) (2006): Rebuilding the employment value proposition <http://www.docin.com/p-910336096.html> page 6 [Accessed 30.01.16]

Daily Pastime (2015): 10 interesting facts about Instagram <http://dailypastime.net/10-interesting-facts-about-instagram/> [Accessed 28.01.16]

Fanpagekarma (2015): <http://blog.fanpagekarma.com/2014/07/01/social-media-kennzahlen-erklaert/?lang=de> [Accessed 30.01.16]

Facebook for Business (2016): So legst du die Zielgruppe von Facebook-Werbeanzeigen fest; <https://www.facebook.com/business/a/online-sales/ad-targeting-details> [Accessed 08.02.2016]

Gernhardt, Simone (2015): Employer Branding und Social Recruiting über Instagram - Teil 1
<https://wollmilchsau.de/employer-branding/employer-branding-und-social-recruiting-uber-instagram-teil-1/> [Accessed 30.01.16]

Kärcher; Tobias (2012): Adidas im Interview: Employer Branding und Social Media
<https://wollmilchsau.de/employer-branding/adidas-im-interview-employer-branding-und-social-media/> [Accessed 30.01.16]

Kapko, Matt (2015): Insight Apples odd, yet effective, social media strategy
<http://www.cio.com/article/2979114/social-networking/inside-apples-odd-yet-effective-social-media-strategy.html> [Accessed 08.02.2016]

Kirkland, Alice (2014): 10 countries where Facebook has been banned;
<https://www.indexonensorship.org/2014/02/10-countries-facebook-banned/> [Accessed 12.02.16]

Levy, Ari (2016): Google Parent Alphabet passes Apple market cap at the open; CNBC
<http://www.cnbc.com/2016/02/01/google-passes-apple-as-most-valuable-company.html>
[Accessed 08.02.2016]

Lowe, Sam (2014): LinkedIn Company Page Limitations To Be Aware Of; Weidert Group;
http://www.weidert.com/whole_brain_marketing_blog/bid/204903/linkedin-company-page-limitations-to-be-aware-of [Accessed 07.02.2016]

McCammon, Blake (2015): Top 10 Companies using Instagram for Employer Branding
<http://www.bloggning4jobs.com/social-media/top-10-companies-using-instagram-for-employer-branding/#M8tJPTmGZWJM05f6.97> [Accessed 30.01.16]

Smith, Jacquelyn (2012): The best companies to work for in 2013; Forbes
<http://www.forbes.com/sites/jacquelynsmith/2012/12/12/the-best-companies-to-work-for-in-2013/#3083cbe467c9> [Accessed 30.01.16]

Smith, Craig (2015): By The Numbers: 170+ Amazing Twitter Statistics
<http://expandedramblings.com/index.php/march-2013-by-the-numbers-a-few-amazing-twitter-stats/> [Accessed 30.01.16]

Statista Twitter (2015): <http://www.statista.com/statistics/282087/number-of-monthly-active-twitter-users/> [Accessed 30.01.16]

Statista Facebook (2015): <http://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/> [Accessed 30.01.16]

Tomorrow Focus Media (2015): Was sind die Hauptbeweggründe für Dich, Social Media Angebote zu nutzen? ; Statista;
<http://de.statista.com/statistik/daten/studie/4328/umfrage/hauptgruende-fuer-die-mitgliedschaft-in-social-networks/> [Accessed 07.02.2016]

Universum (2015): Worlds most attractive employers
<http://universumglobal.com/rankings/world/student/2015/business/> [Accessed 30.01.16]

Xing (2015): https://www.xing.com/companies/contract/select_package [Accessed 30.01.16]

Sources on social media:

BMW Facebook post (2016): Factory Eisenbach from January 15th. 2016:
<https://www.facebook.com/bmwkarriere/?fref=ts> [Accessed 28.01.16]

Daimler post:

<https://www.facebook.com/daimlercareer/photos/pcb.1004666876245901/1004665919579330/?type=3&theater> [Accessed 10.02.2016]

Deutsche Bank Facebook: <https://www.facebook.com/DeutscheBankKarriere/?fref=ts>
[Accessed 10.02.16]

MS Facebook page: <https://www.facebook.com/MicrosoftCareersDeutschland/?fref=ts>
[Accessed 10.02.2016]

Unilever Facebook post (2016):

<https://www.facebook.com/UnileverCareersDACH/photos/a.376191969087444.90390.102142909825686/1058663967506904/?type=3&theater> [Accessed 10.02.2016]

Unilever Instagram: https://www.instagram.com/unilever_career/ [Accessed 10.02.2016]

Unilever Facebook: <https://www.facebook.com/UnileverCareersDACH/?fref=ts> [Accessed 10.02.2016]

VI Declaration of originality (German)

Erklärung

Ich versichere, dass ich die vorliegende Arbeit ohne fremde Hilfe selbständig verfasst und nur die angegebenen Quellen und Hilfsmittel benutzt habe. Wörtlich oder dem Sinn nach aus anderen Werken entnommene Stellen sind unter Angabe der Quelle kenntlich gemacht.

In manchen Fällen ist ein spezieller Wortlaut durch Richtlinien der Hochschule oder des Unternehmens vorgegeben.

Erklärung – Einverständnis

Ich erkläre mich damit

einverstanden,

nicht einverstanden

dass ein Exemplar meiner Bachelor- (Master-) Thesis in die Bibliothek des Fachbereichs aufgenommen wird; Rechte Dritter werden dadurch nicht verletzt.

(Wenn das Unternehmen Bedenken gegen die Veröffentlichung der Bachelor- (Master-) Thesis hat, ist eine schriftliche Begründung der Firma erforderlich).

Hamburg, den

.....
(Unterschrift der/des Studierenden)

VII Appendix

Outline

1 Questionnaire	1
2 Results of the survey	4

Rate the factors from most to least important when choosing an employer: *

1 (most important) 5 (least important)

1	2	3	4	5	Rewards (compensation, benefits etc.)
1	2	3	4	5	Organization (industry, products, diversity etc.)
1	2	3	4	5	People (camaraderie, manager quality etc.)
1	2	3	4	5	Opportunities (development, career, meritocracy etc.)
1	2	3	4	5	Work (travel, work-life balance, innovation etc.)

Name 3 international companies with great career pages on social media

Put N/A if you can't answer

-	
-	
-	

Page 3

Name the 1st, 2nd and 3rd place of companies you would most of all like to work for: *

If you can't answer all put N/A

1.	
2.	
3.	

Why would you like to work for these companies ? *

<input type="checkbox"/>	Compensation
<input type="checkbox"/>	Reputation
<input type="checkbox"/>	Innovation
<input type="checkbox"/>	Work-environment
<input type="checkbox"/>	Package
<input type="checkbox"/>	Career opportunities
<input type="checkbox"/>	

How important is it for a company to take social media seriously for talent attraction? *

Very important Not important

Is a company that has an active career page on social media more attractive than a company who isn't active on social media? *

<input type="radio"/>	Yes (more attractive)
<input type="radio"/>	No (no influence)
<input type="radio"/>	No (less attractive)

Page 4**Sex: *** Female Male**Current status *** Student Graduate Other**Age group *** 17 - 21 22 - 25 26 and older

You have completed the survey. Thank you very much for your participation.

You can now close the window.

2 Results**Employer Branding on Social Media**

1. Which social media platform(s) are you actively using? *

Anzahl Teilnehmer: 109

105 (96.3%): Facebook

11 (10.1%): Twitter

47 (43.1%): LinkedIn

47 (43.1%): Xing

45 (41.3%): Instagram

9 (8.3%): Google+

65 (59.6%): YouTube

- (0.0%): None

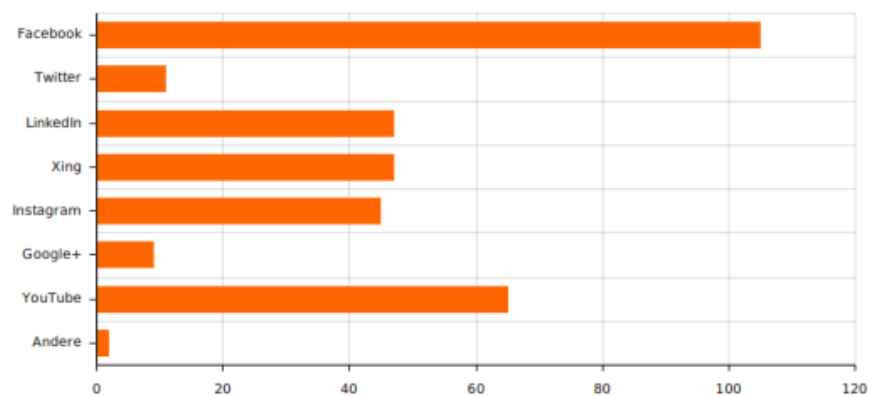
2 (1.8%): Andere

Antwort(en) aus dem

Zusatzfeld:

- Pinterest

- vkontakte



2. What are you using the following platforms for *

Anzahl Teilnehmer: 111

	Job search		Get information about a company as an employer		neither		N/A	
	Σ	%	Σ	%	Σ	%	Σ	%
Facebook	8x	7,21	33x	29,73	74x	66,67	3x	2,70
Twitter	2x	1,80	6x	5,41	45x	40,54	61x	54,95
Xing	45x	40,54	47x	42,34	13x	11,71	38x	34,23
Instagram	1x	0,90	5x	4,50	64x	57,66	43x	38,74
YouTube	3x	2,70	16x	14,41	67x	60,36	27x	24,32
Google+	8x	7,21	3x	2,70	42x	37,84	62x	55,86
LinkedIn	40x	36,04	43x	38,74	19x	17,12	37x	33,33

3. What source of information do you mainly use when looking for an employer? *

Anzahl Teilnehmer: 111

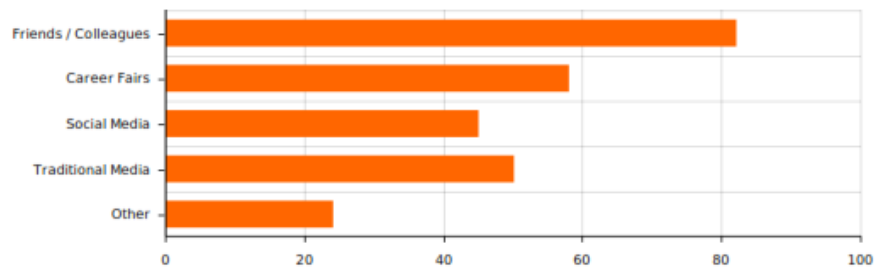
82 (73.9%): Friends /
Colleagues

58 (52.3%): Career Fairs

45 (40.5%): Social Media

50 (45.0%): Traditional Media

24 (21.6%): Other



4. How do you evaluate the information provided on a company's career page for understanding the company as an employer

Anzahl Teilnehmer: 100

links	1. Spalte (1)		2. Spalte (2)		3. Spalte (3)		4. Spalte (4)		5. Spalte (5)		6. Spalte (6)		rechts		
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%	Ø	±	
Very helpful	6x	6,00	44x	44,00	36x	36,00	10x	10,00	4x	4,00	-	-	Not helpful at all	2,62	0,90

Arithmetisches Mittel (Ø)

Standardabweichung (±)

1 2 3 4 5 6

5. Rate the factors from most to least important when choosing an employer: *

Anzahl Teilnehmer: 102

	1.		2.		3.		4.		5.		N/A	Σ	Ø	±
	Σ	%	Σ	%	Σ	%	Σ	%	Σ	%				
Rewards (compensation, be...	11x	10,78	20x	19,61	20x	19,61	24x	23,53	27x	26,47	-	3,35	1,35	
Organization (industry, pro...	16x	15,69	12x	11,76	10x	9,80	25x	24,51	39x	38,24	-	3,58	1,49	
People (camaraderie, mana...	17x	16,67	26x	25,49	26x	25,49	20x	19,61	13x	12,75	-	2,86	1,27	
Opportunities (developmen...	25x	24,51	26x	25,49	22x	21,57	21x	20,59	8x	7,84	-	2,62	1,27	
Work (travel, work-life bala...	33x	32,35	18x	17,65	24x	23,53	12x	11,76	15x	14,71	-	2,59	1,42	

Arithmetisches Mittel (Ø)

Standardabweichung (±)

1 2 3 4 5

7. Name the 1st, 2nd and 3rd place of companies you would most of all like to work for: *

1.	2.	3.
<ul style="list-style-type: none"> - Apple - Kühne + Nagel - Brand/Reputation - Goldman Sachs - Kühne + Nagel - World Bank - samsung - Google - Adidas - BMW - BMW - n/a - Facebook - KN - Google - BASF - Audi - Facebook - apple - Daimler AG - N/A - N/A - XING - Apple - Hapag-Lloyd - FC Bayern München - Buffer - Beiersdorf - Google - Google - Google - TUI Cruises - Amnesty International - I don't have a favourite company - H&M - Apple - N/A - Red Bull - Google - Audi - Vier Pfoten - N/A - Nike - TUI Cruises - Boston Consulting Group - Slack - N/A - Max-Planck-Institute - Google - Beiersdorf - Beiersdorf - TUI Cruises - Otto - N/A - Nintendo - Loreal - Ogilvy & Mather - E&Y - EasyJet - IKEA - Bmw - Google - TUI - Innocent - Original Beans 	<ul style="list-style-type: none"> - Google - Buss Group - Compensation - Google - Maersk Line - WEF - hamburg sued - N/A - Nike - Lufthansa - BCG - n/a - GE - VW - Facebook - Apple - Airbus - Google - google - Mercedes AMG - N/A - N/A - Nikon - Google - Kuehne & Nagel - Adidas - Etsy - DHL - Facebook - Apple - Airbus - Audio Consultin - N/A - N/A - N/A - Unilever - Google - N/A - Sky Sports HD - Samsung - Tesla - PETA - N/A - BMW - Airbus - N/A - Snapchat - N/A - Fraunhofer Institute - Facebook - Bayer 	<ul style="list-style-type: none"> - Facebook - N/A - Pro7 - Volkswagen - BMW - N/A - N/A - Phillips - N/A - N/A - wework - General Electrics - Voestalpine - N/A - KPMG - TUI Germany - N/A - N/A - N/A - Siemens - Google - Apple - N/A - GQ - N/A - N/A - Thomas Cook - Google - N/A - Procter & Gamble - UEFA - Deutsche Bank - N/A - N/A - Unilever - Porsche - Audi - Facebook - N/A - N/A - Electrolux - n/a - N/A - N/A - N/A - N/A - Eppendorf - N/A - Sony - Siemens - Uber - Asos

8. Why would you like to work for these companies? *

Anzahl Teilnehmer: 98

28 (28.6%): Compensation

51 (52.0%): Reputation

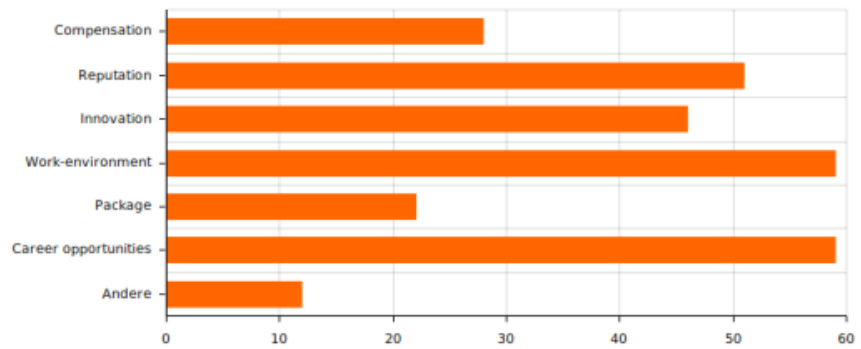
46 (46.9%): Innovation

59 (60.2%): Work-environment

22 (22.4%): Package

59 (60.2%): Career opportunities

12 (12.2%): Andere



Antwort(en) aus dem Zusatzfeld:

- People
- High potential for self-development
- work content, industrial sector
- Experience
- N/A
- The things they stand for
- N/A
- Products
- tourism industry
- N/A
- n/a
- Industry

9. How important is it for a company to take social media seriously for talent attraction? *

Anzahl Teilnehmer: 100

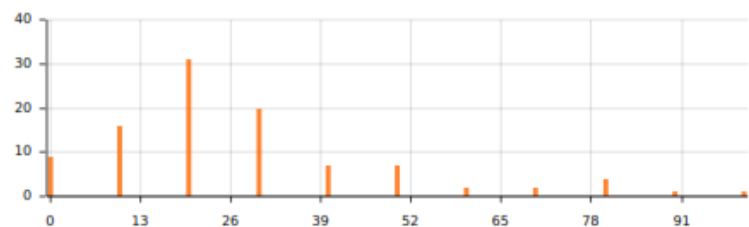
0 = Very important

100 = Not important

Arithmetisches Mittel: 27,80

Mittlere absolute Abweichung: 15,54

Standardabweichung: 21,11



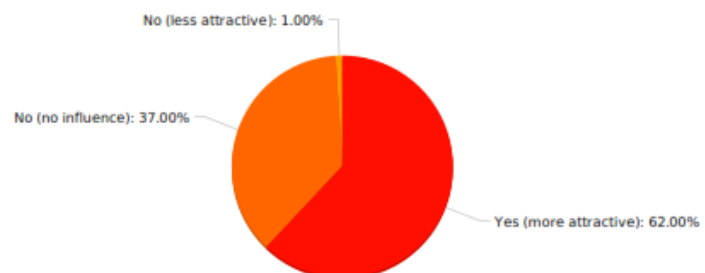
10. Is a company that has an active career page on social media more attractive than a company who isn't active on social media? *

Anzahl Teilnehmer: 100

62 (62.0%): Yes (more attractive)

37 (37.0%): No (no influence)

1 (1.0%): No (less attractive)



11. Sex: *

Anzahl Teilnehmer: 101

45 (44.6%): Female

56 (55.4%): Male



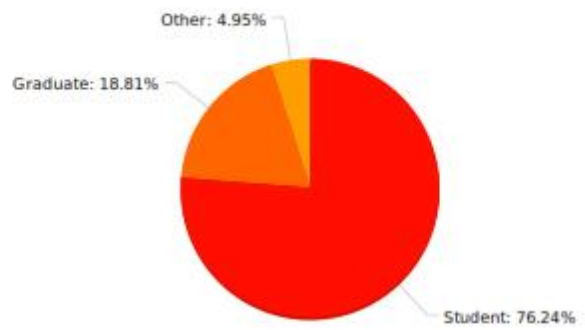
12. Current status *

Anzahl Teilnehmer: 101

77 (76.2%): Student

19 (18.8%): Graduate

5 (5.0%): Other



13. Age group *

Anzahl Teilnehmer: 98

8 (8.2%): 17 - 21

67 (68.4%): 22 - 25

23 (23.5%): 26 and older

