

## Developing Online Recruitment Process for Cinnabon Finland

Sergey Lopyrev



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| <b>Author(s)</b><br>Sergey Lopyrev   |   |
| <b>Degree programme</b><br>DP for Multilingual Management Assistants   |   |
| <b>Report/thesis title</b><br>Developing Online Recruitment Process for Cinnabon Finland   | <b>Number of pages and appendix pages</b><br>34+3 |
| <p>Since the times internet started to become accessible to the general public, employers noticed its effectiveness as a recruitment tool. Nowadays, a big percentage of recruitment happens online. Internet presents cost-effective opportunities to reach large pool of candidates, compared to pre-internet era recruitment tools.</p> <p>In this thesis, the aim is to develop online recruitment process for Finnish franchisee of Cinnabon – an international chain of bakeries famous for its cinnamon rolls. The franchise started operating in Finland not so long ago – in spring 2015 – and currently it does not have a planned out recruitment process to support its future expansion goals. This is a procedural thesis that explains how the online recruitment process should be developed in practice.</p> <p>The chosen theoretical framework, upon which an online recruitment process is constructed, is a recruitment guide based on the T-E-A-M recruitment philosophy. This philosophy consists of 4 main elements: identifying and targeting the candidate audience; building awareness and engaging them, developing employer brand; attracting desired candidates directly via recruitment communication channels; and finally assessing and maximizing the recruitment process. The guide was developed by CareerBuilder – one of the biggest employment websites. As a framework, it offers flexible approach to recruiting candidates, which is also quite suitably tailored for developing recruitment online, taking into account such modern tools as social media.</p> <p>This is a product-oriented thesis, in which a framework is used to develop optimal online recruitment process from scratch for Cinnabon. Information is gathered using mainly qualitative research of current business situation of Cinnabon via interviews with the management and employees of the company, analysing the materials provided to franchisees, and consulting various online and written sources for informational background. The empirical part was completed in November 2015, at which point Cinnabon didn't have its own established strategic recruitment process, but already recognized a need for one in the future.</p> <p>The produced result is a 4-stage online recruitment process for Cinnabon, which is adapted to the realities of current Finnish labour market. The performed research shows that the online recruitment for a company is a complex process that needs to be planned many steps ahead before the actual vacancy advertisement is posted on the internet; it also needs to reflect the elements of company culture and employer brand to boost the effectiveness of recruitment and attract the best candidates available on the labour market.</p> |   |
| <b>Keywords</b><br>Online recruitment, employer branding, company culture, development, T-E-A-M framework  |   |

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# 1 Introduction

The ever-spreading access to the World Wide Web has inevitably changed the way we look at recruitment. The internet provides instant access to data for the billions of users all over the globe, and we are only several clicks away from finding the posted applications online on the boards of many job hunting websites. Online recruitment is not only fast, but also offers great value for money for employers, compared to traditional means of recruitment – radio, TV/cinema, newspapers, billboards, etc. (360 degrees 2013)

But online recruitment also requires a specific approach to it, in a sense that it needs to be clearly structured, reflect the needs of the company, attract the right candidates, have a positive influence on employer brand. Labour market has long ago become similar to a true product market, largely due to the spread of the Internet: employers and recruiters have access to millions of CVs and profiles, it is not controlled by any individual company, and its geographical boundaries become more and more irrelevant as the globalization process develops. It means that competition is also a part of online recruitment, so companies need some sort of differentiation and advantages over others. It is important to strategically devise and implement the recruitment process or campaign, no matter the size of the business, in order to maximize the potential of recruitment and to find the best talents. The costs of recruiting unsuitable and unmotivated people for the job is quite high in terms of money and time spent. (Cappelli, 2001)

In this thesis, the commissioning party is Cinnabon bakery, located in Finland. It is a franchise of American chain of stores and kiosks that sell baked goods. It was founded in 1985, but the first bakery in Finland has opened its doors only in the March 2015. It is franchised by Leipomo Shevro Oy, founded by Russian businessmen Oleg Papazov and Roman Shevchenko. The long-term business objective is to open 16 Cinnabon bakeries in Finland within 5 years. This justifies a need for a reliable online recruitment process for the further business expansion.

The online business process in this work is based on the T-E-A-M recruitment philosophy, which consists of 4 core elements that reflect the stages of recruitment process. These stages boil down to targeting, engaging and attracting the candidates and then assessing and maximising the process, thus closing the circle. This philosophy is based on the e-book created by CareerBuilder, one of the most visited employment websites according to Alexa ranking – a company which provides web traffic data and analysis. (Alexa 2015) This recruitment guide is crafted with the diverse nature of companies and industries in

mind, and is applicable to the Cinnabon's case as well, as it provides well-rounded approach to the online recruitment process planning and implementation.

## **1.1 Purpose, objectives and limitations**

The main purpose of this thesis is to help Cinnabon in Finland with the recruiting process. Whether the company needs to find a new worker or hire personnel for a new bakery, this work covers the steps that outline the online recruitment process for Cinnabon. Developing the process that contains the optimal course of action including methods and channels for the online recruitment is the main objective of this thesis. Creating stronger company culture and employer brand are also the features intertwined with the successful implementation of online recruitment process, as they act as a basis for attracting more and better candidates. Therefore they are also discussed and aimed to be improved in this work as a part of recruitment process.

The thesis focuses directly on the development of online recruitment process, without going deeper into topics such as selection or performance management processes of candidates.

## **1.2 Structure of the thesis**

To introduce a reader to the work, the first chapter outlines the objectives, limitations and structure of the thesis. The second chapter covers the commissioning party, Cinnabon bakery in Finland. This chapter discusses the history of Cinnabon in Finland, the situation in which Cinnabon currently is, and the company's future plans.

The theoretical framework, on which the online recruitment process is based, is looked at and explained in the next chapter. The framework consists of 4 consecutive steps or stages, and each of those is revealed and clarified in detail.

Then, the practical part of the thesis is based heavily on the chosen theoretical framework. In the implementation all of the 4 steps of the framework are used to shape the recruitment process according to the needs and resources of the company. The employer brand, company culture, distribution of recruitment message online, and assessment of the process are all vital parts of the recruitment process that are analysed and applied to Cinnabon's case. The steps of recruitment process are based on the corresponding theory chapters, which explain the logic behind the decisions.

## **2 The state of affairs in Cinnabon Finland**

Cinnabon was founded on the premise of a bakery that serves the best cinnamon rolls all over the world. The first bakery was opened in 1985 in the USA, Seattle. Nowadays Cinnabon operates in over 750 franchised locations worldwide, with more than 350 being in International markets outside of the US. It usually can be found in shopping malls, airports, and other places with high pedestrian traffic.

### **2.1 The past**

In Finland, the first bakery was opened in March 2015, being franchised by Leipomo Shevro Oy, which belongs to the Russian businessmen Oleg Papazov and Roman Shevchenko. Cinnabon's brand is not very recognized in Finland and other surrounding European countries, compared to its popularity and spread in the United States, therefore there is much potential for the expansion. The brand and its features are further elaborated in the theoretical chapters of the thesis.

The appointed CEO, Jevgenija Petrova, recruited the initial personnel mainly through networking done on her own and by the recruited employees. There wasn't and currently isn't any specific recruitment plan and/or strategy. Recruiting through networking, like inviting friends/family and acquaintances to the workplace bypassing the advertised recruitment, according to Jevgenija, has its own benefits like friendlier atmosphere, employees are more dedicated, the process is fast and doesn't require any specific resources allocated. On the other hand, it has disadvantages such as that people recruited might not be the right candidates to perform their given role, there can be a mismatch between the skills and delivery, or existing relationship between an employer and an employee may make working together difficult. (Brown 2011, 17) The employee turnover in Cinnabon has been around 30% so far (currently there are 6 employees in total, with 3 employees in the past leaving their positions), as some candidates found the work not suitable for them. The trial period in Cinnabon lasts 3 months and is paid, to observe the employee's performance.

The first location of Cinnabon's bakery is in Arabia shopping centre. It is located in Arabi-anranta part of Helsinki. This is not an area with a very high traffic, compared to the shopping malls in downtown Helsinki, but offers a sustainable business for a company to cover the costs.

## **2.2 The current situation**

At the moment, the Cinnabon bakery has 6 employees to cover the operational hours of restaurant: this includes CEO, 4 bakery workers (sellers and kitchen), and 1 manager. The company doesn't have its own website, but is represented in social media (Facebook and Instagram). According to the CEO, the current financial situation makes it difficult to create own website; however there isn't big need for it either due to still quite small size of the business. This however is a goal for the future.

The Cinnabon franchise adheres to quite specific guidelines as to how franchisees must represent the business. This includes logos, sanitary requirements, baking instructions and recipes, instructions regarding customer service for the Guests (the word for customers of Cinnabon). This is monitored by special inspectors from the central offices located in Europe/Russia/America. A big part of that information goes under the confidentiality tag and is available mainly to the managers, CEOs and owners. These guidelines are often represented by the Cinnabon's WOW! service principles (as the motto goes, "We make our Guests say WOW!"). This creates a particular culture within the company, being aimed towards friendliness from the inside (within the company) and outside (to the customers).

## **2.3 Future plans**

Future plans, as mentioned before, include opening more bakeries in Finland. 16 more bakeries are planned to be opened in the next 5 years. The plans for a new bakery by the end of 2015 will most probably not be fulfilled, according the CEO. In 2016, however, the definite agreement is to open a new bakery in the expanded Iso Omena shopping mall in Espoo. This location is believed to offer better growth opportunities than the current location in Arabia, as it is analysed by the current management to be a higher pedestrian traffic location with many potential customers. The Arabia's bakery then might shift into being a 'training ground' for new employees under trial period with less customers and calmer conditions. Another opportunity is Arabia's bakery becoming a central bakery with new locations serving as kiosks type, selling the baked in Arabia rolls and other products – more selling and less cooking – then, Cinnabon would need to hire a driver to deliver products. Managers for the new restaurants are planned to be promoted from the existing personnel with experience of working in Cinnabon.

## **2.4 The relevance of online recruitment process**

According to the facts about Cinnabon stated in the previous subchapters, there exists a clear need for new employees once new bakeries are open. The online recruitment process for Cinnabon would sufficiently supplement the company's expansion goals in Finland. The existing way of recruitment does its job on a small scale, however with increasing scale of operations, it would be more and more difficult to have a controlled recruitment process and environment at the workplace; there would not be a certainty of availability of candidates if and when they are needed. There are also costs connected with poor recruitment, which can be overt and hidden. With the currently present type of recruitment through networking and using current employees as a recruiting tool it is associated more with hidden costs, such as loss of time to train an employee, the knowledge that a trained employee takes with him, high opportunity costs that could be covered if a suitable employee was found and screened beforehand. (Brown 2011, 13-15)

With the proper targeting, well-designed and well-placed advertisements online, a pool of potential candidates will in any case be times and times bigger than it currently is. This creates opportunities for finding candidates who can be more professional, experienced, and suitable for the future vacancies.

### 3 The T-E-A-M philosophy of recruitment

For developing the online recruitment process for Cinnabon in Finland, I have found and researched the recruitment guide created by a popular employment platform Career-Builder: it describes the T-E-A-M philosophy of recruitment (Target – Engage – Attract – Maximize). In short, it starts with identifying the demographics for recruitment, then defining/strengthening the employment message, spreading the message and approaching candidates, and finally assessing the results to improve the process further. All of those are connected to and answer the strategic goals and plans the company wishes to achieve in the future. (Gaspary 2010, 3) Personally, I believe that as a framework it offers great value in its detailed approach to the stages of recruitment process, because it considers current trends of recruitment and can be tailored to take advantage of different methods and tactics of online recruitment. It covers such topics as utilizing company culture and employer brand as valid engagement tools during recruitment process, and strengthening them in return via broader exposure to candidates who are attracted by it. Another example would be trending emphasis on social media aspects of recruitment – an element that can easily be incorporated within this framework (Stewart 2015). All of the above makes this framework versatile, modern, and comprehensive.



Figure 1. The T-E-A-M philosophy of recruitment (Gaspary 2010, 3)

Generally, CareerBuilder offers services and tools that analyse and help employers to find solutions for their recruitment. For this work, solely the guide is used to draft a version of

optimal online recruitment process to answer Cinnabon's needs in recruitment, taking into consideration the available resources.

### **3.1 The detailed breakdown of T-E-A-M recruitment strategy elements**

In this subchapter, the theory behind each stage of the framework is explained. Subchapters in the empirical part of this work are based upon the corresponding theoretical subchapters here.

#### **3.1.1 T – Target – identifying the audience**

According to the T-E-A-M strategy, the recruitment process planning starts from identifying the audiences of customers – the current audience a company reaches, and the ideal audience of candidates a company wishes to reach and attract. Filling the gaps between those two groups is the key action at this stage. To do it, however, both of those pools of candidates need to be analysed and understood.

This requires researching the demographics of candidates that are currently looking to find a position inside a company, and whether they are the most motivated and suitable candidates to fill the roles. This means that the roles themselves are required to be looked at first. What roles need to be created and how should responsibilities be distributed among the employees? This helps to envision and identify more clearly the direction that recruitment will take, and what demographics are to be targeted by the company. Following the guide, the identification of roles is looked at from the perspective of how those new roles and responsibilities need to be designed to propel business to the next level towards growth and success. (Gasparly 2010, 4)

Then, by understanding roles, raises the question of what qualities the potential employees need to possess to be successful at those roles. This helps to understand the requirements for candidates – qualifications, knowledge of languages, various personality traits and types, degrees, etc. The qualities and abilities required for candidates are also drawn from the role design and from the company culture, to attract and select the most suitable candidates (Rose, 2015).

Once the roles and requirements are drawn, the place where such candidates can be found needs to be discovered. It needs to be located where it would catch the attention of potential candidates and convince the best of them (i.e. ideal candidates, as mentioned

above) to apply for the open position(s). It also needs to correlate with available resources to the company, as to finding the optimal approach in developing the future recruitment process financially-wise. The money/time needs to be put where it will give the greatest possible return. (Gasparly 2010, 4-5)

Candidates are also interested in such things affecting their interest in position inside the company such as salaries, benefits, working hours, etc.; but also such intangible factors as positive environment at workplace, trust, growth opportunities, satisfaction, and so on. (Becker 2010) It needs to be transparent for the candidates what kind of job they are after, as to both attract those who are truly interested in the offered working conditions, and also avert risks related to employee turnover if they receive a position which doesn't follow their expectations from the promoted message on the job advertisements. That is why job advertisement design needs to be approached with care. (Gasparly 2010, 6)

### **3.1.2 E – Engage – building awareness and defining message**

In this theoretical framework, engaging is about defining or strengthening the recruitment message of a company, communicating message to the employees, preparing to build the external awareness of the message. Employer branding is a key part of the Engage stage of framework.

Under the employer branding we understand 'the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain'. (Mossevelde, 2014) It starts within the company becoming a 'great place to work' for employees of the company. Creating ideal company culture, employer brand and ensuring that employees are appreciating their job goes a long way, as to also attract new candidates by offering the best (or at least valuable for them) and unique place of work. This requires a similar analysis exercise performed as in the Target subchapter – comparing 'current' and 'ideal' company culture and employer brand. What is missing? Does the reality live up to the expectations of an employer? If the gap exists, what measures need to be applied to fill it? (Gasparly, 7)

Not only understanding, but implementation is equally important as well. After assessment, determining what and how needs to be communicated, an action must to be taken to implement these steps. Every employee wants to work for an attractive company, a company they like – it affects both current employees and potential candidates, increasing motivation to work for a company for both of them. (Parment and Dyhre 2009, 78-80). No matter how successful and 'shiny' the employer branding is, little attractiveness of working

place and poor conditions can never be compensated solely by the employer brand. This becomes especially apparent in the long run. (Parment and Dyhre 2009, 86)

Company's brand employment message is thus formed – it communicates to candidates what company is, what sort of culture and attitudes it has. Working on the delivery and spread of this message is a part of Engage stage of the T-E-A-M framework. Nowadays, available technologies like social media, professional networking sites are vital in spreading the message and interacting with candidates. In the modern world, people of all ages and statuses have access to the internet and social media, so being present and being able to communicate with them where they spend a significant portion of their time has become vital part of reaching out to them – customers, partners, potential candidates, investors, and so on. It provides a distinctive advantage and coverage compared to competitors who don't do it or do it the wrong way. Therefore it is important to build strong communication platform online through means of technology to gain that competitive edge and create effective employment plan based on that. (Gaspary 2010, 7)

### **3.1.3 A – Attract – advertising and attracting candidates**

At this stage, after the message is defined, required roles and qualities of ideal candidates are understood, the time has come to start advertising for those required job positions and roles. The available methods to distribute the message and reach the target candidates need to be identified and analysed for maximizing the potential of recruiting the most suitable candidates. Strengths and weaknesses of current recruitment practices can provide the basis – what are things that we do right, and what are weaknesses we need to work on? This may refer either to improving the existing methods, or discovering and utilizing completely new ones. (Gaspary 2010, 12)

The distribution of time and resources available is considered here in respect to identified methods. For example, not all means of distribution of recruitment ads may be financially available to a small franchisee with only a single bakery open at the present time. The key notion here is determining the optimal methods, platforms, and optimal course of action, which will give the most significant result from the available resources.

This stage deals with direct communication with candidates, so constructing the recruitment message and managing the dialogue with candidates is also performed here. This includes establishing communication channels to address the applications, answering possible questions from candidates, composing and sending acceptance and rejection letters to the candidates, etc. Creating attractive message with a posted job advertisement,

for example, already makes a positive first impression on the candidate and separates the company from the competitors who are also looking for candidates. (Gaspary 2010, 13)

Generally, designing application process in realities of modern labour market can be compared to designing customer journey map, as labour market nowadays looks very similar to standard product markets. Customer journey, by definition, is a diagram that illustrates the steps customer(s) go through in engaging with a company, whether it be a product, an online experience, retail experience, or a service, or any combination of those. (Richardson 2010) Same principle can be applied to the recruitment process, building a pattern of engagement with potential candidates. According to Parment & Dyhre's book 'Sustainable Employer Branding', the following diagram can be composed based on the similar designing approach as a customer journey map, but in relationship to recruitment:

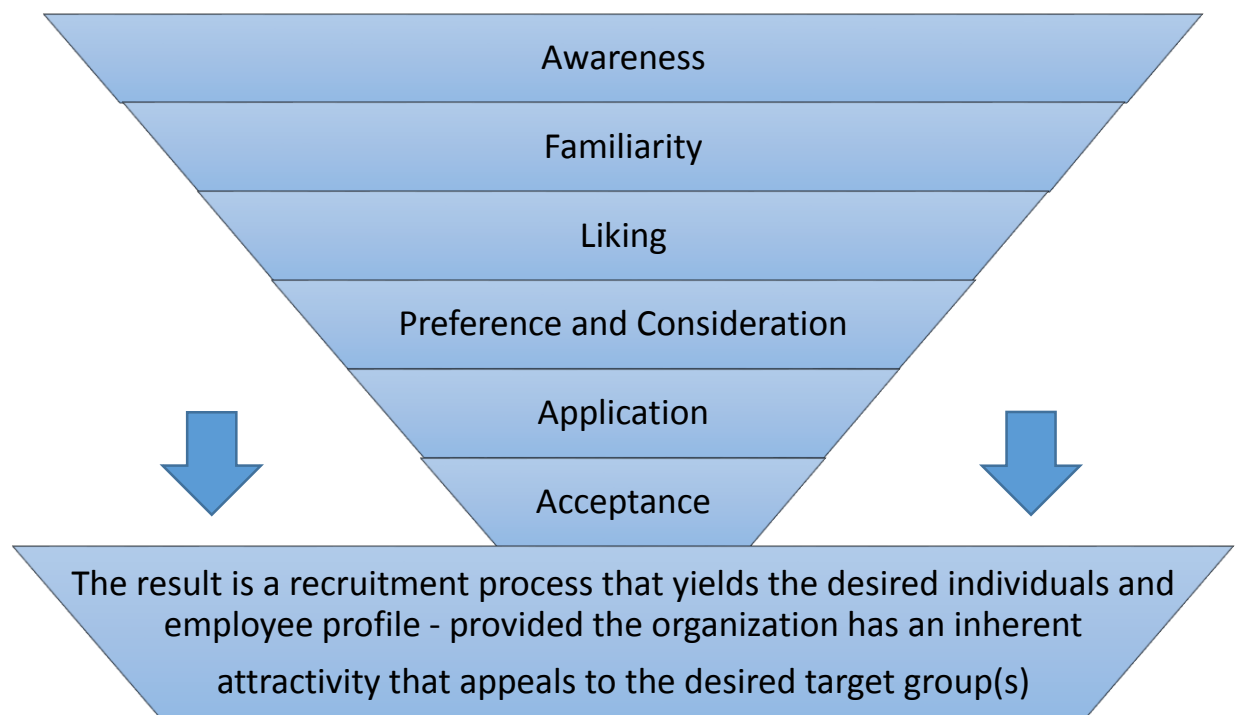


Figure 2. The recruitment funnel (Parment & Dyhre 2009, 81)

As customers discover goods and services, candidates discover jobs and applications. The illustrated process in Figure 2 can also be projected onto the T-E-A-M framework that is used in this thesis, sharing similar patterns. It starts from raising awareness of company – the more attention company receives, the more good candidates would submit their applications, all else being equal. Familiarity is about brand perception, recognizing reputation and policies of the company. At the next stage, liking, if a potential candidate not only knows but also likes the company, the chances for receiving a job application from that

candidate are far greater. Preference and consideration are about a candidate preferring the employer to other employers on the market, and seriously considering applying for a job. Those four stages are loosely equivalent to T-E-A-M recruitment strategy's first two stages, Target and Engage, most closely related to the engagement part. At the application stage of the recruitment funnel, the actual job vacancy is communicated to the candidate, and it needs to reach him through right channels. Acceptance, as the final stage, is about first impressions, first interview and negotiating working terms and conditions between employee and employer. These final stages share the features with the Attract stage of T-E-A-M philosophy. (Parment and Dyhre 2009, 81-83)

This model describes mainly candidate's experience of following the process from knowing about the company to applying to it. In my opinion, our chosen framework, the T-E-A-M approach, is more diverse and broad in its vision from both internal (within company) and external (for and from candidates) perspectives. With each stage, this framework helps to identify necessary actions and ways to establish a recruitment process, also taking into account modern recruitment methods, what makes it a suitable guide for developing online recruitment process. T-E-A-M recruitment framework helps to nurture the attractiveness that the company needs to have in order to appeal to the desired groups of candidates, and in the first place to identify those same desired candidates. Thus, 'a candidate journey map', as to correlate it with a customer journey map, is an essential part of the T-E-A-M framework, and helps not only to attract the candidates, but to understand how to do it right, starting from the very basics.

#### **3.1.4 M – Maximize – assessing and optimizing the recruitment process**

The Maximize stage is relevant in a continuous sense of improvement for a company working on its recruitment process. Online landscape changes quite rapidly nowadays, new tools emerge while others become obsolete, competition never stops on the labour market. Without continuous evaluation, planning and reviewing it is quite easy to get left behind. What works today, may not necessarily work tomorrow. Therefore, assessing and optimizing is a necessary process for a company which wishes to attract the best candidates while they are available, as it helps to work on strengths and eliminate weaknesses. (Gasparly 2010, 15)

At the Maximize stage, the company looks at the results of recruitment, and what do the applicants think about it. Data analysis such as the amount of applications, number of candidates who didn't make it through the process already provides a good amount of in-

formation to an employer. Qualitative information, as what candidates think about the application process, how they react to it, also provides insights such as what can be lacking and what went well. Sometimes it can turn out that what companies think and what candidates think can be completely different perspectives. By knowing what employees and candidates want, recruitment is very likely to be cheaper, it can help decrease employee turnover, and the risk of having to pay over the top is lower. (Parment & Dyhre 2009, 86-87) Also, there is strong evidence suggesting that the more information a potential employee has about the future role and the more experience he/she can get about the workplace before starting the actual work, the higher are the retention rates. This can prevent future losses for the company caused by early leaves by disappointed fresh employees (Brown 2011, 41)

The purpose of Maximize is to improve on what the company's application process is lacking and visualize measures to optimize the process. This also concerns current employees, in a sense that management needs to provide a successful on-boarding process making sure that company's staff is aware of the recent recruitment news; management needs to take care of enhancing current employees' talents in their roles to create better environment at work and ensure employees' satisfaction at their positions for better performance results; providing good continuous education for workers; what resources need to be allocated to achieve these goals. These measures are however slightly out of scope of this thesis, so they are not discussed in detail in the empirical part, as the primary goal is developing the online recruitment process. Nonetheless, it is an important part of creating a better workplace for current and future employees, what positively affects reputation and in the long run attracts more and better candidates. (Gasparly 2010, 15-18)

## **4 Practical application of T-E-A-M approach**

As Cinnabon in Finland hasn't been recruiting through the application process yet, as mentioned in the introduction, a practical approach needs to be developed for the recruitment process. The online method is chosen for recruitment as, like it was described in the theoretical chapter of the thesis, it is the most effective and modern recruitment method which allows great returns for adequately moderate costs.

As a product-oriented thesis, it aims at developing the online recruitment process of a company. The procedural research looks at the current situation with recruitment at Cinnabon Finland, and, through citing the sources and utilizing the company information obtained via interviews and company internal documents, suggests a course of action to develop the online recruitment process.

### **4.1 Gathering information via interviews with the Cinnabon staff**

To gain insight into Cinnabon's situation with the recruitment, future plans, employer brand, and other important issues relevant to this thesis, I performed two interviews with the CEO of Cinnabon Finland Jevgenija Petrova and one interview with two of Cinnabon's employees. For the first interview, I had prepared a list of questions for the CEO after researching about Cinnabon on my own. The things that interested me the most were current procedures of running the business in Finland, Cinnabon's global brand policies towards recruitment and employer branding, future plans, and preliminary details that are helpful in creating the thesis plan. After summing up the information and creating the thesis plan for developing the online recruitment of Cinnabon, I presented it to the CEO during the second interview, where we covered more questions that had arisen during the writing of thesis plan. The plan of this project was accepted by the CEO, so afterwards I proceeded further with the thesis. I also received access to Cinnabon's confidential documents that provide insight into running Cinnabon as a franchise and tell about global practices and customer service quality requirements. This information was also useful for developing the online recruitment process that reflects the culture and core values of Cinnabon as an organization.

The topics that were covered in the interview with the employees of Cinnabon were mainly about Cinnabon as an employer brand, the impressions about employment in the company, what is missing and what could be improved. These employees are at position of kitchen workers and sellers, so it is important to gain their insight into employment as

these positions, as seen further on in this thesis, are the ones that the online recruitment plan is going to be concerned about.

## **4.2 Identifying and targeting the candidate audience of Cinnabon in Finland**

As Cinnabon didn't have a set up recruitment process before, but mainly had 'friends and family' type of recruitment due to the small size of business, there were no specific criteria for recruitment aside from a few general ones, such as proficiency in Finnish and English at the level of basic customer service, and also having endurance to work through the shifts. These were tested during the trial period; the necessary skills for work are taught and trained at the place, during the first 3-4 days of orientation phase for new employees. The manager is responsible for supervising the training.

### **4.2.1 Identifying the roles for recruitment**

When it comes to Cinnabon's managers, they will be promoted from the current staff rather than taken from the outside, as the CEO Jevgenija Petrova said in the interview. Therefore, recruiting managers is out of scope of the thesis, but there is still something to be mentioned about it in order to get an understanding about the general picture of employment inside the company. In her opinion, the manager needs to learn how to serve others first and how to deal with customers directly, before assuming a managing role in the company. This way, costs of recruitment are also driven down, and the company already has a trusted employee at the management position. Besides, the managers need to be the ones who are aware of the baking technology, can supervise the process and transfer the knowledge to others. The current manager was offered the position by CEO from the previous workplace where they worked together in Latvia – also a trusted connection. This correlates with the study published in the Wall Street Journal: external hires in the first two years of their job receive significantly lower performance marks, and are more likely to be laid off than those hired from within the company. (Silverman 2012) Hence, the company will primarily be focused on hiring through the online recruitment the lower level staff – kitchen workers/bakers and sellers.

The necessary numbers to run a shift in a bakery are the following: two kitchen workers/bakers, one seller, and one manager. Two shifts of workers are required to operate a single bakery full time (only one manager per bakery, is not required to be at the bakery at all times, however can help the bakery staff during the busy hours of the day). It means one bakery needs four kitchen workers/bakers and two sellers to run it for the whole schedule.

According to the information from the interview with the CEO, the kitchen workers/bakers are responsible for preparing the assortment to be sold (like rolling the cinnamon rolls), handling the kitchen equipment and ingredients for the products, cleaning the kitchen, doing the dishes (with the dishwasher machine), helping with the drinks, and also fetching the dishes left on the tables in the bakery as well as making sure that the customer area is clean. Kitchen workers' roles are interchangeable. The recipes and preparation technique for the cinnamon rolls in Cinnabon are given and controlled by the franchise, and also a special Cinnabon's sort of cinnamon and dough is supplied to franchisees (in Finnish Cinnabon's case it is delivered from the UK, other products like frosting are mostly made of ingredients provided by local suppliers). The seller's role is to handle the customer service, sell the products and operate the cash register, prepare the drinks. If any extra help is required at either of those two roles (e.g. sudden influx of customers, too many dishes, cleaning), a manager can help with these activities or people may switch from one activity to another in order to help others with the load and not to stay idle. The general feeling of cooperativeness is encouraged and appreciated at Cinnabon.

#### **4.2.2 Understanding demographics and criteria for recruitment process**

Talking from the perspective of the framework's theoretical basis, as the company does not presently have a recruitment process, I will not compare 'current' and 'ideal' candidate audiences (simply due to lack of 'current' candidates), and focus on determining the 'ideal' candidates that would fit to work for Cinnabon in Finland we could find through the recruitment channels. It is, however, worth noting the positive feature of the T-E-A-M framework that it works for start-ups and established companies both, taking into account the needs of either size/age of company.

Criteria for these roles – kitchen workers, bakers and sellers – are created partly from the global Cinnabon's principles that franchisees must follow, partly from following the requirements for business to be a success locally. Ideal candidates are the ones that possess the skills that answer the combination of both of these groups of requirements. Cinnabon global brand's policies and principles are shaping the roles of employees, as can be seen in the previous subchapter, due to the nature and dynamics of Cinnabon's product baking and business. The offered products are one of the features that differentiate Cinnabon from other fast foods and bakeries, as its positioning statement proclaims: "Cinnabon is the World Famous premium specialty baked goods and proprietary beverage brand, that delivers an extraordinary indulgent aromatic, visual and taste sensory experience that results in a total guest WOW". Cinnabon attracts customers via sensory feelings such as

smell that can be felt for example in a shopping mall before a customer even sees the bakery, and the appealing look of the products.

The last part of the positioning statement is about customer service in Cinnabon and the global principles of serving customers, which is where the requirements for candidates and employees come forth. This is another important differentiating factor for Cinnabon as a café/bakery on the market. It becomes one of the main criteria at work for recruiting the candidates, on par with the 'mechanical' skills needed to prepare the products and look after the bakery. The employees need to show appreciation, hospitality and friendliness towards customers and provide excellent customer service and full attention to them. More on that will be uncovered in the Engage implementation part of this thesis, as it closely related to employer branding.

Managers are also responsible for training their employees how to work according to these instructions and how to provide such level of customer service. However, some of the candidates can be more or can be less predisposed to have such attitude towards serving customers, for example due to previous working experience in similar industries or just due to their personal qualities. Candidates who are more lively, cheerful, and friendly in this case would be the ones that Cinnabon would ideally look forward to. On the other hand, it is a challenge to understand the type of behaviour the candidate would demonstrate when picked for the role, so it needs to be done via screening/interviewing/trial processes, which are out of scope of this thesis. Therefore, the work is more focused on designing and attracting such people in the first place through the online channels and messages done by Cinnabon as employer.

The pay offered by Cinnabon is €11/hour (with bonuses during Saturday and Sunday). It is a part-time job, suitable for candidates who wish, for instance, to combine their studies (or other activities) and work together. Part-time jobs offer flexible hours and usually reduced hours compared to full-time employment. This allows workers to make, for example, close to €100 per shift if they work through a full day 10 hour shift (8 hours on Saturdays and 6 hours of Sunday). The flexibility is a vague definition in Cinnabon's case as employees cannot freely choose which hours and when they wish to work, but working hours are offered by employer for employees to take. Also, from the interview with the CEO Jevgenija Petrova, many employers, including Cinnabon, are more interested in recruiting people for part-time jobs who will be dedicated to their work and have some guarantees that a candidate will not leave the job after finding a full-time employment. This in fact correlates with the findings in the theoretical chapters of this thesis, as it means higher employee turnover which creates needs to spend more resources in attracting and

educating new candidates. Certainly, it is a challenging task, and absolute guarantees cannot exist here, but many people do take part-time positions while looking for a long-term full-time employment in their job hunting process. (Inc 2000) The purposes for which a candidate is looking for job become clear during the screening and interviewing process, so the company needs reassurance that it is looking for people who will stick to their work. Otherwise, the online recruitment process will aim at the younger demographics of people, and generally people who are lively, sociable, friendly, and enjoy fun atmosphere, what associates with the company culture and brand image. It will be delivered and visible with the online recruitment message.

In my opinion, the audience that fits this description is people from Generation Y, or Millennials. This audience will be the main target in this online recruitment process of Cinnabon. People belonging to Generation Y are the ones who were born in early 1980s – early 2000s, following the Generation X. Millennials are the most exposed generation to the digital world, online social networks (which is important for the online recruitment purposes of this work), and they grew up in a strongly branded world. (Parment & Dyhre 2009, 36) Currently students, recent graduates and young professionals are the main labour market audience from the Generation Y. People in Generation Y are still young and outgoing, more prone to having fun rather than being in serious atmosphere, are the most culturally aware and international generation due to the wide spread of internet, cable TV, means of communication, social media, etc. since their childhood. (Inc 2015) Generation Y is different in terms of work life philosophy – they require respect from employer, the employer needs to deserve loyalty from Generation Y employees, Generations Yers are also appreciative of intangible working values. Therefore it is especially important to build and maintain a strong employer brand – more on that will be discussed in the next subchapter (Parment & Dyhre 2009, 37). Further on, my proposed actions for implementing the online recruitment process are targeted towards the Generations Yers.

Local requirement for the workers include knowledge of local business operations languages in order to be able to serve customers (Finnish), and knowledge of English is also a strong trait that is useful in Finland as there are many international customers in Helsinki. According to the latest statistics provided by City of Helsinki Urban Facts (for year 2014), 78,469 residents of Helsinki spoke a foreign language (other than Finnish and Swedish) as their mother tongue – this constitutes almost 13% of Helsinki's population, not considering foreigners present such as tourists or business travellers (City of Helsinki Urban Facts 2014). As I see it English, as an international language of communication, spoken by many foreigners, is useful at this kind of job, and I recommend including it as a requirement. However, languages proficiency at this position is not required to be top-

notch or excellent; it needs to be just good enough to provide the customer service. Having the Hygiene pass and salmonella test are also important legal requirements in Finland to work in food industry. This can also be checked during the screening/interviewing process, and included into the job requirements.

### **4.3 Engaging the candidate audience of Cinnabon in Finland**

This implementation of the Engage stage of T-E-A-M recruitment strategy is an important part of the framework that helps to strengthen the recruitment advertisement and make a company an appealing place to work at. Online presence of a company and effective engagement with the customer/potential candidate audiences plays big role in attractiveness of a company as a workplace. In this subchapter I am defining and analysing the company culture, and also looking for the measures to strengthen the brand message for the purpose of enhancing the online recruitment process of Cinnabon in Finland.

#### **4.3.1 Defining company culture and employer brand of Cinnabon**

Cinnabon as a franchise puts great value into its customer service. The customers are called the Guests and treated with the great amount of hospitality and friendliness at the restaurant. As stated in the official 'WOW! service guidelines', provided by the franchise: "For Cinnabon, the customers are our Guests, and they are to be treated like we treat our own guests invited to our home". There is a whole set of guidelines (from Cinnabon's confidential documents) that explain the type of behaviour and reception the employees are to show to the customers. A serious and vital factor here is to show to the Guests that employees at Cinnabon love working at the company through exercising such welcoming behaviour – at this point the employer branding already takes place. If people see that there is a welcome and warm atmosphere among the Cinnabon workers, they would consider and value to a greater extent Cinnabon as a potential employer when looking for a workplace. (Gaspary 2010, 7)

Cinnabon's core values and psychology that define its culture are promoted by the franchise. Evidently, the employer brand is largely influenced by the franchise in that manner. The core values for Cinnabon workers all over the world are explained through the following statements (information from the CEO's handbook distributed from the franchise to franchisees):

- We always pay our full attention to the Guests

- We are clean and attractive
- We are fast
- We always deliver high quality
- We enjoy working in Cinnabon

Cinnabon bakeries are set up in such a way that customers can see the process of rolling and frosting the trademark cinnamon rolls – this provides the benefit of transparency towards customers in earning their trust by showing that the company has nothing to hide. The employees are always smiling to the Guests, even if they are not directly selling the products. Such measures are done to reinforce and reflect the core values of Cinnabon to its customer audience,

Cinnabon's brand vision (information from the Cinnabon Landlord Presentation) involves bringing about its brand personality – Cinnabon is 'spirited, adventurous, young, unique, surprising and fun'. As a brand image, it needs to be delivered to the customers and potential candidates. Thus, it needs to be promoted among the employees first of all as the main carriers of such attitude and 'faces' of the company to clearly present this message to these audiences. Then it needs to be communicated via the brand's public representation to show such attitudes to the public. The candidates need also to be interested in such conditions as to attract the people who would gain satisfaction from working in a place like this. This is the condition of the T-E-A-M framework to ensure that the message is clear and defined. Franchisees are responsible for following the brand's values, thus they cannot be changed or modified. However, as a matter of company's promotion in a country, in our case in Finland, it can be reinforced and exposed more clearly to the public in order to differentiate the company and make potential customers and candidates more aware of Cinnabon.

Inviting and warm atmosphere is another factor on which Cinnabon's brand attempts to capitalize – creating a place to 'indulge and get away', escape from busy traffic in pedestrian areas. A lot of efforts are put into this from the consumer brand side, such as choosing a special colour palette to communicate the feelings (for example, Cinnabon uses rich mahogany brown and vanilla white which both are warm and inviting tones, also creating a feeling of very clean space). However, such feelings also need to be emphasized by employees when doing their job, as to help to uphold such atmosphere in the bakery for its Guests. This is directly related to the employer branding; consumer branding and employer branding are related. Products and employees thus both in Cinnabon's case are the ambassadors of organizational identity, as the product and the service customers receive are equally important for success of the business. (Parment & Dyhre 2009, 129,

132) That's why the management needs to communicate clearly to employees as to how to do their job effectively and what kind of attitudes to demonstrate at the workplace (employer branding), and employees need to communicate the brand message to the customer to preserve the atmosphere (consumer branding).

As it was discussed in the theoretical chapters, an exercise of comparison of 'ideal' and 'present' company cultures is a good way to identify possible issues and find improvement points. Now, as we are talking about the 'ideal' company culture and employer brand for Cinnabon in Finland, we are in a way limited by the global standards that we must follow in tailoring and adjusting this 'ideal' to the realities of modern Finnish market. On the other hand, these global Cinnabon practices given to franchisees are proven to be a success, as brand keeps growing all over the world and in its country of origin, the USA. Therefore, I am mostly looking at Finnish Cinnabon organizational culture from the perspective of employer, and how well it does its job as a franchise here in Finland.

In order to promote itself more effectively as an employer brand, there are several issues that the company needs to pay attention to. Those issues have been discussed with the CEO and some of the employees during the process of information search and several interviews (two interviews with the CEO and one with two of the employees of Cinnabon).

Considering the company culture and consumer brand, current location in Arabia shopping centre, as I see it, is not an ideal place for Cinnabon, although cost-wise cheaper than the alternatives downtown. First of all, as it was mentioned above, it doesn't present the bakery with required amount of traffic to allow good margins on the business. Due to this, the company is mostly operating at the break-even point financially, what complicates the expansion plans for Cinnabon in Finland. Second, the Arabia shopping centre has strong ventilation system which prevents the capitalization on one of Cinnabon's main attraction values for customers – the aromatic sensory experience, which both attracts customers to the bakery from many meters outside as they feel the smell of fresh cinnamon buns, and creates a nice aroma inside the bakery (this was not initially taken into account by the CEO and the owner of franchise, as it is more of a subtle issue). Cinnabon's brand requires attention, but these issues take some elements away from the company culture and its brand presentation, but it does not have a disastrous effect for Cinnabon's business. These issues can be solved, for example by opening new bakeries that will follow the requirements for the air flow. For the financial part, it can be seen that the business is proven to be working at least at the break-even point with that amount of employees per shift even in the location with not very high pedestrian traffic; therefore locations with

denser traffic will drive up sales figures and make the business more profitable, as long as the business itself is attractive to the customers.

Issues that are more related to the employer branding, are, unfortunately, also taking place. Sometimes the salary for the employees gets delayed for several days from the payday. The CEO acknowledges this issue and tries to settle it; however the cause of this problem is the owner, who is responsible for the payroll. Because of this, the employer comes out as unreliable to employees, which can have negative effects on the attitudes of the workers. Ideally, I suggest resolving this issue as soon as possible, especially before the implementation of online recruitment process. The low pedestrian traffic creates another issue, which is relevant to the employer branding – according to employees, they do not enjoy idling at the workplace. This creates a feeling of dissatisfaction and boredom at the workplace. It has a negative psychological strain, as the time seems to be moving slower rather than when constantly working and interacting with the customers (according to the information from the interview with the Cinnabon employees). From the outside, it can also create a negative employer brand for the public if employees are seen as bored and unenthusiastic – which goes directly against Cinnabon's culture and development of stronger employer brand at the same time. Thus, solving the location problem will also nullify the boredom issue, and as it will make the business more successful, the employees will feel more satisfaction from being relevant to the company success. Such feeling, however, also needs to be reinforced by the employer as to make employees feel appreciated, feel their role as a part of community, a part of success. (Parment & Dyhre 2009, 41-42, 138)

It is worth noting that in the modern world, and among the Generation Y candidate audience, delivering the promises given to candidates and/or employees is a crucial measure of maintaining a strong employer brand. Promising without implementing makes employer's claims useless or even counterproductive towards the company's reputation or employer brand. As a result, a negative message or an undelivered promise may very quickly spread through social and online networks of candidates and affect the company's current position and future candidate attraction attempts. (Parment & Dyhre 2009, 138-139) A recruitment message needs to be constructed carefully without delivering misinformation and raising unrealistic expectations for the workplace. Another issue mentioned above is also relevant to this topic – the delays with monthly salaries, even if they are no longer than a few days, still create a feeling of unreliability and undelivered promises that should be fulfilled by the employer. As I see it, based on the research performed in theoretical chapters, fixing this issue will guarantee better results as an employer brand for Cinnabon.

### **4.3.2 Cinnabon's employment message**

Company's employment message is formed to reflect the employer brand and organizational culture to the identified audience, preparing ground for the future recruitment process. In this stage, company's features and advantages need to be exposed in a way to attract 'ideal' candidates to the company. Considering Cinnabon's case in this thesis, the aim is to deliver the employment message online and make it visible on the internet for people who would potentially be the most desired Cinnabon's candidates/employees, and also make them interested in offered positions.

Very briefly summing up the information and analysis given earlier, the target audience is people from Generation Y who are able to speak Finnish and English languages, who are suitable to Cinnabon's culture and friendly way of customer service in Cinnabon, for positions of kitchen workers, bakers and sellers. As was discussed in the previous subchapter, it is especially important to establish strong communication, and spread the proper employment message when Generation Y is in question as the target audience, which it is for Cinnabon. Generation Yers have grown and matured surrounded by brands, they are more sensitive to brand messages, they are used to easier and faster access to information than ever before what allows them to form knowledge about images, reliability and quality of brands; they are used to judging, comparing, and contrasting the brands. (Parment & Dyhre 2009, 36) Inevitably, Cinnabon would also be compared to other brands, with its features, advantages and disadvantages which concern the target audience. People are interested in working in companies which align with their goals and needs, that's why a clear message can have a great effect on attracting the preferable candidates for Cinnabon.

Partly, it is already covered by the standards of Cinnabon's global franchise brand. The policies for franchisees for representation of brand create a part of weight of employer brand of Cinnabon all over the world – it includes the guidelines for service (WOW! service), fun and cheerful atmosphere, cleanliness, and encouragement of mutual respect and help at work. Such conditions simply make it a pleasant workplace to be at. It is supervised by the global specialists-inspectors of Cinnabon franchise, especially during the first months of opening a new bakery location. It also needs to be supervised by the local owners and management of a franchise, and on top of that they need to introduce their own local features and requirements to create and develop a competitive and strong employer brand at a region/country where they work, having in mind the variables and culture of the market in which the business operates.

The best demonstration of Cinnabon's culture and approaches would be, as I see it as an implementation of suggested in this thesis recruitment process, to treat the potential candidates and actual candidates the same way that the customers are treated. (described earlier in subchapter 4.3.1) By doing this, from the very beginning the candidates get a feeling of treatment to be received when working with Cinnabon. It strengthens Cinnabon as an employer brand by using the already existing techniques and applying them directly to the recruitment process. Following this communication pattern from the very beginning of candidate's awareness of the company and its recognition, it can help gaining the liking and approval of candidate towards the company. According, for example, to the illustrated recruitment process in Figure 2 'The recruitment funnel', such pattern then leads to the candidate's preference and consideration of the company as an employer. Such funnel, similar to the customer journey mapping, demonstrates the attraction of the candidates that would be the ones who most likely would prefer and be satisfied with the existing organization culture if they receive and approve the similar level of treatment early on. Then the applicant submits an application through the established recruitment channels, and gets accepted if he/she is found to be a suitable candidate for offered positions. As the outcome of the recruitment funnel states, such recruitment process provides a company with desired individuals that fit the outlined employee profile, what correlates with our goals within T-E-A-M framework.

It is certainly a challenge for recruiters to establish such process, therefore there is a need for a plan to streamline the recruitment (which is a goal of this work). Currently, Cinnabon in Finland doesn't have dedicated recruiters/HR professionals, so it falls under the responsibility of CEO and the manager to supervise the recruitment process. As it was discussed in the previous chapters, one of the attractive modern ways of reaching to the target audience online, Generation Y in our case, social media is one of the appropriate methods to perform such task. Definitely, it is not an ultimate recruitment solution, but a tool which provides ways to deliver the information to the potential candidate group. Social media plays a big role in younger generation's lives, they have grown up with it, so reaching out to them where they spend a lot of their time and communicating through it is a logical way of building up the Engagement with the potential candidates. Indeed, Cinnabon in Finland already has a Facebook page. At this point, having and mastering just one social media site is the preferred way to go – different media have different approaches, interfaces, user bases, methods of communication, etc. It takes time and dedication to become fluent and maintain several social media pages at once (Gaspary 2010, 11). This is especially true in Cinnabon's case, which has limited human resources to dedicate to such task. The

current goal of Cinnabon's social media is communication with customers, gathering customer feedback, organizing promotion campaigns, all done in a fun and entertaining way, which correlates with the company culture. It is important to set goals for social media communication as not to spread the messages too thinly and mix everything together. (Gaspary 2010, 11) For such purposes, Facebook is a suitable medium, considering its popularity among the Generation Y internet users: according to research done by Someco – Finnish agency specialized in social media – more than a half of population of Finland use social media websites; with more than 90% of Generation Yers having accounts in various social media sites, with Facebook being the most popular one – the biggest proportion out of all age groups (what again justifies using the online recruitment channels as effective approach in recruiting, especially among Millennials, our target candidate audience in this work). In Facebook, 2.4 mil accounts are created by Finnish residents, which represents close to half Finnish population. (Valtari 2015)

During the recruitment campaign and start of the online recruitment process, as social media will be used as a part of online communication policies, I recommend setting one of the goals for it as promoting the recruitment message to potential candidates and establishing a communication channel with the candidates. This means promoting the open positions available at the company and advertising the job advertisement to the social media audience. Posting the available positions every two-three days until the positions are filled and engaging in possible dialogue with potential candidates is a suitable option, as not to overload the page follower's feed. It is important to find a healthy balance between being informative and annoying towards the audience reach in social media when it comes to post frequency, as too many posts clutter the news feed, what may cause people to ignore the page further on (WERSM 2015). Such measures have two main purposes:

- a) attract the attention and spread the message towards the open position among the audience that has liked Cinnabon's page on Facebook, i.e. among people who are showing their interest and appreciation towards Cinnabon – likely potential candidates to be interested in company as an employer
- b) spreading the message about open position through sharing function of Facebook through social networks of people following the Cinnabon page

Additionally, to boost the employer brand through the use of social media (Facebook), measures can be done already before the start of the recruitment process, for example posting the reflections about the work in Cinnabon by the current employees. Considering that the current size of personnel in Cinnabon Finland is rather small, one or two stories would be enough. It can be done as a preparatory work before the recruitment opens,

starting two weeks prior to the announcement of open position, providing one story by employee at a time, supplemented with photos of happy and smiling employees at work, for example. The goal of this is to create a representation of what it is like to work inside the company, what kind of organizational culture the company has, provide review of employer brand to the public. (Gaspary 2010, 11) In Cinnabon's case, the goal is to make it reflect the core values of the Cinnabon brand, i.e. show happiness, friendliness, mutual respect; promote company culture and make it stand out, showing that it is welcoming and enjoyable for workers. If such stories are posted within short frame of recruitment, some of the potential candidates are bound to find them after paying attention to the social media page. Such reflections can be done by asking employees open-ended questions, such as: "What is it that you enjoy the most while working at Cinnabon?", "How can you describe the atmosphere at your workplace?", "What was the most fun thing that happened to you while working at Cinnabon?", "Do you find it fun working at Cinnabon?", "Are you satisfied with the working conditions at Cinnabon?". The accent is made on the 'fun' and 'joyful' attributes of working culture at Cinnabon, what enables Cinnabon to portray itself in social media representation according to its organizational values.

#### **4.4 Attracting and accessing the candidates**

In this subchapter that deals with the third stage of T-E-A-M framework – Attract – the measures for Cinnabon in Finland to directly reach the candidate audience are introduced. Based on the information and analysis from the previous chapters, I am creating the optimal design of job postings and figuring out the methods of distribution of the recruitment advertising. The goals are, as discussed before, to target and attract the defined target audience via the message that is clear and reflects the company culture in Cinnabon plus boosts the employer brand. Establishing reliable communication with the candidates is a vital part of the Attract stage, implementation of which is also discussed in this subchapter.

##### **4.4.1 Methods of distribution of the recruitment advertisement online**

As Cinnabon Finland has rather limited resources to distribute due to its currently low profitability, a lot of which will be thrown into opening and maintaining the new bakery location, the company cannot relocate plenty of resources towards recruitment. However, there are ways and methods to distribute the online recruitment message and establish communication with the candidate audience for free, while still maintaining optimal reach. Options such as monster.fi or oikotie.fi offer good possibilities, however the cost for such job

searching engines starts from €650 upwards. That is why we will target free job search engines available in Finland.

The engines I suggest are duunitori.fi and indeed.fi. Duunitori.fi offers free advertisement posting on its platform. It provides efficient and fast job search engine based on the location and key words. It also has premium options, such as spreading recruitment message through the duunitori.fi social media network and ad campaign, but it starts from €480. Indeed.fi, Finnish site of one the biggest search engines all over the world, offers free job posting as well, however its posts are not published directly there, but must be linked to another page with recruitment information. That is why it is important to create an open position first at duunitori.fi, so that later on the advertisement on indeed.fi can be linked with it.

Also, as was mentioned in the Engage part of the implementation of T-E-A-M recruitment framework (subchapter 4.3.2), the announcement about the open position and links to the recruitment pages need to be posted on Cinnabon's Finnish Facebook page in order to increase visibility of the advertisement. Currently Cinnabon Finland does not have its own website, so utilizing Facebook page to deliver information about the company and to the customer and collect feedback is a good cost-efficient alternative.

Using free e-mail services for receiving applications is also a viable and solid alternative, considering the lack of resources to engage other methods. Simply creating a Google mail account for gathering the applications of candidates is a good option to streamline the process.

#### **4.4.2 Designing the online recruitment message for Cinnabon Finland**

The analysis performed in the previous empirical chapters, together with the theoretical basis of T-E-A-M recruitment framework, at this point of development of online recruitment process for Cinnabon Finland provides enough data to create an optimal recruitment message for the desired group of candidates. Evidence regarding the company culture and derived methods of engagement with the candidate audience are the main reference points when designing the online advertisement for Cinnabon in this work.

As mentioned previously, the approach that is taken towards the candidates is similar to the approach of Cinnabon towards the customer service (precisely, WOW! service guidelines). This approach needs to flow through the whole process of the candidate's recruitment journey: starting from the very basic acknowledgement of Cinnabon's brand and its

products by the potential candidate, going through the process of preference, liking, and applying to Cinnabon (if candidate finds it attractive as an employer), and even retaining good relationship with the candidates who are rejected but who still are potential future customers. This demonstrates Cinnabon's strengths as an employer brand, what is important to make people interested in working at Cinnabon, attract potentially best candidates and maintain good reputation as an employer. With this idea in mind, the open position advertisement – the core touch point between Cinnabon as an employer, and potential candidate as a future employee – needs to be created.

I envision it in a way that the message delivered in the advertisement is meant to reflect the core values, brand vision (subchapter 4.3.1 in this work) and positioning statement (subchapter 4.2.2) of Cinnabon. This way, candidates immediately become familiar what the company is about and what it has to offer as an employer – this is about clarity and transparency towards candidates, what also benefits the company in respect that it helps avoiding misunderstanding and attracting people who potentially might not be searching for such kind of a company. The organizational culture of Cinnabon is also conveyed in this message, identifying the spirit and the way of communication within the company. Positive first impression through reflecting brand's unique image plays a big role in awakening candidates' interest. (Gaspary 2010, 13)

Now, with the defined in this thesis criteria and proposals for the design of the open position online advertisement, my own vision of preliminary version of the advertisement is provided as Appendix 1 to this work. This advertisement is done in a very friendly and relaxed manner. This, however, must not be confused with the lack of professionalism (which is also a crucial element of Cinnabon's business) but rather to portray the spirit and organizational culture of the company to potential candidates. The advertisement starts with the direct address to the candidate and asks how familiar the candidate is with Cinnabon as a brand – the purpose of this is to give a candidate a feeling of personalized contact to him/her, rather than using dry professional language and/or passive tense, which does not very well correlate with the spirit and culture of the company. Next, the company is introduced in an enticing way to attract the attention towards it, and the company's attitude and culture is described through the use of words that identify the characteristics of Cinnabon brand – “joy”, “happiness”, “delicious”. Mixing it with business terms such as “success story”, “dedicated”, “ambitious” lets the candidate know that even though the company is a lot about fun and entertainment, it still has serious intentions and is a reliable brand, as the facts in the description state.

The offerings on company's part offer very transparent and clear impression about the company, including information about the pay, showing that, similar to Cinnabon's product brand, its employer brand has nothing to hide from the candidates, the goal of which is to gain the trust from the get-go. Friendliness and fun are also directly identified in order to give candidates the clear understanding what the workplace is about, to avoid misguidance. The description of duties is also clear about the sort of activities the candidates would have to deal with once they are accepted to work in the company. Requirements, as discussed in the previous subchapters, are drawn based on the global and local Cinnabon brand features. The part regarding the experience is meant to point out the importance of dedication towards providing good quality service for customers, stating that large deal of dedication can overcome lack of experience – this is to encourage this trait to be demonstrated by the candidates and the future employees. “Big and friendly smile” is again a metaphor about the spirit of the company, and aims to create welcoming experience for customers. The motivating tone of the invitation to visit Facebook pages and submit a CV is also important to alleviate the stress from candidates, attract them to learn more about the company and decrease hesitation to directly contact Cinnabon if candidates have any questions.

#### **4.4.3 Communication as a vital part of a successful recruitment process**

As was stated earlier, the candidates for open positions in Cinnabon are to be treated the same way as the customers of the bakery. A big part of it is communication between the employer and the candidate – by providing reliable means of communication, Cinnabon demonstrates its respect towards people who are interested in working there. Showing Cinnabon's strengths as an employer brand during the recruitment process allows the company to prove to candidates that it truly is a good choice of a workplace.

Hence, according to this information, I see it so that there need to be measures taken to establish high quality communication between Cinnabon and candidates. Sending a reply confirmation that the application has been received in a shortest possible notice is a first step. The same concerns replying to the possible questions that candidates might submit via e-mail or Facebook for Cinnabon to answer. It requires active monitoring of the e-mail address by the person(s) responsible for the recruitment (CEO, managers, or even team members if they are willing to help with the recruitment process) and answering as soon as possible.

Next steps in communication are designing acceptance and rejection letters. As selection process is out of scope of this thesis, I am not describing here the precise criteria and

methodology for selection of candidates; acceptance and rejection however are still important stages of communication with the candidates which lead to consequences for a company as a successful employer brand and product brand, that is why they are covered in this work. Acceptance letter is basically a letter which communicates a message of invitation to the candidate to proceed to the next round of recruitment, i.e. visiting a face-to-face interview with the management of the company. Much bigger challenge is designing the rejection letter: all candidates have feelings, and nobody likes being rejected; bringing negative news is also quite difficult, especially when the company needs to save its value as a brand in front of candidates who are still potential customers. (Gasparly 2010, 14)

My own suggested version of a rejection letter is presented in Appendix 2. It is important to let rejected customers know within the reasonable time frame that they have not been accepted, and, more importantly, not ignore rejected candidates. There are several reasons for that: it helps candidates to move on to other opportunities, as in the modern world of online recruitment candidates very often send their applications to multiple employers at the same time; it saves their time and energy from wondering about their status, showing your attention towards them as an employer brand, especially compared to competitors who do not send rejection letters; it can be used as a method of gathering feedback and boosting the product brand. (Huhman 2011)

So, to address the issue of rejection message design, there are several measures that can be taken to ease up the blow for the rejected customers and retain possibly as many of them as customers, or potential candidates for future waves of recruitment. First of all, the design of the rejection letter itself, the vocabulary and expressions used to show Cinnabon's appreciation to them for taking their efforts to apply to the open position, presenting the message in warm and welcoming tone. Second, using the rejection letter as a tool for gathering feedback about the recruitment process from the rejected candidates, if they are willing to provide it (it needs to be explicitly stated and asked for in the rejection letter – the example is provided below). Cinnabon can also provide feedback to rejected customers (i.e. what went wrong, what the candidate is missing, what perhaps are the flaws in their CV/motivational letter designs) – it allows Cinnabon to gain qualitative information about its online recruitment process to assess and improve it later on, and simultaneously demonstrate its care as an employer brand towards the candidate audience (however, it also requires dedicating time on the employer's side to go through and respond to the feedback requests – but at the same time, it allows to boost employer brand in the eyes of the candidates).

#### **4.5 Maximizing and optimizing the online recruitment process of Cinnabon**

Maximize stage of the T-E-A-M framework that wraps up the whole recruitment process, closing the circle of the framework. At this stage, an employer gathers data about the process, assesses the results, and takes necessary changes to improve the process. As recruitment is a continuous process that needs constant monitoring and adjustment, especially in the modern era of online recruitment where things can change rather rapidly, for Cinnabon to be a successful recruiter it is important in the long term development to keep an eye on the whole process to stay as a strong employer brand who utilizes the latest methods to get the potentially most suitable candidates for its positions. Especially now, as the company is only gaining its momentum in Finnish market of fast foods, the first steps are important indicators for optimizing the whole future recruitment process and understanding the behaviour of candidates in reaction to the implemented process online.

For Cinnabon, gathering the quantitative and qualitative data about the online recruitment process is one of the reliable sources of feedback. Quantitative data includes counting the amount of applications received, what was the percentage of candidates that went onto the interview stage, how many candidates have successfully passed the interview to land a job in Cinnabon. Qualitative data involves gathering direct feedback from the applicants, asking the impression about it from the accepted candidates who have become new employees at Cinnabon, as well as attempting to receive feedback from the rejected candidates through communicating via rejection letter. (Gasparly 2010, 15-16) Also, regarding the rejection letter, monitoring the results of the personal code campaign is a necessary step: how many rejected candidates have visited to claim their gift product, whether it has a positive impact on the customer flow, and, based on those results, is it a good idea to continue such policy in the future.

All that information is important to understand the flaws and negative sides of the implemented online recruitment process. Things that went bad, not as expected and at what stage will provide Cinnabon with a clearer future outlook on the process. And, on the opposite end, if something went better as estimated and turned out to be a success, how to further on capitalize on that strength and turn it into even bigger advantage. Understanding the reasons behind the candidates' behaviour would help to find the root of occurring problems, that is why analysis and qualitative data are essential for reliable feedback.

## 5 Discussion

The main result of this thesis is a proposed online recruitment process for Cinnabon Finland, based on the recruitment framework created by famous job hunting website. In the process of writing the thesis, many elements of Cinnabon's employer brand and company culture were researched to be reflected in the open position advertisement and communication with the candidates. This helps to create a unified impression about the company from the candidates' perspective. During the research process it became apparent that it is important for the candidates to know as much as possible about the company and the offered positions, what helps both the candidate and the company – the candidate can truly discover a position and company suitable for him, in which he or she will be satisfied; while for the employer recruiting interested and motivated candidates helps to reduce employee turnover, what potentially is quite a negative factor for companies due to recruitment + training costs and loss of skilled labour.

The chosen framework proved to be quite effective method of implementing a recruitment process online. It offered us a very detailed outlook on the whole process, taking into consideration many small details. One of the strategic goals of the chosen framework is to build up and strengthen the employer brand, what is also quite important at the current state of Cinnabon's business in Finland, because creating strong employer brand from the start can greatly help in the future recruitment waves and obtain good reputation for a company making it a preferable choice of employment, what inevitably increases the quality of candidates attracted to open position. Strong employer brand is also about making current employees satisfied and appreciative of their place of work, what motivates Cinnabon as employer to pay attention to it. Being quite restricted in resources limits to certain extent the possibilities of recruitment when it comes to searching and recruiting the best candidates available on the market, but free alternatives also present good visibility if used in a smart way. As the T-E-A-M philosophy was described, it is a circular process, meaning that the development of recruitment process is a continuous process for a company, and progressively assessing and optimizing the process is a matter of no small account. We live in a world of change and technology, where methods and tactics of doing business are constantly evolving, and recruitment is no exception.

This work has given me a lot of insight into various elements of recruitment process, and I am quite satisfied that I have chosen such comprehensive framework to develop the online recruitment process for Cinnabon. The work has shown that the recruitment doesn't consist merely of posting an open position ad on the website, but actually recruitment is a complicated process which starts long before the advertisements on job search engines,

and ends long after the candidate for one particular position is found. I had to put a lot of personal thinking and creativity into designing such parts as the social media communication, open position advertisement, rejection letter, and other parts. As these elements need to be based on Cinnabon's company culture and employer brand, I did a lot of research about the brand through its public appearance, internal documents and personal reflections of employees and management of the company. Researching the methods of communication with the candidates and discovering ways of creating the job postings on the job search engines is a valuable experience which may later on prove useful in my chosen career path.

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## Appendices

### Appendix 1. Open position online advertisement example

“Dear Candidate!

Have you ever heard about Cinnabon? Or, perhaps, you have already had a chance to enjoy the world-famous cinnamon rolls in our bakery?

Now, would you like to become a part of team of enthusiasts who bring joy and happiness to lives of many-many people on a daily basis? Because this is what Cinnabon is all about! We are quite young in Finland, but also very ambitious and dedicated. For the last 30 years, Cinnabon and its delicious products have grown popular in many countries all over the globe, so join our team now and become a part of Cinnabon’s success story in Finland! We are happy to announce that we are opening recruitment for new available positions at our Cinnabon bakeries in Finland!

What we are ready to offer to you:

- Part-time positions with shifts between 15-45 hours per week
- Training on site by the supervisors
- Friendly and fun atmosphere, where mutual help and respect are the key ingredients
- Working environment which is pleasant and professional at the same time
- Competitive salary – 11€/hr with Saturday 20% and Sunday 100% bonuses

The duties for our available positions include:

- Kitchen workers and bakers – at this position you are responsible for preparing our irresistible cinnamon rolls, cleaning the kitchen, operating the washing machine, helping with customer service if necessary
- Sellers – here you are serving the Guests of our bakery directly by selling our products and preparing the drinks
- It is important to note that duties within the team operating our bakeries are often interchangeable, and our team members are able to perform various duties; as we said – we are all about teamwork and cooperation!

The requirements we are looking for:

- Ability to speak Finnish and English on the sufficient level to serve our Guests
- People who enjoy fun, are great team players and young in spirit

- Readiness to deliver amazing customer service to our Guests
- We welcome previous work experience in a similar field, but it is not a necessity – what’s foremost important is your dedication!
- Hygiene pass + valid salmonella test
- Big and friendly smile!

You are very welcome to discover our Facebook page at <https://www.facebook.com/Cinnabon.fi>. You can find many interesting things about our bakery there, or leave us a question if you have any.

Please submit your CV and motivational letter to [rekrycinnabonfi@gmail.com](mailto:rekrycinnabonfi@gmail.com). If you have any further questions, don’t hesitate to send them to us!

Cinnabon Finland”

## **Appendix 2. Rejection letter example**

“Dear Candidate!

We thank you for the time and effort you have taken to apply for open position at Cinnabon, and we admire your consideration of us as an employer.

Unfortunately, we are very sorry to inform you that you were not selected for the position in Cinnabon. It was an extremely difficult decision to make, choosing only several applicants from the amount of applications we had received.

We are also very interested in your feedback about the recruitment process in Cinnabon – we would love it if you could send us a few words about your impression of the whole application process. If you are also interested in feedback regarding your application, we are always ready to provide it to you as well! Just send us a letter to [rekrycinnabonfi@gmail.com](mailto:rekrycinnabonfi@gmail.com)

We wish you best of luck in the future, and you are always very welcome at Cinnabon bakeries as our Guest!

Cinnabon Finland”