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EMPLOYER BRANDING

– Case company: Stadium Finland



TURUN AMMATTIKORKEAKOULU
TURKU UNIVERSITY OF APPLIED SCIENCES

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Alberto Gonzalez

Ella Härkönen

EMPLOYER BRANDING

Today's highly competitive global markets have led to a situation, where companies need to differentiate themselves in all possible aspects. Creating an appealing employer brand will help the companies to find, employ –and retain –the best possible employees.

It starts with a promise: what do I want to provide to all of the employees? Why should they work for me? How can I maintain the best of the bests?

This thesis is explaining what employer branding means and why it is important. Due to the nature of business, this thesis provides on concrete examples of how and why companies should focus on their employer brand. After all, all companies have employer brand images –it is up to them whether they make it a great one or not.

The case company is Swedish-based sportswear company Stadium. Stadium annually conducts an internal brand vision survey to see how their promise is kept. This thesis focuses on Stadium Finland and finds out how 400 Stadium Finland employees perceive the company as a great place to work. Not only is this thesis finding out how the current situation is, but also is providing concrete places of improvements for Stadium.

As a comparison to the internal brand image Stadium holds, I conducted a survey for the external brand image. That survey is analyzing how people who are not working for Stadium perceive it as an employer. Stadium's external employer brand vision varies from the internal one. It shows Stadium what are the pointers to focus on when marketing their employer brand image for their future employees. After all, it is not all about how to be great, but how to be the best.

KEYWORDS:

Employer branding, Branding, Human Resources

OPINNÄYTETYÖ (AMK) | TIIVISTELMÄ

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TYÖNANTAJAN BRÄNDIKUVA

Tämän päivän kilpailullisessa markkinatilanteessa on tärkeää, että työnantajat erottautuvat kilpailijoistaan mahdollisimman monipuolisesti. Luomalla houkuttelevan työnantajan brändikuvan yritysten on helpompi löytää, rekrytoida –ja pitää - parhaat mahdolliset työntekijät.

Kaikki alkaa lupauksesta: mitä yritys haluaa tarjota työntekijöilleen? Miksi heidän tulisi tehdä töitä juuri tälle yritykselle? Miten yritys saa pidettyä parhaat työntekijät palveluksessaan?

Tämä opinnäytetyö selittää, mitä työnantajan brändikuva tarkoittaa ja miksi se on tärkeä. Koska opinnäytetyön ohjaava yritys on voittoa tavoitteleva yritys, on tässä työssä erityisesti otettu huomioon se, miten yritykset hyötyvät hyvästä työnantajan brändikuvasta. Loppujen lopuksi jokaisella yrityksellä on oma työnantajan brändikuvansa – yritysten tehtävänä on päättää, tehdäkö siitä ensiluokkainen, vai antaako olla.

Opinnäytetyön ohjaava yritys on ruotsalainen Stadium. Stadium järjestää joka vuosi sisäisen työtyytyväisyyskyselyn selvittääkseen, miten annettu lupaus on ylläpidetty. Tämä opinnäytetyö keskittyy siihen, miten Stadium Suomen 400 työntekijää näkevät yrityksen työnantajana. Tämä opinnäytetyö ei vain kerro minkälainen työnantajan brändikuva Stadiumilla on tällä hetkellä, vaan myös kertoo mitä yrityksen tulisi tehdä parantaakseen kuvaa.

Vertailukohteena toimii järjestämäni tutkimus, jossa tutkittiin millainen käsitys ihmisillä, joita Stadium ei työllistä, on yrityksestä työnantajana. Sisäinen työnantajan brändikuva on erilainen kuin ulkoinen. Tämä kertoo niistä kohdista, missä Stadiumin tulisi parantaa toimintaansa, jotta potentiaaliset tulevat työntekijät saavat parhaimman mahdollisen kuvan yrityksestä työnantajana. Kaiken kaikkiaan, kyse ei ole siitä miten olla hyvä –vaan siitä miten olla paras.

ASIASANAT:

Työnantajan brändikuva, Brändäys, Henkilöstöhallinto

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LIST OF ABBREVIATIONS (OR) SYMBOLS

EVP	Employer Value Proposition
HR	Human Resource

1 INTRODUCTION

“ We do not want people who are just happy. Fat people are happy. We want people who are committed” Heidi Öller, HR Manager of Stadium Finland

How to get the best employees to your company –and how to keep them? This thesis addresses these questions by focusing on employer branding and what the concept means both in theory and practice. Although employer branding was first introduced in 1996 (Ambler & Barrow, 1996) it is still quite new as a term. This subject is relevant, since all the companies are looking for the crème de la crème of employees.

Both terms employer and branding have been widely researched. According to Sounio branding is everything the company does (2010) from sales controlling to human resources. To put it simple: branding is your promise to your customers –what can you bring on the table, that makes you special (Williams, n.d) Employer branding does the same; it is a promise for the future candidates and current employees that why should they choose the specific company as their workplace (Mosley, 2014). This is the approach to branding I will be using in this research. Habitually, branding is often seen only in the frames of products or services, neglecting the area of people and their brand images. However in today’s competitive global markets, companies need to create an employer brand that will differentiate them from the competitors (Barrow & Mosley, 2005). According to Moroko and Uncles (2008) aging population in US, European Union countries and Japan combined with emergence of China, India and Brazil, the competition of skilled workforce is spread globally. In addition due to the economical slowdown, the need of finding the best people is evitable. (Moroko & Uncles, 2008)

When looking at the business side, a good employer brand image brings profits to the company as well. As an example of the impact employer branding has, in 2012 Boston Consulting Group together with World Federation of People Management Associations (WFPMA) conducted a research where 4288 HR and

non-HR managers in 102 countries were surveyed. The results confirmed the correlation between companies with great employer brand to business growth. Companies, which invested on employer branding, experienced double the profit margin growth compared to their previous results. (Mosley, 2014, 2) Hereby, the impacts of well created –and managed- employer brand are prosperous.

The case company is the large Swedish sport store Stadium, which employs 3500 people (600 in Finland) (Stadium BrandBook, 2015). Stadium conducts an internal employer brand research annually (Activoice) and I will use the materials of Activoice 2014. The company asked me to study for the external brand image they have in terms of employment. They have not done a research like that before, so the results presenting here will be valuable to them.

1.1 Motivation

Employer branding has been something that has interested me for a long while. Especially as a business student about to graduate this concept is both relevant and meaningful. Doing a research on a subject that has not been so widely studied adds to the meaningfulness.

I carry personal interest for the case company Stadium, since I have worked there for three years now: first in a store and now at the office. Already before I worked there, I saw the company as an appealing employer and had heard many positive stories. Past few years the competition has grown due to the Norwegian XXL sport store entering the market. Employer branding is important whatever the economical situation of a company is, but emphasized when going through changes. (Mosley, 2014) In change situation companies have to evaluate whether the current employees can carry out through the change or must they do they need to be replaced by new ones (Moroko & Uncles, 2008)

Hence the changing situation in Stadium, I feel honored to do this research especially now. I know that Stadium trusts me and I am ready to give them the best possible work. The company has supported me when I have needed it and

I want to give this support back. This is the very first commissioned thesis Stadium is conducting.

1.2 The objectives of the thesis and research questions

This thesis aims to analyze the employer brand image Stadium has. Furthermore, the aim is to separate internal and external employer brand image and see the consequences the employer brand has. In addition this thesis is going to find places of improvement based on the research findings.

This thesis is build based on the following research questions:

1. How do the current employees see Stadium's employer brand image?

This research question is providing insight of how people who work for Stadium perceive it as an employer. The question is answered by analyzing Stadium's internal quantitative survey Activoice that was conducted in 2014. Finding the current state of the employer brand is helping to find ways of improvement. The literature review –especially the theories of employee value proposition (EVP)- is supporting this question. The objectives of this research question are to find out how Stadium defines its employer brand image and whether it aligns with the Activoice results.

2. How do people who are not working for the company see Stadium's employer brand image?

This question is the most interesting one for Stadium. It is answered by conducting a quantitative survey targeting on people who are not working for Stadium. This survey targets Finnish people of the same age the company's staff working at stores is. One focus of this survey is to see whether the opinion regarding on the company is different depending on if the person

knows someone who works for the case company. The objectives of this research question are to find out how people who are not working for Stadium see the company's employer brand image. It also aims to discover whether the perception differs if the person knows someone who works for Stadium.

3. What are the places of improvement in terms of employer branding for Stadium?

Before answering the places of improvements, the current state of the brand image must be defined first. That is why this is research question is the last one to be answered. This research question will be answered based on key findings of the surveys and theory. The objectives of this research question are to find what places of improvements Stadium has and what actions they should make.

Research question	Theoretical framework chapters:	Method used
1. How do the current employees see Stadium's employer brand image?	2.2 2.3 2.4	Quantitative method, Activoice results 2014
2. How does people who are not working for the company see Stadium's employer brand image?	2.1 2.3 2.4	Quantitative method, survey
3. What are the places of improvement in terms of employer branding for Stadium?	2.1 2.2 2.3	Qualitative results, based on theory and key findings of surveys

Table 1: Research questions and their relation theories

1.3 Structure of the thesis

This thesis consists of six chapters, each looking at employer brand image in different perceptions. Literature review, the second chapter, will provide theoretical framework describing the term employer branding. I will look focus on the effects well-managed employer brand has and what perks does it bring to a company. The second chapter also provides information what branding in general means and how it is connected to employer branding. In the third chapter I will present the case company Stadium and the internal survey they conduct, Activoice 2014. Fourth chapter will focus on research methodology of this thesis. I will explain which methods I am using and why.

Answers to all of research questions will happen in the fifth chapter, research analysis. I will compare the two surveys with each other and present answers. In addition, I am explaining the improvements Stadium is going to do in terms of employer branding. In the sixth chapter is the conclusion of the thesis and suggestions for further research.

2 LITERATURE REVIEW

"Your brand is what other people say about you when you're not in the room"

Jeff Bezos

This chapter provides the theoretical concepts of employer branding. Employer brand is a relatively new term in business life, which means that there are not too many theories rooted yet. However, it is commonly accepted that the theory of employer branding is built upon the concept of branding (Rosethorn, 2009). Therefore I will explain what the term branding means first. In addition to branding, employer branding can be seen consisting two elements: employee value proposition (EVP) and employee experience.

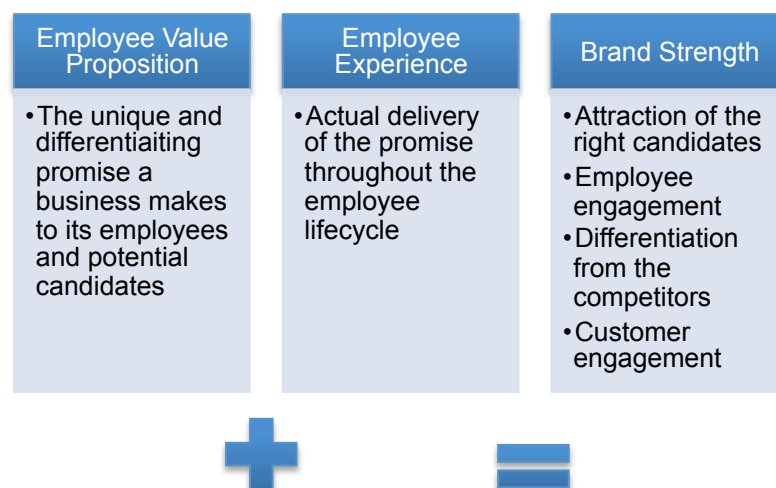


Figure 1: The building blocks of employer brand (Rosethorn 2009, 20)

As seen in the figure 1, these building blocks are creating the theory of employer branding. Brand strength can be perceived when combining EVP and employee experience, seeing what the company promises and the actual delivery of the promise. (Rosethorn, 2009)

2.1 Branding

Branding as a concept has rooted itself in business vocabulary for decades. Commonly it is only seen as the company's logo, name and its marketing (Trout, 2007). American Marketing Association (AMA) defines brand as: "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers"(Ama, 2015) Whilst there are numerous of definitions of branding, there is one thing that remains the same: branding is everything the company does (Sounio, 2010). A brand expert Marty Neumeier (2015, 27) does not define brand only as "customer's gut feeling about a product, service or company" but wants to expand the concept to include brand becoming a "touchstone in customer's life". This emphasizes the importance of branding. Hence branding is spread to cover all of the company's aspects and the way people see the company, as an employer is an important part of branding.

However branding is not something that just exists, but something that constantly needs to be maintained. The perks of it are clear: the top 100 brands around the world are collectively worth approximately \$12,6 trillion (Economist, 2013). Barrow and Mosley clarify how in business world "brands are either growing or dying. There is no middle ground" (2004, 67). For companies to succeed it is clear that making good products is not enough: the marketing about it, the hype around it and the image build upon it are just as important –if not more important.

The ultimate success is not only determined by creativity and salesmanship but mostly about recruiting, managing and engaging the best people (Barrow & Mosley, 2005). Knowing how to manage companies' external and internal brand image impacts their ability to hire the best candidates (Mosley, 2014). Once the company manages to recruit the best talent, does it affects to the sales –and revenues (Mosley, 2014). Hereby, employer branding is a concept that reaches to all of the areas of a company, for example: human resources, marketing and brand management (Universum, 2014). Neglecting one area may do damage in

another. After all, every single company has an employer brand image – deciding whether it is positive or negative is up to the company (Rosethorn, 2009)

2.2 Employer branding as a concept

People can judge the company by the people it hires and keeps (Mosley, 2014). Helen Rosethorn (2009, 20) defines employer brand as being in the essence of “the two-way deal between an organization and its people –the reason they choose to join -and are permitted to stay”. Finding out how people inside and outside of the company perceive the organization as a “good place to work” is in the core of understanding employer branding (McLeod and Waldman, 2013).

One of the first definitions of employer branding was “the package of functional, economic and psychological benefits provided by employment and identified with the employing company”, which points out the multidimensional features of the concept (Ambler & Barrow, 1996). The people working for the companies are not only the manual labor force but also the people who pay more attention to the company’s marketing and everything else the company publishes. They are also the ones who either speak out the good word –or badmouth- the company. (Sounio, 2010)

Furthermore it is relevant to say that all of the companies have an employer brand image –whether they have pursued towards it or not (Mosley, 2014). Keeping that in mind, whilst many theories are describing how to build an employer brand the reality is that one cannot create something that already exists –employer brand can only be managed (McLeod and Waldman, 2013,20). It is up to the companies whether they decide to pursue towards a good employer brand image or if they want to settle with the one they already have. An example is McDonald’s, which employees’ carried an infamous term McJob describing the loatheness of the work place (Times, 2007). McDonald’s decided to invest on their employer brand image and in the research if “European 2013

Great Places to Work” they ranked in 14th position. (Mosley 2014, 7) To help the companies to create and manage their employer brand, they should determine their core values and build their vision on top of that. When the core values are decided it is easier for the current employees to engage to the company. (Barrow & Mosley, 2005, 120-127)

To look at the business side of employer branding, LinkedIn made a research in 2011 surveying 2250 companies around the US. The results were clear: strong employer brand will make the cost per hire reduced by half and reducing the cost of attrition by a quarter. (Gultekin, 2011) Cost per hire includes all of the costs that the company faces when hiring a new employee: from recruitment to training (HRZone, 2015). Not only are the best candidates found for the company, they are also staying longer and helping the company to grow (Mosley, 2014). A strong employer brand reputation enables the company to extend their reach to a larger potential pool of talent and hire excellent people for less (Mosley, 2014).

2.3 Employee Value Proposition

Employee value proposition (EVP) describes everything the company wants to promise to the future or current employees (Rosethorn, 2009, 21). In the same way as company’s brand image, it reflects everything the company does. EVP answers the question: “Why should a talented, well-qualified, and motivated person prefer this company over all others as an employer?” (Hubschmid, 2013,52). However, EVP is not a separate brand but needs to be connected to the company’s overall brand image. The employer brand expert Richard Mosley (2014, 4) points out how even the usage of word “employee” is misleading –and is often replaced with a word employer hence EVP is showing how the employer is seen – should the word employee be used to make it parallel with customer value proposition.

Customer value proposition provides a reason why a customer should buy the company’s product. It provides a convincing promise of how this particular com-

pany is different –and better- than its competitors. (Osterwalder, 2014) Employee value proposition does the same thing in but instead of promising an appealing product it draws attention to company's recruitment and employee engagement. It points out why this particular company is a better place to work compared to its competitors. (Mosley, 2014)

A common way to perceive EVP is to see it as a promise between an organization and an employee. For the company to make that promise, they first need to define what they want to offer and what they can offer. (Talentsmoothie, 2015) Creating an EVP is the same as creating a mission and vision for the company; it shows to the shareholders what the company aims to be. Without having an effective, clear, focused and easy to understand EVP the company is sailing without a sail (Härkönen 2014; Mosley, 2014).

Creating an EVP can be challenging to companies, since not only it has to be compelling, it also needs to be realistic. The EVP also needs to be relevant and meaningful for the employees, otherwise they will not feel the need to commit to it (Barrow& Mosley, 2005, 60).

In order to address this challenge Swedish authors Anna Dyhre and Anders Parment present in their book Employer Branding (2009, 68-71) an IPI (Identity-Profile- Image) theory to help the company to find discrepancies between the desired EVP and the current one. It also helps the companies to see what they are aiming to achieve. This is relevant, since if not knowing where the company currently stands, it is hard to make the needed improvements.

1. Identity

This step helps the company to see how is the EVP currently perceived and what hopes and dreams do the employees have for the future

2. Profile

This step helps the company to see how they should be in the future: what aspects are most valued by the current employees and what can be changed to improve.

3. Image

This step is built with the help of external shareholders. To answer to this part, need the target group be asked how do they perceive the company as an employer?

(Dyhre & Parment, 2009)

When creating an EVP, companies should define their core values. Core values can be anything the company believes is their foundation, the sets of ideas they believe in. (Mosley & Barrow, 2005) Once created, the company needs to build their future goals upon those values. 1-5 different core values are helping the company to see where they should focus when creating their EVP. (Mosley, 2014)

The purpose of EVP, as seen as in figure 2, is to attract future employees, motivate and engage current employees and maintain the relationship between organization and its employees. (Rosethorn, 2009)

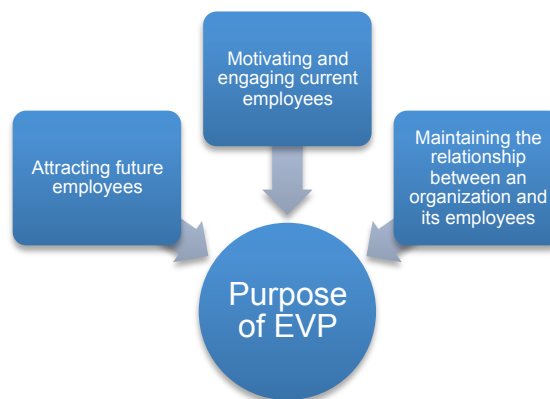


Figure 2. Purpose of EVP (Rosethorn, 2009)

Companies need to create an intriguing EVP promising the future employees a place to work where they thrive. Not only does the companies then attract future employees, but also motivates the current ones. When motivated, the employees also feel the sense of ownership for the company and consequently they

are more engaged. (Mosley, 2014) The relationship the company has both with future and current employees is the main aspect to focus when looking at the purposes of EVP. When the relationship is trusting and flourishing, are the future employees attracted and the current ones motivated. Furthermore when that relationship is achieved, helps EVP to maintain the relationship as well. To find out how this promise is kept, the term employee experience is studied. After all, it is valid for any business decision made to know the results of it.

2.4 Employee Experience

EVP is seen as a deal between an organization and employees. Employee experience is the answer companies are inquiring, of how that given promise is kept. Employee experience is a combined result of how the company is perceived as an employer from recruitment to transition to either another organization or retirement. (Rosethorn, 2009, 23)

As seen in the figure 3, McLeod and Waldman (2011,10) provide a theory of how employee experience is built in five different steps from attracting the employee to his transition.

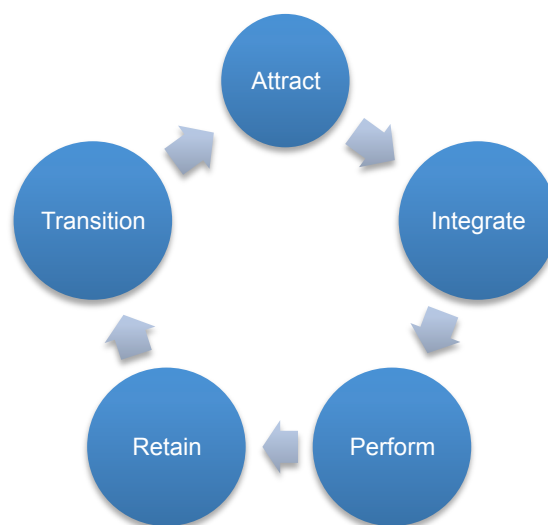


Figure 3: Employee experience. McLeod & Waldman, 2011

First and foremost the future employees need to be attracted by the employer. When a company holds a strong employer brand image, they have a larger pool of prospective candidates to choose from (Mosley, 2014). After the candidate is interviewed and accepted to the organization, the integration starts. This phase includes integration to company culture, job tasks and the fellow colleagues. (McLeod & Waldman, 2011)

The next phase performed is normally the longest lasting phase in the cycle. At the perform stage, employees are doing the job they were hired to do. When companies are conducting surveys for the employees, this stage is the most relevant one providing data both on engagement and satisfaction towards the company. At this particular stage, when doing the job in a regular basis, the employees perceive the promise the company made in EVP and whether it was kept or not. (McLeod & Waldman, 2011)

At the retain phase the employees are thinking about their next step and whether they are willing to stay within the company or not. Companies should pay attention to people on retain-phase, to make sure that they provide a following step for the employee, who is thinking about moving to next positions. In case the EVP the company made was not realistic, it will show at this stage when an employee is not content with the company. (McLeod & Waldman, 2011)

Lastly, transition occurs when the employee transitions to next position within or outside of the company. The cycle starts again, if the person remains in working life and did not transfer to retention. (McLeod & Waldman, 2011)

2.5 Benefits of employer brand

Due to all the information presented above, one can already see the importance of employer branding. Hewitt Associates conducted a research, which stated

that the major benefits of employer branding are enhanced recruitment, retention and employee engagement/commitment (Barrow & Mosley, 2009, 69).

When the company can offer an appealing EVP that is transformed into a successful employee experience, the promise can be considered kept.

The company is making more profits, when the employees are engaged to the company they work for –when the promise is successfully kept (Barrow & Mosley, 2003). To put it simple: when people are motivated, they will go for an extra mile for the company. In this highly competitive world, going for that extra mile is the one that makes the difference. For example Sears, an American multi billion-company, conducted a study in 2000/2001, which concluded that when employer satisfaction increased 4%, it was translated into 200 million USD in additional revenue. This utmost additional revenue was made possible due to the large size of the company and the high amount of employees they have (Lincolnshire, 2011). This is something all companies –at any size- should aim to do.

As a conclusion of theory, it is relevant for the companies to create and manage their employer brand image –both internally and externally. EVP helps the company to create the promise they want to provide to their current and future employees whilst employee experience is the result of the promise (Mosley, 2014).

3 CASE COMPANY

"An organization, no matter how well designed, is only as good as the people who live and work in it" Dee Hock

Stadium is a Swedish based sport equipment company with 3500 employees. In Finland there are 600 people working for the company. Stadium has altogether 143 stores: 108 in Sweden, 28 in Finland, 7 in Denmark and 2 in Germany. (Stadium BrandBook, 2015)

Ulf Eklöf founded Stadium in 1984. A few years later his younger brother Bo also came to the business. Eklöf-family are still the owners of Stadium Ab. By 1983 Stadium was the biggest sportswear company in Sweden with revenue of 40 million SEK. Stadium opened its first store outside of Sweden in Copenhagen in 2000. A year later Stadium opened its first store in Finland. In 2015 Stadium Finland opened a Ski store in Levi so now Finland is covered with Stadium stores from Lapland to southern-Finland.

Stadium is a family-owned business, which wants to invest on its employees (Stadium Brandbook, 2015). Stadium's employee value proposition- its promise – is built upon its core values. The core values are helping Stadium to see what they want to invest in and what do they believe in. (Mosley & Barrow, 2005)

The core values are:

1. Creating and managing efficient teams.

In the recruitment process it is important to make sure that all the candidates fit into the Stadium-environment. When employees feel engaged to the company, it affects the productivity and performance (Engage For Success, 2015) When looking at employee experience, creating and managing efficient teams consists of both attract and perform stages.

2. Developmental leadership

Developmental leadership is one of Stadium's core values. Every Stadium-store has a store manager and in addition to that either one or two team-leaders. Stadium organization holds a Stadium Leadership Academy (SLA) annually, to make sure that leaders in every store are well educated as well as inspiring. Stadium wants all of the employees to get as much support from their leaders as possible. Leaders also need to be quick to adapt to change situations and be able to make changes if needed. Getting support from the leadership, provides the sense of caring, which helps the employees to stay committed (Mosley, 2014).

3. Supportive organization

The third core value is built upon Stadium's organization behind the stores. Making the right decisions regarding on for example marketing, pricing the products and employee's salary help the salespeople on the stores to do their best. After all, when customers think about Stadium they think about the stores. Heidi Öller, the HR manager of Stadium Finland stated in the interview I conducted how important it is for the stores to get all the support they need.

3.1 Stadium's vision

It is important for a company to set a vision: not only for the company itself, but also for the future employee candidates. If the candidates agree with the vision, they are more likely to send the job application. (Mosley, 2015, 9)

Stadium states its vision regarding on employer brand as: *“Stadium is a fair employer –all the staff members are treated equally. Stadium wants to inspire the staff by creating efficient teams where everyone knows their duties. Stadium also invests on its employees and provides them developmental leadership and gives the staff support from the organization. We are a fun and active place to work!”* (Stadium Brandbook, 2015)

I conducted an interview with Heidi Öller, the HR manager of Stadium Finland as a mean to collect primary data for this thesis. She emphasizes in the interview, how more important than finding satisfied employees, it is to find employees who are or are willing to be committed to Stadium. Stadium wants all of the employees to be willing to go for that extra mile that can be expected to transform into revenues as in Sears example provided.

3.2 Activoice 2014

Stadium annually conducts a survey called Activoice to collect data regarding the internal employer brand image.

Activoice 2014 was conducted in all four of the corporation's countries at a time period of 10-23.11.2014. In this thesis I am focusing on Stadium Finland's results. The actual sample size was 600 employees. However, 400 out of 600 employees in Finland participated to Activoice 2014. The results can be considered valid.

Activoice is divided into three different categories: developmental leadership, efficient teams and supportive organization. These areas represent the most valuable areas for Stadium hence the employer brand vision builds upon these branches. There are 86 questions at the questionnaire. Each question has its meaning that is stated at the analysis sheet of the survey, as can be seen in table 3. All of Activoice 2014 questions can be seen at Appendix 1.

Rubrik Engelska	Frågetext Finska	Rubrik Finska
Supporting	Saan tukea lähimmältä esimiehelläni, kun/jos työni tuntuu vaikealta.	Tukee jos työ tuntuu vaikealta
Constructive feedback	Lähin esimieheni antaa minulle rakentavaa palautetta, jos minun on kehitettävä, muutettava tai parannettava työskentelyäni tai työtapojani.	Rakentava palaute
In my group ...	Lähin esimieheni ...	Lähin esimieheni ...
Clear and straightforward communication	on suora ja selkeä kommunikoidessaan.	Suora ja selkeä kommunikaatio
Responds and acts on weak performance	reagoi ja puuttuu heikkoihin tai puuttuviin suorituksiin.	Reagoi ja puuttuu heikkoihin suorituksiin
Manages conflict	huomaa, käsittelee ja ratkaisee ristiriitatilanteet, kun/jos niitä syntyy.	Ratkaisee ristiriitatilanteet
I contribute	Tunnen, että työpanokseni hyödyttää ja on tärkeä koko Stadiumin toiminnalle ja tulokselle.	Työpanokseni on tärkeä
Opportunity for influence	Voin vaikuttaa ryhmässäni tehtäviin päätöksiin.	Minulla on vaikutusmahdollisuuksia
Makes use of our different skills	Koen, että lähin esimieheni hyödyntää työntekijöiden erilaisia taitoja hyvällä tavalla.	Huomioi työntekijöiden erilaiset taidot
Motivation	Koen työni mielenkiintoisena ja antoisana (se innostaa minua).	Työni innostaa minua
Everyone gets their say	Lähin esimieheni näkee ja arvostaa kaikkia ryhmän jäseniä (kaikkia kuullaan).	Kaikkia kuullaan

Table 2: Questions of Activoice

In employer value proposition, the company states what makes their company a better workplace compared to other employers in the field of business (Mosley, 2014). Therefore, the most valid question to ask from Stadium employees is the third last question in the survey “Would you recommend Stadium as an employer?” as Heidi Öller, the HR manager of Stadium Finland stated in the interview I conducted. Öller points out how in case the employee feels committed, he recommends Stadium as an employer to his friends. Moreover, when looking at Stadium’s employer brand image, satisfied customers –employees – are the ones who either set out the good word or badmouth the company. Therefore knowing whether they would recommend Stadium as an employer place a high interest for Stadium. Chapter 5 will provide answer to this question.

4 RESEARCH METHODOLOGY

“Man is least himself when he is speaking in his own person. Give him a mask and he will tell you the truth” Oscar Wilde

This chapter provides information on how the research in this survey was made and conducted. This thesis is focusing on Stadium’s employer brand image –the current state of it and the improvements that need to be done.

In order to answer these research questions, I am applying mixed methods to this thesis, since both quantitative and qualitative data were used and analyzed (Saunders & Lewis, 2012). To answer to research question one and two quantitative method were applied.

Quantitative research is a data-led approach, which logically and numerically explains what people think. This approach is used when a large amount of candidates are answering to a survey or questionnaire. The perks of the approach are the easiness and the reliability of it. (Saunders & Lewis, 2012) I am using this method due to the fact that it provides considerable amount of data to evaluate: there is a power in numbers. It is more beneficial to provide numerical data when looking answers to questions as my first two research questions than describing them in words. I am also planning to receive respondents around Finland and it is more convenient to send respondents a survey instead of conducting for example an interview.

To answer to research question number three qualitative method of analysis is used. When answering to research question number three, the conclusions of two first questions will be used. Hence, I will not gather new data to analyze. Qualitative research is allowing respondents to express their opinions and feelings. Thus it is said to be more precise than quantitative research. However, qualitative method cannot be used when analyzing a large pool of candidates due the time consumption it requires. When quantitative method can be analyzed with numbers, qualitative method needs to be analyzed with words.

(Saunders & Lewis, 2012) My reason to use this method when answering to third research question lies in the accuracy of the method. I want to be able to provide Stadium specific parts of improvements that this method is enabling to give. Qualitative data is more time-consuming to analyze, but it provides direct places of improvements. Qualitative data also allows me to go deeper with the collected data and show results in a more profound level.

Moreover this thesis is using a deductive approach. Deduction is an approach, which “involves the testing of theoretical proposition by using a research strategy specifically designed for the purpose of its testing” (Saunders & Lewis, 2012, 108). To simplify this approach, it means that prior making the survey the theory related it is analyzed first. This approach is beneficial for my survey due to the knowledge of relevant theories prior making the survey helped me to see what were the points I needed to focus on. In addition, when making the survey I also had information regarding on the theories to know which questions were beneficial.

I analyzed Activoice 2014 with an aim to answer the research question number one. Activoice 2014 was a survey that was planned and conducted by Stadium Finland. Thus Activoice 2014 is secondary data, which means that the data was originally collected for other purposes (Saunders & Lewis, 2012, 84). More about the survey can be found in chapter 2.1.

To find answers to research question number 2, an online survey (Appendix 2) was executed. This survey is classified as primary data since the data was collected for this purpose (Saunders & Lewis, 2012, 84). The survey I conducted was made together with Stadium Finland’s HR manager Heidi Öller. Stadium wanted the questions to be aligned with Activoice 2014 so that when comparing these two surveys, they would be as similar as possible. This brings validation to survey when making assumptions. (Saunders & Lewis, 2012) The aim of this survey I conducted was to find out how people who are not working for Stadium perceive the company as an employer. They focused on the core values that Stadium had set –as seen in chapter 3. The problem within the questions was

that the values are very difficult to evaluate externally. This factor affects the reliability of the survey.

I first conducted a test survey for 15 different people to answer, to see how they perceived the survey. Based on the feedback I received, I made modifications. More important than having easy questions to answer, Stadium wanted the survey to be aligned with Activoice and that is why the difficult questions were kept at the survey. This factor was taken into consideration when analyzing the results.

To be able to answer to the research question number 3, the first two questions need to be analyzed first. For this research question, no separate data was collected. As already stated previously, this question is the most relevant one for Stadium.

To make sure that this thesis is covering all the possible aspects in aims to get as reliable data as possible, I used triangulation of sources. Triangulation means “the use of two or more independent sources of data or data collection methods within one study” (Saunders & Lewis, 2012, 122-123). I interviewed Stadium Finland’s HR manager Heidi Öller and we made the survey questions together to make sure that they were as valid as possible.

4.1 Sampling

For the questionnaire I conducted when answering to the research question number 2, I used non-probability sampling. Non-probability sampling is a method that is used when the researcher does not have the complete list of population and hence cannot select the sample from this population at random (Saunders & Lewis, 2012, 134). The non-probability method I specifically used was convenience sampling. Convenience sampling is a method, which reaches out to people who are easy to obtain. This method is criticized due to the easiness of it, but it also provides perks to the survey. The perks are that this method is fast and inexpensive for the researcher. (Saunders & Lewis, 2012, 140) I chose

this method since, due to the time limit, it was better to reach out answerers who are easier to contact than other methods suggested.

In Finland an eligible worker is a person aged 15-74 (Stat, 2015). According to Activoice 2014 results, there are people working for Stadium from all different ages. However, the majority of employees are aged 21-30 and only 7 people are over 41 years old (Activoice, 2014). When conducting the survey, that age pool was taken into consideration. I was aiming to get 100-200 answers from my survey to make it relevant. Getting less than 100 would not give a result covering the whole Finland and more than 200 would be irrelevant (Sanders & Lewis, 2012). The target group was Finnish-speaking people, who are between ages 15-74. Stadium wants to serve its customers with their first language. Therefore, I placed the language restriction: the answerers must know Finnish to be able to answer to the questionnaire. However, the strictest criterion was that the person is not working currently nor has not worked previously for Stadium. This is because when looking at the employer brand image from the outside, the person must not have any internal perception of the company (Mosley, 2014).

The survey was posted on my personal Facebook-wall. In addition, I asked my friends who live in different cities than Turku or Helsinki to share my survey on their Facebook-walls. I also posted it in different Facebook-channels to make sure that I would get answers from people that are in different walks of life. The Facebook-channels I used were Turku University of Applied Sciences student groups. When posting the survey on Facebook, I wrote a few lines explaining how I am not looking for right answers but instead the mental images and perceptions people have about the core values.

Posting on Facebook enables me to get lots of answers in an easy and fast way. In the other hand, when posting on social media, I loose the control of my sample. I cannot control who answers the survey and see how serious they are. The survey tool (Webropol) I used calculated how many people opened the survey without answering to it. If I would have known the pool of answerers, I could

have send them a reminder of the survey, but since I did not know who were the people who answered, I did not have an opportunity to do so.

4.2 Reliability, validity and generalization

This survey was conducted anonymously in order to increase the reliability. The answerers feel more comfortable answering the questions when they remain anonymous (Saunders & Lewis, 2012). At the end answerers could give their email address in case they wanted to participate on a draw of Stadium gift cards. That part was the only one where they gave a personal data about themselves. However, this question was the only question that was optional to answer.

Validity in a quantitative research mean that the research measures what it intends to measure. Therefore, the questions in the survey must be designed carefully. (Saunders & Lewis, 2012, 127) Hence most of the questions asked were about the perceptions answerers had about different parts about Stadium's core values there were no right or wrong answers. As a result of triangulation of sources, the questions were carefully selected and modified together with Stadium's HR manager Heidi Öller.

One of the main concerns with this research was that I am bias for the company. The test survey was really helpful and I was able to modify the questions based on the feedback I received. Moreover, I got positive feedback that the questions were not asked in a leading way.

The respondents were from different age groups and different parts of Finland. More about the places and age distribution can be seen at Appendix 5. The results can be considered valid.

5 RESEARCH ANALYSIS

"Research is creating new knowledge" Neil Armstrong

In this chapter I will present the results of the two surveys conducted: Activoice 2014 (Appendix 1) and the one I made (Appendix 2).

As stated in chapter 3.2 Activoice is an internal brand image survey that Stadium conducts annually to its employees. To maintain the employer experience companies should conduct internal surveys to know whether the company's EVP is in align with the survey results (Mosley, 2014).

Activoice 2014 collected answers from 400 employees around Finland. It was conducted in the timeline of 10-23.11.2014. Activoice 2015 will be held again in November but the questions are now modified.

Stadium has created its employer vision based on three different categories that are Stadium's core values: developmental leadership, efficient teams and supportive organization. Stadium's main purpose when conducting this survey was to find out whether the employees are engaged to these three categories. According to Mosley and Barrow (2005), in order to for companies to build their EVP, they need to create clear core values. When engaged, the employees pursue for better performs (Sounio, 2010).

To find out the external employer brand vision Stadium beholds, I conducted a survey. The time period of the survey was 2-24.10.2015. Thus, there was a bit over three weeks time to answer to the survey. The questions were made to be in aligning with Activoice 2014 questions. The survey gathered altogether 191 responses. All of the answers to this questionnaire can be found at Appendix 5. Note that question number 14 where respondents email-addresses were asked is left out at the appendix due to security aspects.

5.1 Demographics

Out of 400 respondents that Activoice 2014 gathered, the majority (67%) was between ages 21- 30. This is correlated with the fact that 93% of the respondents are not in leadership position in Stadium Finland. Most of the respondents between ages 21-30 are working at Stadium Finland either with a part time or extra contract. This means that their contract requires them to work from 0-20 hours a week.

The respondents in the survey I conducted were also mainly (51,87%) between ages 21-30. As seen in the figure 4, all age groups were represented. However, whilst at Activoice 2014 the amount of respondents over age 41 was only 1,75%, my survey was represented with people over 41 with 13,37%. The age factor might explain some of the responses explained later.

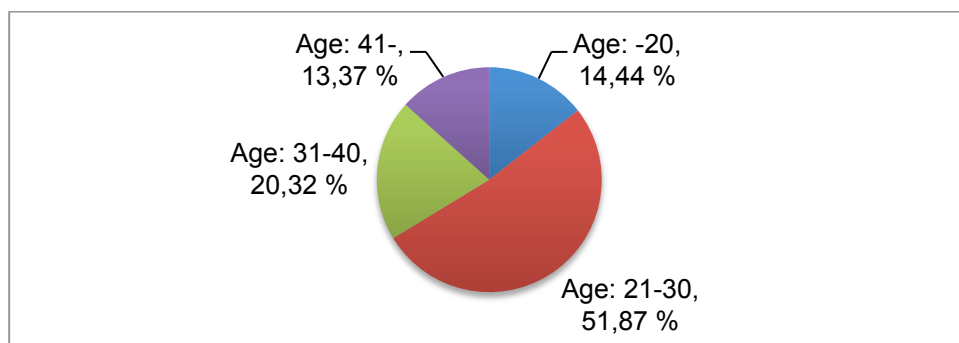


Figure 4: Age distribution in the survey I conducted

From the respondents to Activoice 2014 54% were female and 46% male. Stadium states that one of the building blocks of its employer brand vision is gender equality (Stadium Brandbook, 2015). The survey I conducted gathered data mainly from 58% female, but the distribution was rather even.

There are 28 Stadium stores in Finland. Activoice 2014 gathered data from all Stadium Finland stores. The survey I conducted gathered data from cities where Stadium stores are. From the figure 5 can be seen all the places where the survey was answered.

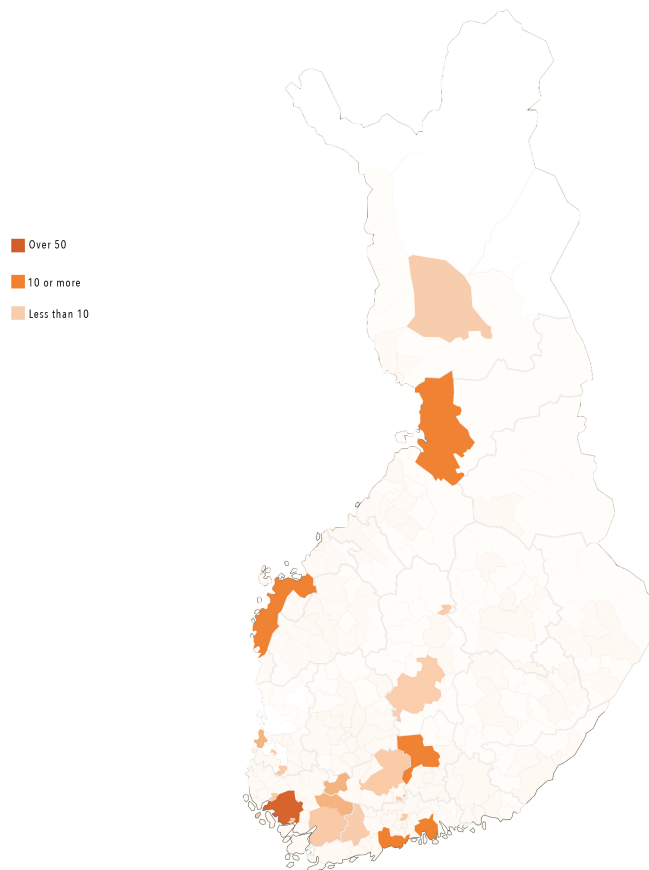


Figure 5: Places where survey was answered

Figure 5 shows that except for a small area in Lapland, the survey was answered in a vast area of Finland. Åland is excluded, since due to taxation, Stadium will not open a store there. This survey represents data valuable for Stadium hence the demographics are in line with each other. This is important, since when comparing two different data together, should they been comparable in some aspects (Saunders & Lewis, 2012).

Due to the nature of external brand image data gathering, the fourth question asked in my survey was “Do you work /have you previously worked for Stadium”. In case the respondent answered, “Yes”, he could not proceed with the questionnaire.

To question number 5 “Do you know anyone working for Stadium” 68% of the respondents answered “Yes”. The survey was posted on my personal Facebook-wall, which explains some of the answers. Among to the respondents who answered “yes” was the connection to top numbers to the last question “I am considering / I could consider Stadium as my future employer” clear. More about the connection will be discussed at chapter 5.4.

Questions six “How familiar Stadium is for you as a company” and seven “How familiar Stadium is for you as an employer” were placed due general interest. These questions were placed to warm up the respondents to think about Stadium and how well do they know the company. To the question number six, 67% of respondents answered to be familiar with Stadium “Quite well” or “Extremely well”. To the seventh question, the percentage to those merits was 35%. Both Rosethorn (2009) and Mosley (2014) agree that the more information and knowledge people have about the company, the more likely it is for them to be interested be work for them.

Eight question, “Have you applied to work for Stadium”, had 19% of positive answers. The correlation between this question to the last question will be explained at chapter 5.5.

5.2 Developmental leadership

Developmental leadership is one of Stadium’s core values focusing on support that leaders give to the employees. According to Mosley (2014), when leaders provide support is the engagement to the company happening in a deeper level.

Activoice 2014 results presented that 75% of the employees consider Stadium Finland having developmental leadership. Employer experience is describing how well the company is keeping its EVP –the promise it made (Rosethorn, 2009). 75% of the respondents are agreeing that one of Stadium’s core values is fulfilled whilst 25% are disagreeing with the fact. 25% represents 100 employees, which is relatively large amount of respondents.

Ninth question of my survey required the mental image of the respondents had regarding on Stadium's developmental leadership. The most chosen answer was "I do not know" with 33% of responses. However, only one percent less (32%) of respondents answered, "I agree completely". One percent represents one person. It was expected when conducting this survey that respondents will choose "I do not know" in many cases, since the questions asked are hard to evaluate externally. This factor was taken into consideration when publishing the survey. Some respondents may feel that rather than "guessing" something, they safely want to say, "I do not know". When combining "I agree somehow" and "I agree completely" that data it represents is 63% of the respondents. These respondents either know someone working for Stadium who has marketed the leadership or have a strong mental image about the matter. Thus, Stadium's external employer brand vision on the field of developmental leadership is in aligning with Activoice 2014-results. The places of improvements that are to be done in this category should also affect to external brand image.

5.2 Efficient teams

According to McLeod and Waldman (2011) employer experience is built in teams. When looking at psychological aspect, people need to feel the sense of commitment in order to succeed (Maslow, 1943). Due to the nature of business, the teams also need to be efficient to maximize profits.

74% of respondents of Activoice 2014 considered their own Stadium team to be efficient. 74% represents 296 employees, leaving 104 people out of consensus. When analyzing the questions behind that data, the reason why this many people considered Stadium team not to be efficient was because of the feedback provided. Activoice 2014 question about "Feedback on performance" gathered the lowest grades of this category, having 61% of respondents agreeing that they get feedback. Moreover, all of the questions regarding on feedback perceived lower scores than other questions.

When perceiving Stadium's external employer brand image in terms of efficient teams, 73% of respondents answered either "I agree somehow" (38%) or "I agree completely" (35%). When comparing answers to question 5 "Do you know anyone working for Stadium" and question number 9 "Stadium has efficient teams" 137 respondents (73%) who answered "yes" to question number 5, chose "I agree somehow" or "I agree completely" to question number 9. This could indicate that when knowing someone who works Stadium, is the perception of the company more positive. It seems that the employees of Stadium has marketed the company to their friends and family with the way they speak about Stadium.

5.3 Supportive organization

Stadium's third core value was seen the most positive to the Activoice 2014 respondents: 80% agreed to the statement. The highest scores came in categories "Expectations to success" and "Equality in the workplace". Hence Stadium's employer brand vision is aligning with the results of this category.

This particular question was the most difficult one to answer in my survey, and 34% of the respondents answered, "I do not know". However, 62% answered that "I agree somehow" or "I agree completely". When comparing this to the question number 5, only 40% of respondents who knew a Stadium employee, agreed with the statement. This illogical result could be explained with potential misunderstanding for respondents answering to question number 9.

5.4 Important last questions

Based on the results to survey question number 12 at the survey I conducted, all the 6 sub-categories asked from scale 1-5 perceived a mean higher than 3. The single highest category was "Stadium has nice co-workers", and it received 81% of respondents saying either 4 or 5. The core of understanding employer branding is to measure how people inside and outside of the company perceive

it as an employer (McLeod and Waldman, 2013). Thus it can be stated that based on the answers, most of the respondents perceive Stadium as a good place to work. This question was the easiest one to answer based on the results: not too many respondents answered 3, which is neutral.

As stated at chapter 3.2, the most valid question for Stadium at Activoice 2014 was “Would you recommend Stadium as an employer?” due to the fact that Stadium’s employer brand is based upon that question. From the scale 0-10, 0 being extremely unlikely and 10 extremely likely, 95% of the employees answered 5, which was neutral, or higher. The rate is high due to the fact that employees feel committed to Stadium. 42% of respondents answered either 9 or 10, which is a really high rate. Stadium has managed to fulfill its EVP and the employee experience is perceived in a very positive way.

Moreover, the last question in my survey asked was the most valid one and it was influenced from Activoice 2014. Respondents were asked to answer from scale 0-10 (0 being extremely unlikely and 10 extremely likely) whether they consider or could consider Stadium as their future employer. The scale was the same one as at Activoice. Out of 191 respondents to this survey, 57 people (29,8%) answered number 10 as seen at figure 8. In addition, 79% of respondents answered either 5 (neutral) or higher. However, that leaves 21% of respondents claiming that it would be extremely unlikely for them to consider Stadium as an employer. 13,37% of the respondents to this survey are aged 41 or older, which could indicate that these people already have permanent jobs and are not in need of a new job. Another explanation lies in the field of expertise people have. For example a respondent graduating from medical school would probably not consider Stadium as a future employer. Thus, employer brand image can be positive to respondents, even though they do not wish to work for the company.

Furthermore, Stadium’s external brand image is influencing the internal one, since 78% of the respondents who said that they know someone working for Stadium answered positively (5 or higher) to this last question. Sounio (2010) stated how employees are the one who either compliment or badmouth the

company, which indicates the importance of committed employees. Based on the survey results, Stadium's employees are complimenting the company and that explains the high result to this question.

	0	1	2	3	4	5	6	7	8	9	10	To-gether	Mean
I am considering / I could consider Stadium as my future employer	13	5	11	9	4	7	17	12	24	32	57	191	7,02

Table 3: I am considering / I could consider Stadium as my employer

35 people out of 191 respondents (18%) said that they have applied to work for Stadium. Interesting link here is that all of these respondents answered 7 or higher to the last question. These people may not have received a job at Stadium, but still want to work there. When applying for a job, people normally do research about the company (McLeod & Waldman, 2011). Hence it may be assumed that those respondents who have researched information about the company perceive it in a positive way.

All in all, these findings were meaningful for Stadium and due to the fact that the two surveys were similar with each other, the comparisons made are valid.

5.5 Places of improvement

The third research question inquires places of improvements Stadium should focus on. Based on Activoice 2014- results, internally Stadium is already doing excellent. I represented my thesis findings to Stadium's board on 9th of November to discuss with the board about places of improvements. Stadium Finland's country manager Jaakko Soini wanted to point out that, even though Activoice 2014 results were really good, Stadium should not just celebrate the good news but also do actions to maintain these results. All of the places of improvements that were pointed out are going to be taken into action by the middle of 2016.

To improve and to maintain Stadium's internal employer brand image, the company is launching now a brand book, which will be handed out to all new employees. As mentioned above, when gaining more knowledge about the company, is it easier to get connected with it (Mosley, 2014). Based on the survey I conducted, when respondents had more information about Stadium, their responses were more positive. When the employees have more information about Stadium, they get more connected and promote the company also externally. Brand book "Passion for Active Life" is describing Stadium's mission and vision as well as explaining what the company stands for. This tangible step of improvement will be executed in 2016.

Stadium also wants to focus on the fact that 25% of the respondents of Activoice 2014 did not agree that the company is having developmental leadership. Stadium's leadership academy (SLA) is having a workshop in November 2015, to make sure that the leaders get quality training on how to be the best possible leaders. The results of this workshop may not be taken into account at Activoice 2015, but at the latest at Activoice 2016 survey.

Externally the places of improvements Stadium is doing are made based on the results of the survey I conducted. Whilst Stadium's board was happy to hear the great results the survey perceived, there are a few places of improvements as well the company should do.

The link between people who know someone working for the company with positive results is clear. The employee experience how the employees perceive the EVP fulfilled can be considered to be positive, when the employees are marketing the company to their friends (Rosethorn, 2009). Stadium wants to focus on this connection by investing more to the employees. Brand book is the tangible action to this department as well.

Another interesting link that Stadium wants to focus on is between people who have applied to work for Stadium and positive results. Stadium launched now flyers saying, "Sport geeks needed" that are found at every Stadium store's cashier. These flyers are promoting Stadium as an employer and encouraging

people to go to Stadium's career website to find more information. Now that Stadium is proven to be considered positively both externally and inside, the company needs to focus on all the different ways to spread that gospel.

6 CONCLUSION

“Just because people have been doing it the same way since the beginning of the time, I’m going to make it better” –Paul Buchheit

6.1 Research findings

The objective of this thesis was to find out how sport store Stadium’s employer brand image is seen both externally and internally. In addition, this thesis aimed to point out the places of improvements the company needs to do in the field of employer branding. The three research questions are:

- 1) How do the current employees see Stadium’s employer brand image?
- 2) How does people who are not working for the company see Stadium’s employer brand image?
- 3) What are the places of improvements in terms of employer branding for Stadium?

The first research question measured how the current state of Stadium’s employer brand image is perceived internally. Stadium’s internal survey Activoice 2014 showed results of how the employees of Stadium perceive the company as a good employer. Employees are agreeing how Stadium’s employer value proposition is accurate and Stadium is providing the employees what it has promised. Stadium is perceived internally as a good place to work.

The second research question however focused of how Stadium is perceived as an employer externally. The primary data collected showed a link between respondents who know someone working for the company with positive results. Hence it can be stated that the internal brand image Stadium holds is also affecting to the external brand image in a positive way. Most of the respondents are considering or could consider Stadium as their future employer. The survey I conducted was a result of triangulation with Stadium’s HR department. Based

on the survey, 79% of the respondents could consider Stadium as their future employer. However, employer brand image can be positive even though the respondent would not want to work for the company.

The third research question was focusing on the places of improvements. Stadium is now launching a brand book that will be given to all new employees. The idea of the brand book is to get more employees committed to the company by providing them more information about the company. Stadium also wants to invest on its leaders, by arranging a leadership academy.

This thesis answered to all of the research questions and was valuable for Stadium. The findings of the surveys were presented to Stadium Finland's board and received extremely positive feedback. Based on the results Stadium knows how to be even better on the field of employer branding and how to attract more talented work force.

6.2 Suggestions for further research

Due to the time and page limit of this thesis, I was not able to provide feedback on how the improvement actions taken influenced on the employer brand image. It would be beneficial for Stadium to know how the improvements are helping both internal and external brand image. The company has suggested me to continue this research at my potential Master's thesis.

Another suggestion would be to make a similar survey but focusing on the competitors of Stadium to see if sports industry in general is perceived as a good place to work or is just Stadium. This would give some perspective on the thesis results as well.

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Appendix 1: Activoice 2014

Rubrik Engelska	Frågetext Finska	Rubrik Finska
	Kuka on lähin esimiehesi?	
Measurable goals and criteria	Ryhmällämme on mitattavissa olevat tavoitteet ja kriteerit, jolla voi arvioida suoritustemme.	Mitattavat tavoitteet ja kriteerit
Team goals overall goals	Näen selvän linkin ryhmäni tavoitteiden ja yrityksen yleisten tavoitteiden välillä.	Ryhmän tavoitteet ja yleiset tavoitteet
Realistically achievable goals	Pidän ryhmäni tavoitteita realistisina ja toteutettavina.	Realistiset, toteutettavissa olevat tavoitteet
Responsibilities and authority	Ryhmässäni meillä on selkeät vastuualueet ja valtuudet.	Selkeät vastuualueet ja valtuudet
My ability and skills	Minulla on mielestäni taidot ja valmiudet, joita työtehtävieni suorittaminen vaatii.	Minulla on tarvittavat taidot ja valmiudet
Helping each other to achieve goals	Ryhmässäni autamme toisiamme saavuttaaksemme yhdessä tavoitteemme.	Autamme toisiamme tavoitteiden saavuttamiseksi
My team cares about me	Tunnen, että ryhmäni välittää siitä, miten voin ja osoittaa sen tukemalla minua.	Ryhmäni välittää minusta
Clear how to achieve goals	Minulla on selkeä kuva siitä, miten voimme yhdessä saavuttaa tavoitteemme ryhmässä.	Selkeä kuva, miten saavutamme tavoitteet
In my team we have...	Menestyäksemme työssämme meillä on ryhmässäni oikeat/oikea ...	Menestyäksemme työssämme meillä on ryhmässäni oikeat työkalut
Right tools ...	työkalut	Oikeat työkalut
Right skills	osaaminen	Oikea osaaminen
Right attitude	asenne	Oikea asenne
Right information	informaatio	Oikea informaatio
Right motivation	motivaatio	Oikea motivaatio
In my team ...	Ryhmässäni ...	Ryhmässäni ...
Open and honest communication	kommunikoimme keskenämme suoraan, avoimesti ja rehellisesti.	Avoin, rehellinen kommunikaatio
Feedback to improve efficiency	yritämme käyttää palautetta työn ja tehokkuuden parantamiseksi.	Palaute tehokkuuden ja työn parantamiseksi
Feedback on performance	annamme toisillemme palautetta suorituksista ja työn tuloksesta.	Annamme palautetta toisillemme
Decision making	Ryhmässäni voimme keskustella ja tehdä päätöksiä hyvällä tavalla.	Keskustelemme ja teemme päätöksiä hyvällä tavalla
We carry out what we have agreed	Ryhmässäni huolehdimme päätösten seurannasta (varmistamme, että teemme sen, minkä olemme päättäneet).	Teemme sen, minkä olemme päättäneet
Performance and quality are encouraged	Ryhmässäni kannustamme hyviin suorituksiin ja hyvään työn laatuun.	Hyvää suoritusta kannustetaan

We are open to discussion	Ryhmässäni on sallittua kyseenalaistaa vanhat ajatusmallit, työtavat ja rutiinit.	Kyseenalaistaminen on sallittu
Job satisfaction	Tunnen työniloa (töihin on mukava mennä).	Työnilo
Open atmosphere	Ryhmässäni vallitsee avoin ilmapiiri, jota leimaa luottamus ja kunnioitus.	Avoin ilmapiiri
Good team spirit	Ryhmässäni on hyvä yhteishenki ja teemme hyvin yhteistyötä.	Hyvä yhteishenki
Our team manages conflicts	Kun/jos syntyy näkemyseroja ja ristiriitatilanteita, jotka vaikuttavat työhömmme, keskustelemme ja ratkaisemme ne.	Ryhmämme ratkaisee ristiriitatilanteet
In my group ...	Lähin esimieheni ...	
Good self-awareness	tuntee hyvin itsensä, ts. on tietoinen vahvuuksistaan ja heikkouksistaan.	Hyvä itsetuntemus
He/she practices what he/she preaches	hän elää kuten opettaa.	Elää kuten opettaa
In my group ...	Lähin esimieheni ...	Lähin esimieheni ...
Self-confident in manager's role	omaa ja osoittaa itseluottamusta esimiesroolissaan.	Itseluottamus esimiesroolissa
Takes responsibility for decisions	ottaa vastuun päätöksistään ja seisoo tekojensa takana.	Seisoo tekojensa takana
Leads and drives activities	Lähin esimieheni johtaa ja ohjaa toimintaa niin, että voimme yhdessä saavuttaa ryhmän tavoitteet.	Johtaa ja ohjaa toimintaa tavoitteisiin
Performance is acknowledged	Ryhmässäni lähin esimiehemme huomioi hyvät suoritukset.	Huomioi hyvät suoritukset
Confident of ability to lead my team	Luotan lähimmän esimieheni kykyyn johtaa ja kehittää ryhmääni.	Luottamus ryhmäni johtamiseen
Shares experience during coaching	Lähin esimieheni jakaa omaa osaamistaan ja kokemuksiaan valmentaessaan minua.	Jakaa omia kokemuksiaan valmennuksessa
Supporting	Saan tukea lähimmältä esimieheltäni, kun/jos työni tuntuu vaikealta.	Tukee jos työ tuntuu vaikealta
Constructive feedback	Lähin esimieheni antaa minulle rakentavaa palautetta, jos minun on kehitettävä, muutettava tai parannettava työskentelyäni tai työtapojani.	Rakentava palaute
In my group ...	Lähin esimieheni ...	Lähin esimieheni ...
Clear and straightforward communication	on suora ja selkeä kommunikoidessaan.	Suora ja selkeä kommunikaatio
Responds and acts on weak performance	reagoi ja puuttuu heikkoihin tai puuttuviin suorituksiin.	Reagoi ja puuttuu heikkoihin suorituksiin
Manages conflict	huomaa, käsittelee ja ratkaisee ristiriitatilanteet, kun/jos niitä syntyy.	Ratkaisee ristiriitatilanteet
I contribute	Tunnen, että työpanokseni hyödyttää ja on tärkeä koko Stadiumin toiminnalle ja tulokselle.	Työpanokseni on tärkeä
Opportunity for influence	Voin vaikuttaa ryhmässäni tehtäviin päätöksiin.	Minulla on vaikutusmahdollisuuksia
Makes use of our different skills	Koen, että lähin esimieheni hyödyntää työntekijöiden erilaisia taitoja hyvällä tavalla.	Huomioi työntekijöiden erilaiset taidot

Motivation	Koen työni mielenkiintoisena ja antoisana (se innostaa minua).	Työni innostaa minua
Everyone gets their say	Lähin esimieheni näkee ja arvostaa kaikkia ryhmän jäseniä (kaikkia kuullaan).	Kaikkia kuullaan
In my group ...	Lähin esimieheni ...	Lähin esimieheni ...
Open and responsive	on avoin ja hyvä kuuntelemaan muita.	Avoin ja hyvä kuuntelemaan
Supports and inspires	tukee, kannustaa ja innostaa minua työntekijänä.	Tukee, kannustaa ja innostaa
Supports innovative and critical thinking	tukee ja kannustaa innovatiiviseen ja kriittiseen ajatteluun.	Tukee innovatiivista ja kriittistä ajattelua
Know and understand our vision	Tunnen ja ymmärrän Stadiumin vision.	Tuntee ja ymmärtää vision
Clear business idea	Koen, että Stadiumilla on selvä ja selkeästi ilmaistu liikeidea.	Selvä ja selkeästi ilmaistu liikeidea
Expectation of success	Koen, että Stadium on organisaatio, joka odottaa itseltään menestystä.	Stadium odottaa itseltään menestystä
Creativity and skills	Koen Stadiumin työpaikkana, jossa työntekijöiden luovuutta ja pätevyyttä kunnioitetaan ja siitä ollaan kiinnostuneita.	Luovuutta ja pätevyyttä kunnioitetaan
Confidence in the Top management	Luotan konsernijohtoon tapaan johtaa ja kehittää toimintaamme.	Luottamus konsernijohtoon
Divisions of responsibility and authority	Koen yleisesti ottaen, että vastuunjako ja valtuudet ovat selkeitä ja kerrottu hyvin koko Stadiumissa.	Vastuunjako ja valtuudet ovat selkeitä Stadiumissa
Informed	Kaiken kaikkian tunnen olevani hyvin perillä ja tiedän, mistä saan tietoa siitä, mitä Stadiumissa tapahtuu.	Koen olevani informoitu
Workload	Mielestäni minulla on yleensä sopiva määrä työtä.	Työmäärä
Recovery	Koen, että työssäni on aikaa palautumiselle (eli kiireisen työperiodin jälkeen minulla on usein mahdollisuus hidastaa vauhtia hetkeksi).	Palautuminen
Good physical working environment	Koen, että fyysinen työympäristö on yleisesti ottaen hyvä (toimitilat/ ympäristö ja työpiste).	Työympäristö on hyvä
	Hallitsen rutiinit ja tiedän, kuinka toimia...	
Routines to prevent work-related injuries	... ehkäistäkseni työtapaturmia/fyysisiä ongelmia.	Rutiinit onnettomuuksien ehkäisemiseksi
Routines in case of fire	... jos työtilat täytyy tyhjentää tulipalon takia.	Rutiinit tulipalon yhteydessä
Routines in case of crisis	... jos työpaikalla syntyisi kriisitilanne.	Rutiinit kriisitilanteissa

	Arvomme High 5 määrittelevät Stadiumin yrityskulttuurin. Tarvitsemme palautettasi siitä, kuinka selkeitä ne ovat, kuinka paljon ne innostavat sinua ja kuinka hyvin toimimme niiden mukaisesti. Tiedot Pidän seuraavia arvoja selvinä ja selkeästi ilmaistuina.	
Knowledge: Energy	Energy	Tiedot Energy
Knowledge: Team Spirit	Team Spirit	Tiedot Team Spirit
Knowledge: Improvement	Improvement	Tiedot Improvement
Knowledge: Cost Consciousness	Cost Consciousness	Tiedot Cost Consciousness
Knowledge: Simplicity	Simplicity	Tiedot Simplicity
Activities	Aktiviteetti Koen, että toimimme arvojemme mukaisesti.	Aktiviteetti
Activities: Energy	Energy	Aktiviteetti: Energy
Activities: Team Spirit	Team Spirit	Aktiviteetti: Team Spirit
Activities: Improvement	Improvement	Aktiviteetti: Improvement
Activities: Cost Consciousness	Cost Consciousness	Aktiviteetti: Cost Consciousness
Activities: Simplicity	Simplicity	Aktiviteetti: Simplicity
Motivation	Innostus Seuraavat arvot innostavat minua työssäni.	Innostus
Motivation: Energy	Energy	Innostus: Energy
Motivation: Team Spirit	Team Spirit	Innostus: Team Spirit
Motivation: Improvement	Improvement	Innostus: Improvement
Motivation: Cost Consciousness	Cost Consciousness	Innostus: Cost Consciousness
Motivation: Simplicity	Simplicity	Innostus: Simplicity
Would recommend Stadium	Suosittelen todennäköisesti Stadiumia työnantajana ystäville ja tutuille.	Suosittelee Stadiumia
Feedback last year's result	Minulle on esitelty myymäläni viime vuoden tyytyväisyystutkimuksen tulos.	Palaute edellisen vuoden tuloksesta
Satisfied with improvements	Olen tyytyväinen siihen, miten olemme myymälässäni/osastollani työskennelleet viime vuoden Activoice -tuloksen kanssa.	Tyytyväinen parannuksiin

Appendix 2: Questionnaire Stadium

Stadiumin työnantajakuva

1. Oletko: *

- Mies
- Nainen

2. Ikäsi: *

- 20
- 21-30
- 31-40
- 41-

3. Asuinpaikkakuntasi: *

4. Oletko ollut / Oletko tällä hetkellä työsuhteessa Stadiumin kanssa? *

Mikäli kyllä, sinun ei tarvitse vastata muihin kysymyksiin -kiitos vastauksistasi!

- Kyllä
- Ei

5. Tunnetko ketään, kuka on/ on ollut töissä Stadiumilla? *

- Kyllä
- En

6. Kuinka tuttu Stadium on sinulle yrityksenä? *

- Ei lainkaan tuttu
- Jokseenkin tuttu
- Hyvin tuttu
- Erittäin tuttu
- En osaa sanoa

7. Kuinka tuttu Stadium on sinulle työnantajana?

- Ei lainkaan tuttu
- Jokseenkin tuttu
- Hyvin tuttu
- Erittäin tuttu
- En osaa sanoa

8. Oletko hakenut Stadiumille töihin? *

- Kyllä
- En

9. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on tehokkaita tiimit, joissa on hyvä ryhmähenki? *

- Vahvasti eri mieltä

- Eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä
- En osaa vastata

10. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on kehittävä johtajuus, joka kannustaa parempiin suorituksiin? *

- Vahvasti eri mieltä
- Eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä
- En osaa vastata

11. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on tukea antava taustaorganisaatio, mikä infoaa ja auttaa henkilökuntaa? *

- Vahvasti eri mieltä
- Eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä
- En osaa vastata

12. Valitse kuvaavin vaihtoehto asteikolla 1-5

1- En lainkaan samaa mieltä 5-Täysin samaa mieltä Stadium työnantajana tarjoaa:

- | | 1 | 2 | 3 | 4 | 5 |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Kilpailukykyisen palkan | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Mukavan työympäristön | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Mahdollisuuden edetä uralla ○○○○○

Vaihtelevia työtehtäviä ○○○○○

Tasavertaisen työpaikan ○○○○○

Mukavat työkaverit ○○○○○

13. Valitse kuvaavin vaihtoehto asteikolla 0-10

0- En lainkaan samaa mieltä 10- Täysin samaa mieltä

*

0 1 2 3 4 5 6 7 8 9 10

Harkitsen / Voisin harkita Stadiumia tulevaisuuden
työnantajani?

○○○○○○○○○○○○○○

14. Mikäli haluat osallistua Stadium- lahjakorttien arvontaan, annathan sähköpostiosoitteesi:

Appendix 3: Questionnaire and Theory Relations

Question number:	Theory related:
1	Commitment reliable -gender
2	Commitment reliable- age
3	General interest /Tilastokeskus
4	Defining external /internal brand image
5	Discovering link between knowing an employee and mental images
6	General interest
7	General interest
8	General interest
9	Core value 1
10	Core value 2
11	Core value 3
12	Variables, Activoice 2014 questions related
13	Employee Value Proposition – finding out the employer brand image (Mosley, 2014)
14	General interest

Appendix 4: Employer's opinion on a commissioned thesis



TURUN AMMATTIKORKEAKOULU
TURKU UNIVERSITY OF APPLIED SCIENCES

Employer's opinion on a commissioned thesis

Employer	Stadium Oy
Name and position of the contact person	Kaisa Gröhn HR Advisor
Name of the student	Ella Härkönen
Name of the thesis	Employer Branding - Case company: Stadium Finland

1. Assessment of the thesis

From the perspective of the employer and as a representative of the employer, I assess the thesis as follows:

	Adequate	Good	Excellent
Reaching the goal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Usability for the employer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Competence and conclusions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diligence of the author	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Other comments

This Thesis is very useful to Stadium as a company when planning Employer Branding in the future. All opinions and analysis in this thesis are highly valued and considered in future development at HR department. Also the result of the questionnaire is very interesting and we will be using the results to improve our employer image.

2. Examining the thesis for confidential information

The thesis report to be published must be prepared so that it contains no confidential professional or business materials. The sections of the thesis report, defined below, contain confidential information concerning the employer and must be removed before publishing the report.

12 11 2 015

Date

Signature of the employer's representative

We thank you for your assessment. It will be used in the determination of the final grade. Your evaluation is important to both the author of the thesis and to Turku University of Applied Sciences for developing the thesis work practices.

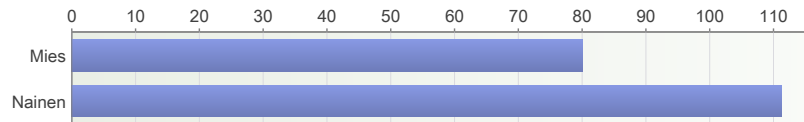
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Appendix 5: Answers of survey

Stadium - Perusraportti

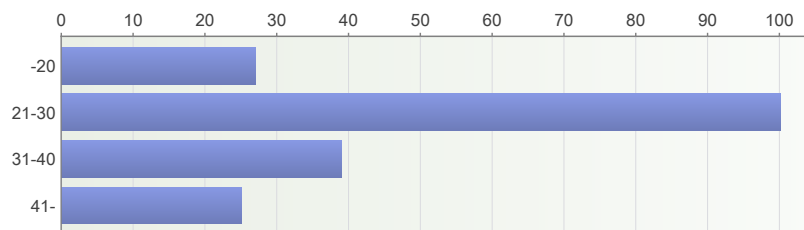
1. Oletko:

Vastaajien määrä: 191



2. Ikäsi:

Vastaajien määrä: 191



3. Asuinpaikkakuntasi:

Vastaajien määrä: 191

- Turku
- Turku
- Tampere
- Turku
- Turku
- Turku
- Turku
- Turku
- Helsinki
- Turku
- Lahti
- Oulu
- Turku
- Turku
- Turku

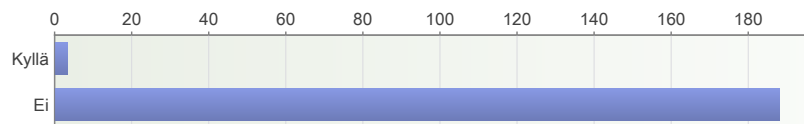
- Turku
- Turku
- Joensuu
- Harjavalta
- Helsinki
- Turku
- Hki
- Åbo
- Kaarina
- vaasa
- Turku
- Kirkkonummi
- Turku
- Turku
- Naantali
- Turku
- Hämeenlinna
- Turku
- Turku
- Lahti
- Helsinki
- Tampere
- Turku
- Vaasa
- Kanta-Häme
- Turku
- vaasa
- Turku
- Lempäälä
- Turku
- Turku
- Turku
- Turku/Helsinki
- Kaarina
- Turku
- Rovaniemi
- Turku
- Turku
- Hki
- Jyväskylä
- Turku
- Jyväskylä
- Turku
- Oulu
- Turku
- Helsinki
- Helsinki
- Turku
- Jyväskylä
- Turku

- Turku
- Turku
- Turku
- Turku
- Turku
- Turku
- Vaasa
- Turku
- Turku
- Masku
- Helsinki
- Turku
- Umeå sverige
- Raisio
- Lahti
- Riihimäki
- turku
- Turku
- Tursu
- Turku
- Naantali
- Helsinki
- Oulu
- Konginkangas
- oulu
- Helsinki
- Helsinki
- Turku
- Raisio
- espoo
- Tampere
- Lahti
- Rovaniemi
- Turku
- Kustavi
- Porvoo
- Turku
- Turku
- Turku
- Turku
- Turku
- Turku
- Espoo
- Ulvila
- Pori
- Turku
- Turku
- Turku
- Turku

- Rovaniemi
- Lahti
- Porvoo
- Kittilä
- Hyvinkää
- Vaasa
- Porvoo
- Oulu
- Kuusamo
- Lahti
- Oulu
- Tampere
- Tampere
- Hyvinkää
- Salo
- Lohja
- Pori
- Helsinki
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- Helsinki
- Lappeenranta
- Lappeenranta
- Turku
- Tku
- Pori
- Turku

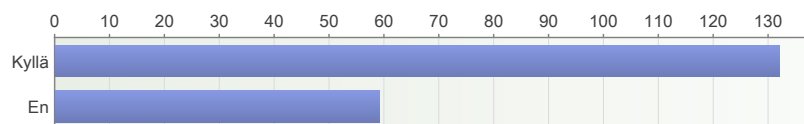
4. Oletko ollut / Oletko tällä hetkellä työsuhteessa Stadiumin kanssa?

Vastaajien määrä: 191



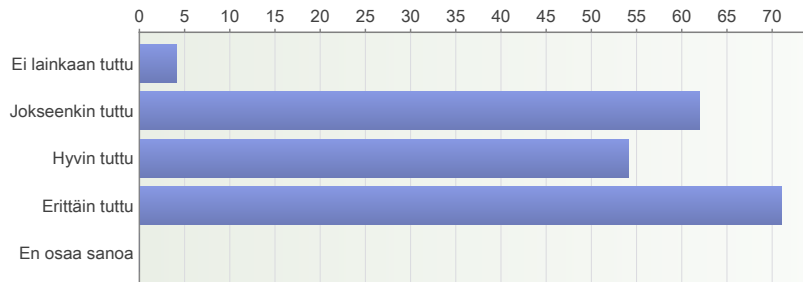
5. Tunnetko ketään, kuka on/ on ollut töissä Stadiumilla?

Vastaajien määrä: 191



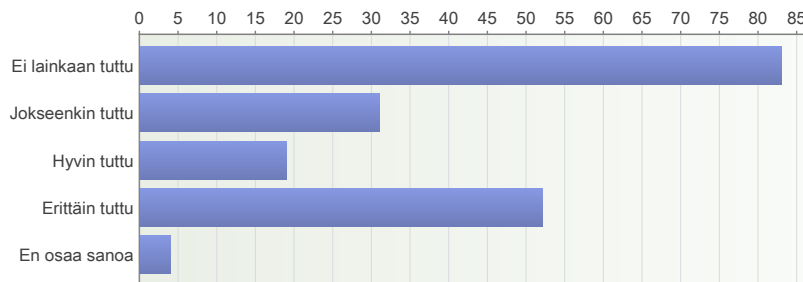
6. Kuinka tuttu Stadium on sinulle yrityksenä?

Vastaajien määrä: 191



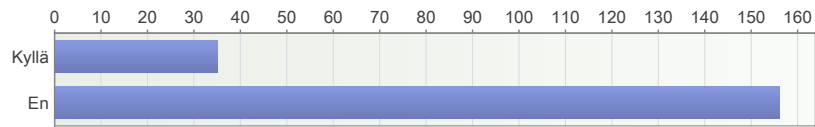
7. Kuinka tuttu Stadium on sinulle työnantajana?

Vastaajien määrä: 189



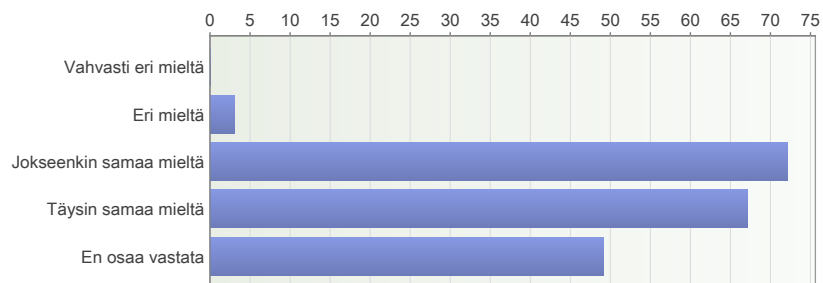
8. Oletko hakenut Stadiumille töihin?

Vastaajien määrä: 191



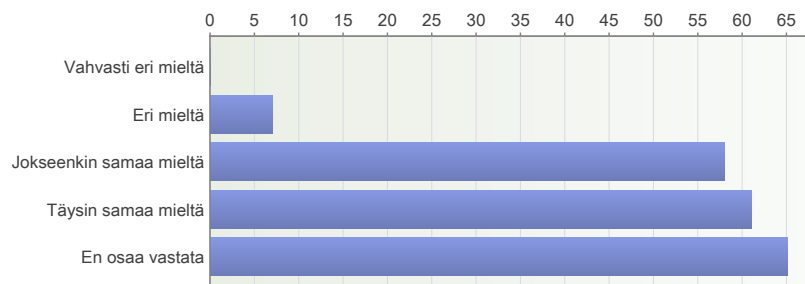
9. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on tehokkaat tiimit, joissa on hyvä ryhmähenki?

Vastaajien määrä: 191



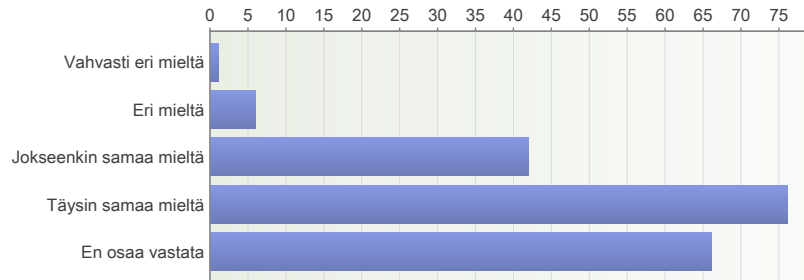
10. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on kehittävä johtajuus, joka kannustaa parempiin suorituksiin?

Vastaajien määrä: 191



11. Valitse sopivin vaihtoehto koskien seuraavaa väittämää: Stadiumilla on tukea antava taustaorganisaatio, mikä infoaa ja auttaa henkilökuntaa?

Vastaajien määrä: 191



12. Valitse kuvaavin vaihtoehto asteikolla 1-5 1- En lainkaan samaa mieltä 5-Täysin samaa mieltä Stadium työnantajana tarjoaa:

Vastaajien määrä: 191

	1	2	3	4	5	Yhteensä	Keskiarvo
Kilpailukykyisen palkan	4	9	70	57	51	191	3,74
Mukavan työympäristön	1	5	38	84	63	191	4,06
Mahdollisuuden edetä uralla	2	12	58	65	54	191	3,82
Vaihtelevia työtehtäviä	3	16	63	56	53	191	3,73
Tasavertaisen työpaikan	2	2	52	73	62	191	4
Mukavat työkaverit	1	1	37	75	77	191	4,18
Yhteensä	13	45	318	410	360	1146	3,92

13. Valitse kuvaavin vaihtoehto asteikolla 0-10 0- En lainkaan samaa mieltä 10- Täysin samaa mieltä

Vastaajien määrä: 191

	0	1	2	3	4	5	6	7	8	9	10	Yhteensä	Keskiarvo
Harkitsen / Voisin harkita Stadiumia tulevaisuuden työnantajani?	13	5	11	9	4	7	17	12	24	32	57	191	7,02