THE IMPACT OF SOCIAL MEDIA MARKETING ON RECRUITING AT IKEA TAMPERE

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ABSTRACT

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IKEA is a global retail company, focused in home furnishing and lifestyle. It works across the globe and only in Finland it has five stores and one pick-up point, whereby the focus of the thesis is in IKEA Tampere. The aim is to know how much can IKEA affect to possible employees will to apply to the company and social media's affect on recruiting. The topic will be covered from the view point of HR, so the result can be examined by interviewing recently started employees. The viewpoint is in engagement to the company, how did social media effect on their willingness to apply and how would they make the brand even more stronger amongst job seekers.

The thesis is trying to find more valid information of how to make the engagement to be stronger amongst fresh employees and whether the problem is on social media marketing or in recruiting process; how to create even stronger bond, so the applicants who may did not get a job will apply again. Also, how to target their social media marketing so that the applicants, who are the right fit to the company, will apply.

The topic has been approached with theoretical framework by examining the current situation of social media, how is IKEA's current HR-strategy and how does it apply to IKEA's recruiting process. The topic has also been examined by having face-to-face interviews, which results are introduced in the thesis anonymously.

The analysed results showed, that IKEA does not need major focus to its social media in order to attract applicants for open vacancies. Regardless, the results showed that the company should improve their focus on bringing up their ethics, which are one of the core-values of the company, as well as the team spirit, which also had a huge part in attracting new job applicants.

The thesis will give new ideas and perspective for IKEA Tampere when planning their local marketing as well as for IKEA Finland when considering where to focus their social media marketing and how to approach different aged people.

Key words: hr, social media marketing, recruiting, social marketing, communication, brand image, engagement

CONTENTS

ABBREVIATIONS AND TERMS

HR	human resources
some	social media
PR	public relations
E.g.	for example
ROI	return of an investment

1 INTRODUCTION

1.1 Background

Social media has gained its position as one of the most valuable marketing fields amongst the consumers, since its usage has been growing rapidly within the past 10 years (Perrin 2015). Its impact can be seen in companies' financial situations, marketing strategies as well as in people's daily life from finding information to handling daily social connections (Hyder 2016, 56-101). Social media (later referred as some) creates a fundament for daily life; it shares the latest news within minutes to large audiences with a consequence of even public authorities use it for news sharing of emergency situations. To set an example, the rescue department of Pirkanmaa ran a test to see if they can benefit from people's addiction when an emergency arises with an intention to see how quickly the post can reach the audience and citizens (Pirkanmaan pelastuslaitos 2016). In the trial held on 22nd of September 2016 a message was sent by using media channels, in this specific case Facebook, which as a channel is introduced later in chapter 2, with the purpose of acknowledging how fast and widely it could reach the audiences within Finland with satisfying results.

The topic of the thesis has been chosen due to its topical informative at the current time. While social media can be considered as one of the main fields for sharing the news daily, there are not too many studies where the topic would also be related with company branding and its impacts on recruiting. Since IKEA is constantly aiming to enhance its operations from various different fields, which is related to one of their values of *profitability*, it is valid information for the company to know if the marketing of their products affect positively on recruiting results.

When the media and the setting around people develops and changes, recruitment should also be updated where the people are and act for reaching audiences. People and their habits evolve at the same pace with media, and therefore the recruitment process should always be ready for update to match the needs that are set by society (Anand 2010). It is profitable for the company to create long-term employment relationships with its employees, whom it has recruited, and to help them to develop within the company, and thereby it would possibly decrease the amount of recruitments. This can be done by matching

company's human resources (later referred as HR) strategy to company's business strategy in order to find engaged and motivated people to work (Armstrong & Taylor 2014). The image of the company defines who are willing to apply, who does not hence the quality of the applications can also be improved by creating suitable recruiting plan (Guo & Al Ariss 2015). It is highly important to find the applicant who matches to the certain job description, company's community and values in order to create engagement for the employee to the employer (Armstrong & Taylor 2014).

The topic covers the necessary information from the point of HR, which as a department has the main responsibility of who the company is recruiting at IKEA Tampere. It is highly important to find the right people to the different positions of the company, whereas the company's team spirit affects to the employee's motivation to stay longer within the company as well as his/her aim to develop themselves professionally, which can be seen as an engagement to the company. Markos and Sridevi (2010) used the definition by Robinson et al. (2004) to describe employee engagement as following: "-- *a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.*"

The main base for this topic is the overall image within the customers, who are potential employees, and the brand that the company has created with its long-term marketing schedule. The topic will be discussed from the point of impact on recruiting results, in other words HR, since training, engaging and developing within IKEA is one of the company's main aims when hiring new employees.

Since both of the perspectives, HR and social media marketing, are rather new, there have not been made too many researches of the topics combined. The topic has been narrowed to brand image, results of recruiting and social media marketing since only marketing as a whole is too wide to cover in one thesis in a such big company as IKEA Tampere is.

1.2 Objectives and purpose

The objective of this thesis is to find out more about the brand image IKEA sends with its social media marketing for its possible job applicants. It will also discuss what knowledge does the applicants have already got of the company before applying and if it already has had any effect for their willing to apply. There is also a need to know if changes in IKEA's some-marketing should considered to be made in order to help the company to improve its image as an employer. Also the aim is to discover if the company should market itself more as an employer point of view rather than its products as one of the main home furniture retailers – would it impact on applicant's image how sufficient it is to apply a job, and thereby create better brand image?

The purpose is to know what kind of image IKEA sends to its applicants via social media; does the working experience correlate with the created expectations and/or if it changes during the time of work; do they consider IKEA's brand image as expected. The purpose of the thesis is also discovering if there is a need to be update channels for the job-seekers; is the email as an information channel for the youngster these days old-fashioned channel, since the young people might not be updating their emails as often as the older generation.

There is a need to know if the job applicants are even following IKEA's social media channels. It is also a considerable fact, which needs to be taken into deliberation – how the applicants have found enough valuable information of the company which they are applying to. Since IKEA has already gained a major place as a retailer and inspiratory as one of the most profitable corporations of the globe (IKEA, 2015) to decorate people's homes, it is important to know the manner of approach for the job-seekers. In other words, is the some-marketing affecting to company's recruiting or is it only a consequence for the right fit applicants to find its open positions.

The main research questions are following:

How does the social media marketing affect to the knowledge and/or image of IKEA among job applicants?

Did the current social media marketing amongst job applicants affect their willingness to apply?

Is there enough valid information available of its good deeds, values, certificates etc. to create a positive employer brand image?

1.3   Research methodology, structure and research questions

The data of the thesis will be collected by using qualitative research methods for results that are based on differentiated human opinions of how the social media marketing have affected to their interests of applying to IKEA. The data will be collected by interviewing small amount of employees who have started their work at IKEA recently (during the past two years from the time of interview) with a questionnaire structure (appendix 2), which can be modified during the interview to get deeper knowledge and understanding of the applicants' opinions.

The questions will cover the facts like where did the applicant get information of IKEA's open positions from, whether they were affected by only looking of an open position or were IKEA a company that they wanted to reach at. Also the questions will cover the basics of social media marketing; have they seen IKEA's some-advertisements anywhere and what kind of image did they create – is there any value if the company advertises their positions, products or reviews as a company, like certificates, which have gotten lots of attention recently by being the best place to work in Finland (IKEA 2013). Also, the fact what social media channels does the applicant follow will be discovered, since not everyone is equally active online. Being active online can be considered to be influencing factor from the marketing point of view, since it is critical to understand how could IKEA reach different audiences better.

The interviews for the employees will be made face-to-face and when needed Skype will be used as an interviewing tool. There is also secondary data, which can be used, that covers the recruiting process' knowledge where did the applicant found information from IKEA's open job position. This secondary data will only be used if needed and thereby it will not have a large significant value on the thesis. IKEA will also provide manuals and sharable guides, where the company will find overall information and of marketing guide-lines and guidance of marketing at IKEA and HR strategy understanding.

The data will be analysed by comparing the results to the assumptions and exceptions with IKEA's social media marketing strategy and analysed based on the content of the interviewee, whereby it follows the norms of qualitative research.

2 SOCIAL MEDIA

The concept of social media is rather shattering depending on the nature where it is used with. In general level social media combines people together, to share their daily thoughts, actions and pictures, to connect with each other openly and most of all in more efficient way (Tuten & Solomon 2014). The journey of social media could be connected to have arisen from people's psychological behaviour and the theory of hierarchy of needs, which originally have been presented by Abraham Maslow in 1943. Maslow stated, that there are five different segments, which people need to accomplish in order to accomplish the next one. The order on the hierarchy of needs is following, from bottom to the top:

1. Physiological
2. Safety
3. Love/belonging
4. Esteem
5. Self-actualization

Number three, love/belonging, represents the need to belong into a group and communicate with others, which might be the basis where social media is formed; have a way to create communities, feel belonging and acceptance. Combining people to connect with each other have driven people to find different ways to interact easily in a world which is globalizing and seeming to get busier and busier, and it is called as horizontal revolution (Tuten & Solomon 2014) to represent the change in people's lives.

When people found their way into social media, the companies followed them there. These days companies and people interact with one and another efficiently on different channels and share the news, reclamations, thinks, thoughts and inspiration. The idea behind is people do not only want to know more, but to share more in order to have more bidirectional communication.

2.1 Background information of social media

Social media started growing on the 1990's century, when mobile phones got more and more in common. People got easily connected with each other's, whilst Nokia's motto

"*connecting people*" got more and more topical to describe and justify human behaviour in the change of millennium. Currently communication tools are so quotidian, that people may do not even recognise how addicted they might be until something unexpected happens, which requires the interference of social media. Yet, if people notice their addiction, it can be considered as a straight cause of their addiction to the latest feed of news, and this effect is called medialization. This also means, that people's interaction with each other is more and more dependent on social media and the opportunities that it causes, e.g. staying connected easily and on time, regardless almost wherever a person might be, since most of the interaction these days happens within social media. Regardless, social media brings new opportunities for the globalisation, as keeping in touch with people on the other side of the world get easier and easier (Seppänen & Väliverronen 2012).

The social media has got its name based on the sociality of it. Active people are looking ways to interact with other people, and that is why they often use social media to look more information of the topics they are interested in and take part in conversations, according to Soininen, Wasenius and Leponiemi in their book *Yhteisöllinen media osana yrityksen arkea* (2010). Participating in discussions benefits the publisher of the media as well as the participant – they both get to be easily interactive, when publisher gets more attention to the post while the participant creates a connection and a community with other people with the same interests.

What needs to be considered is whether the company wants to take part in social media due to marketing rather than creating communities. In social media there are differences between companies, e.g. if the company wants to be interactive together with their consumers or do they prefer to be interactive after they have published their latest news to the feedline. When a company is interactive with its consumers, it creates an easy bond, where the consumer can comment to a post and thereby create a discussion. When an other consumer finds it easy to react to the original post based on one's comments, it creates even bigger attention to the original post as a causal sequence.

According to Soininen, Wasenius and Leponiemi, the research made by Marketing Sherpa, states that the social media is the most efficient when creating recognisability. Out of 100% it takes 49% on a scale where recognisability of a brand is being measured. When comparing it to the recognisability of growing sales, which is only 12 percent efficient and rather efficient in a scale of 53 percent out of 100%. It can be inferred, that the

impression that social media creates these days is more believable and mattering for the consumer rather than only counting on what they see in other medias or within the stores.

2.2 More elaborate definition of social media

Different internet communities have gathered people together to be active and social, which have created the term *social media*. Either people do it individually or in groups, they produce the content to these different types of media voluntarily, not with or by a commercial agenda. The interaction between other users and producing the content is getting thinner, since when user is interacting he or she is also creating new material within social media. Regardless, the new generation of social media is still interacting with the traditional media, like newspapers, for instance by criticising their production while traditional media revise their way to interact by using social media's methods of interaction (Seppänen & Väliverronen 2012).

Nevertheless, not all social media is still interactive in both ways. There are other social media channels, which interact by spreading another channel's post. For example, Youtube, which is introduced later, where the user can load a video. Other users can still comment the update and thereby create a community, even if the commenters do not have necessarily create their own video to react to the first one's post, yet they are active only by commenting. Different channels of social media still connect with each other's (figure 1), since the user can easily share e.g. a video from Youtube to Twitter (Seppänen & Väliverronen 2012), which is also introduced as a channel used by IKEA later on. On Twitter the user can share the video to his or her followers, which might vary when comparing to Youtube's followers.

```
User & ways user can interact with Twitter
    ├── Twitter.com
    ├── Twitter on other social networks
    │   (e.g. Facebook, LinkedIn)
    ├── Applications built to update Twitter (e.g.
    │   Tweedeck, Friendfeed)
    ├── Applications using Twitter in addition to the
    │   core application (e.g. Foursquare, Tumblr)
    └── Applications designed to measure Twitter activity (e.g.
        Twittercounter, Friend or Follow)
```
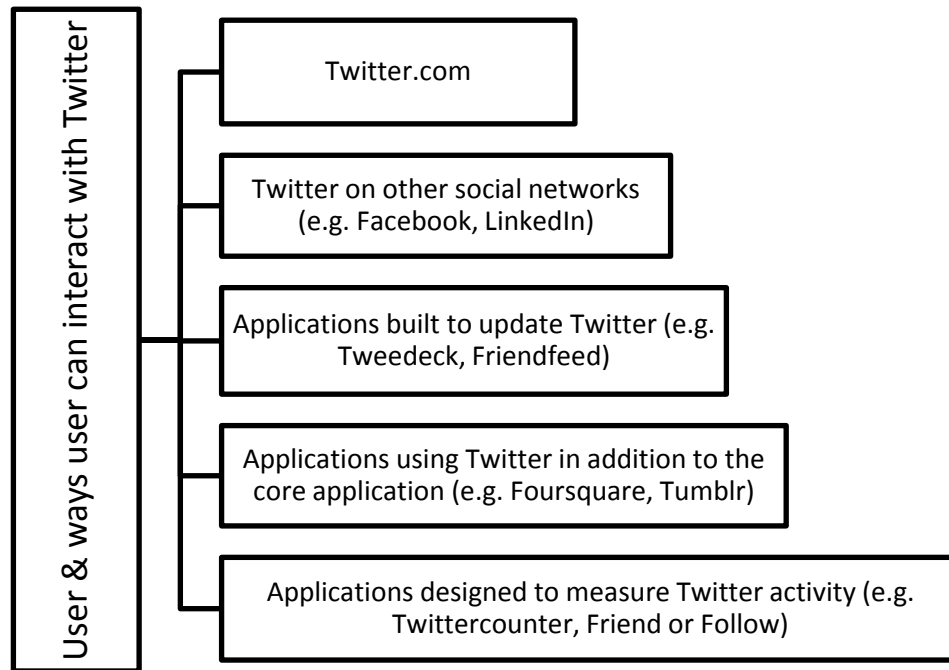
FIGURE 1. User's interaction with Twitter's data in various ways (Anand 2010)

With different channels there are multiple similar qualities, which creates the loose base for the required functions of social media channels. These qualities are the freedom of updates; there is not anyone behind the poster and the posts are often made by user's own choice. Person can update, share and interact with others by their own will (Lietsala & Sirkkunen 2008). The freedom when to interact with each other is on user's hands. On other words, social media is not only sharing and commenting, it is about to giving a hint to another user to look into other's post or following a certain topic, user or a group.

Many social media channels are based on "me"-centric pages, also called as egocentric network, where the user can see his or her own network. The service as a whole is based on the user's connections, which then determines the newsfeed that the user will see. The user can follow the newsfeed and thereby interact by commenting or liking to the posts. Other users might see other people's connections and thereby might exploit them, which LinkedIn can be used as a great example even on financial level: the user can see if someone has connected with some people, and then add the person as their contact to get the advantage when seeking for a new job or step within their professional career (Pönkä 2010).

The social networks can be defined with the following paths of interaction (presented in figure 2): friendships in two-way bipolar interaction (e.g. Facebook, partly LinkedIn),

following which is usually one-way interaction, but can be also bipolar (Twitter, Instagram) and sharing, which is especially in blogs and can be seen as a rising trend in Facebook as well. Usually in egocentric networks the interaction can be defined, but when analysing a community based on internet relationship, the users outside of the certain community also needs to be taken into consideration – in case if there is someone who is not following the page, but occasionally follows the updates (Pönkä 2010).
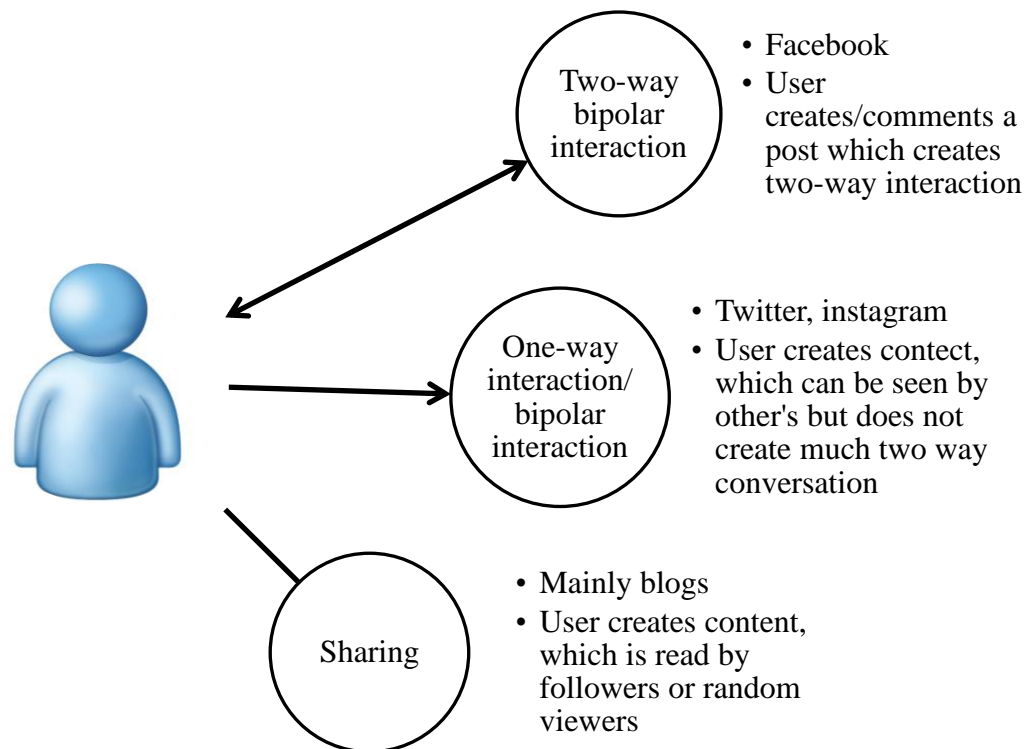

FIGURE 2. Most common ways of interaction within social media

2.3   The social media channels in use of IKEA

With a large customer base, the company needs to take into consideration whether to take part in all the social media channels that could be in use. If it decides to create a page to a certain channel, it is also creating a promise of interaction. In this example called as ABC, the customers will expect to create a sufficient connection with the company and thereby being able to handle their matters via the channel, regardless of the matter that the company has other social media channels to take care of too. Therefore, if a big company like IKEA decides to join another social media-community like ABC, it creates a promise to be available for the customer in ABC as well as in its already existing channels. Thus, the amount of work, created by only being available, increases.

On the following sub-chapters have been presented shortly the social media channels IKEA uses during the time the thesis has been written to create interaction with its customers. The ground of social media channels recreates itself all the time, so it is highly important to follow the trends of channels which will last long enough to become regularly used by IKEA's potential target groups. New start-up channels interact with the current popular channels all the time, while the oldest websites and applications try to keep their users interactive and in hook (Seppänen & Väliverronen 2012). It needs to be noticed, that all of the presented social media channels can be linked with each other's, and the users can share their posts across between these various channels.

It needs to be taken into consideration, that IKEA Tampere does not have too much control over IKEA's social media marketing in Finland apart from local marketing, which concludes discounts and local events, whereby the introduced channels are managed by IKEA Finland. IKEA Finland can be found with username @IKEASuomi in social media.
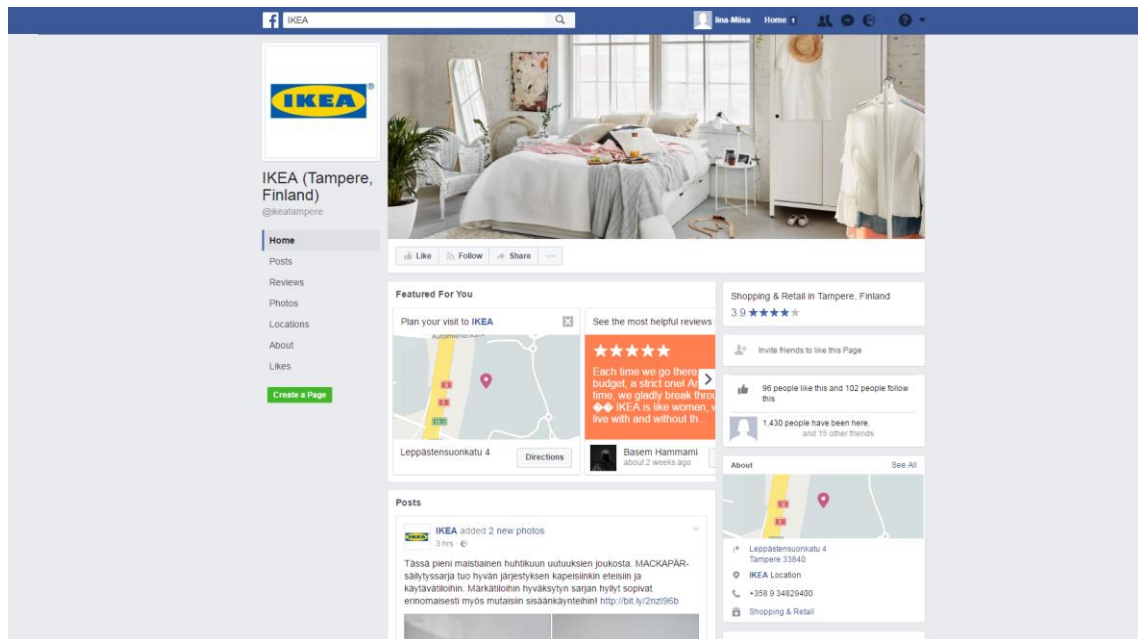
2.3.1   Facebook

On 4th of February 2004 Facebook was founded by Mark Zuckenberg. Facebook is a webpage, which aims to create connections between users so they can stay connected with each other easily by sharing pictures, adding information how they are doing and following other users, groups and pages within Facebook. The founder wanted to create a website where the users can share information in a straight-forward way easily, efficiently and in more open way than the previous social media channels. On 2015 there were more than 1 billion users who used the website on a daily basis (Facebook 2016) and these days it is the largest social media channel with its 550 billion users altogether (Soininen, Wasenius & Leponiemi 2010). In Finland Facebook is the most used social media service (YouGov et al. 2015), yet it did not take into account sites like Wikipedia and YouTube, which generally are counted as social media channels or services.

Currently Facebook is the world's third most visited website (Alexa 2016). Presumably the users find it easy to take part in, since the privacy-settings can be easily set up by the user − therefore it is considered as a user friendly service. Regardless of the adjusted privacy settings, Facebook uses cookies to collect data of the user's internet using habits.

This benefits the companies, which uses Facebook as a marketing channel – the advertisements can be profiled to reach a certain target audience (Facebook 2017). Nowadays Facebook is known for its aim to sell its marketplace and plug-ins for the companies for advertising, which is then allocated for the certain user from the cookie history (Pereira, Salgueiro & Mateus 2014).

In Facebook the user can react to other one's posts by liking or commenting them. On 2016 Facebook released an update, where the user like-button upgraded into following reactions: like, love, haha, wow, sad or angry. This has given new opportunities for the users to share their feelings for the posts, which then can either benefit or become a threat for the advertising companies, since expressing motions is now even easier and a new way to create maybe even un-wanted reactions.

PICTURE 1. IKEA Tampere's Facebook-page (captured 29.3.2017)

All in all, IKEA Group has more than 23 400 000 likes in their Facebook-page. The management of IKEA's Facebook page is shortly described below in figure 3.
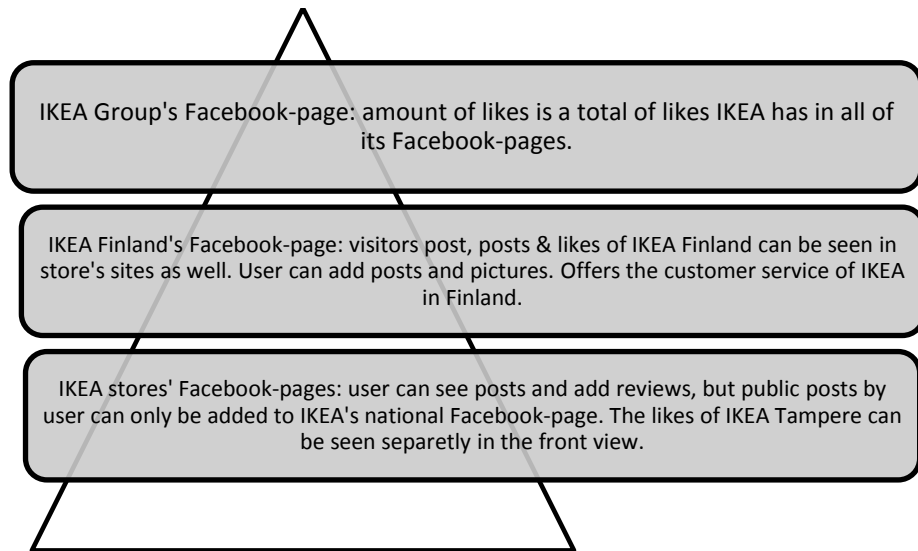
FIGURE 3. Illustration of IKEA's Facebook-pages management

2.3.2 Instagram

Instagram was founded by Kevin Systrom and Mike Krieger on 2010 (Instagram 2016). Originally it was an application, where the users could upload pictures and videos of their daily life and interests. Initially the idea was the users could load 1:1-pictures, but when the application got into more in common, the company allowed the users to upload videos and pictures of different sizes. Still, when you look at other one's profiles the pictures will look like 1:1 on the main view, regardless if they are different sizes. The company also renewed Instagram, which were later bought by Facebook, be used with a browser view as well, yet the pictures can only be uploaded by using the application.

On Instagram the users can follow other users, comment and like pictures and videos and add hashtags to channel their posts. The user can set up his or her privacy settings, so that the user profile will be public or private. In the end of 2016, Instagram added a function where the user can add a story to be seen by his or her followers for the next 24 hours before disappearing. The same function was then added by Facebook Messenger, where the users of Facebook can chat with each other's easily with an application. Both companies received negative feedback from its audit and blamed by stealing the idea from Snapchat (Kuchler 2017).
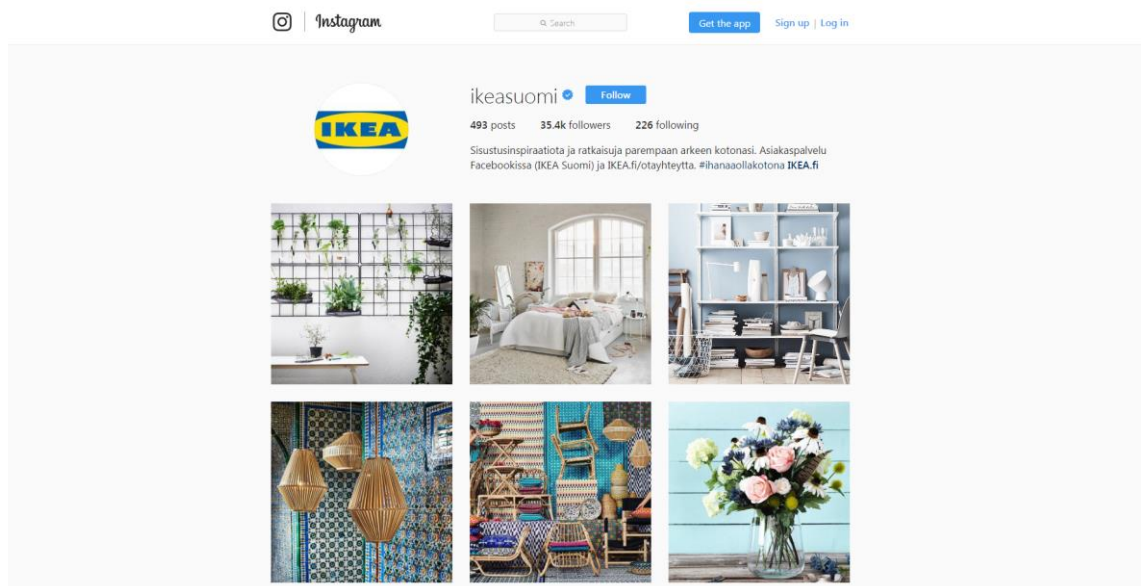
PICTURE 2. IKEA Finland's Instagram-page in a browser view (captured 29.3.2017)

Each IKEA has nationally their own Instagram-page, whereas IKEA Suomi has altogether 35 400 likes.

2.3.3 Twitter

Twitter was founded on 2006 with a mission "*to give everyone the power to create and share ideas and information instantly, without barriers*". Its difference with other social media channels is the amount of characters that has been limited to 140. The website has monthly 313 million active users and it supports more than 40 languages (Twitter 2016).

When sending a new post on Twitter, it is referred as a tweet. The tweet can also include for example smileys, pictures and links, but cannot be longer than 140 characters. When creating a "channel" where to discuss, the user can join the discussion by using a #-sign, for example #example. When using a hashtag, the user can see other tweets which have been tweeted with the same hashtag and by this create an online discussion. The hashtags were not originally created by Twitter, but it got them popularised and in viral use (Bennet 2014).

During its time of existence, Twitter has solidified its position as a fast-channel to spread online-news by different institutions, companies and news-channels. Individual users react fast to these news, whereby the news-flow on the website might be rather fast.

PICTURE 3. IKEA Finland's Twitter-page (captured 29.3.2017)

According the generator by tweetstats.com, with IKEA's usage of Twitter, the five most used hashtags by itself to describe the tweets are #ilopalvella, #vastuullisuus, #sisustus, #ikeakuvasto and #ikea (figure 4). The company also posts approximately 2.9 tweets per day, whereas the re-tweets have been counted in. IKEA Finland has approximately 6 8000 followers in Twitter.

FIGURE 4. The most used hashtags shown as size-measures

2.3.4 LinkedIn

LinkedIn was founded on 2002 by Reid Hoffman, Allen Blue, Konstantin Guericke, Eric Ly and Jean-Luc Vaillant for people to interact and connect each other with an aim of a

professional matter (LinkedIn 2016). These days' employers use LinkedIn within recruiting by offering many hidden open positions, whereby there are many lectures and courses held with the common topic of "How to make your LinkedIn-profile interesting for employees?" It has gained its reputation by affecting professionals, managers and other white-collar workers with mainly higher education.

According to *Rekrytoinnin suhteellisuusteoria* Linkedin has only Finnish users approximately 400 000 on year 2012 (Korpi, Laine & Soljasalo 2012, 1-50) and globally it has more than 467 000 000 users (LinkedIn 2016). It is mainly targeted and used by highly educated people, who work or aim for higher positions e.g. as specialists, managers. It is created to help people to strengthen their professional identity and brand within communities and to help them learn from professional articles which are made and shared within LinkedIn.
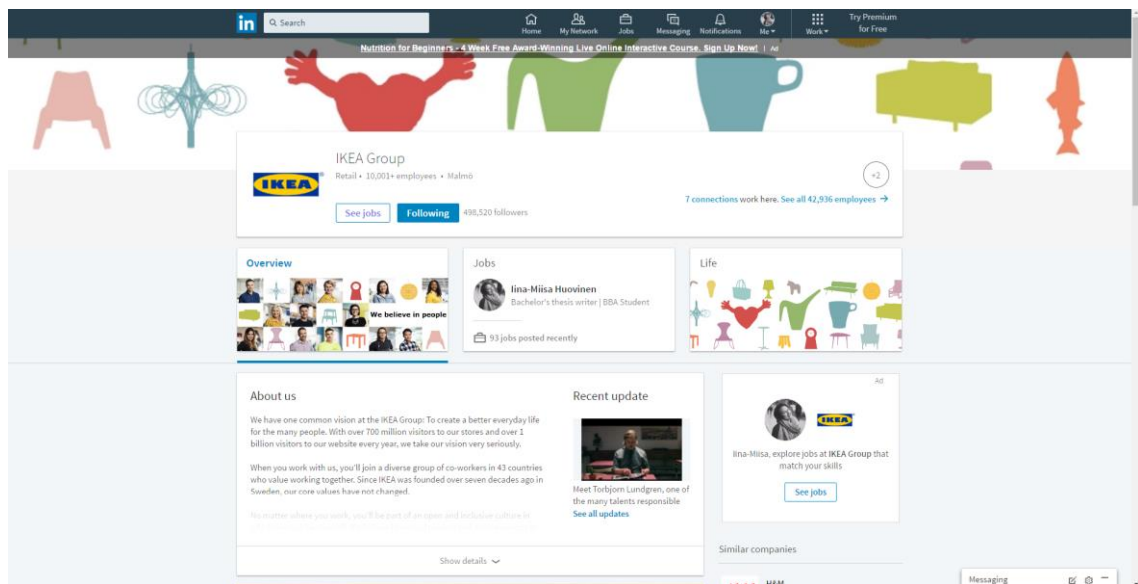
PICTURE 4. IKEA Group's view on LinkedIn (captured 29.3.2017)

Currently IKEA Group has approximately 464 094 followers on LinkedIn.

2.3.5 Youtube

On 2016, Youtube was the world's second most visited website (Alexa 2016). The website has been created so that individuals and companies can upload videos, which other users can watch and comment on. The users can also create channels, so they will be notified when other users and be up to date when someone posts a new video. Youtube

was founded on 2005 by Chad Hurley, Steve Chen and Jawed Karim (Soininen, Wasenius & Leponiemi 2010).
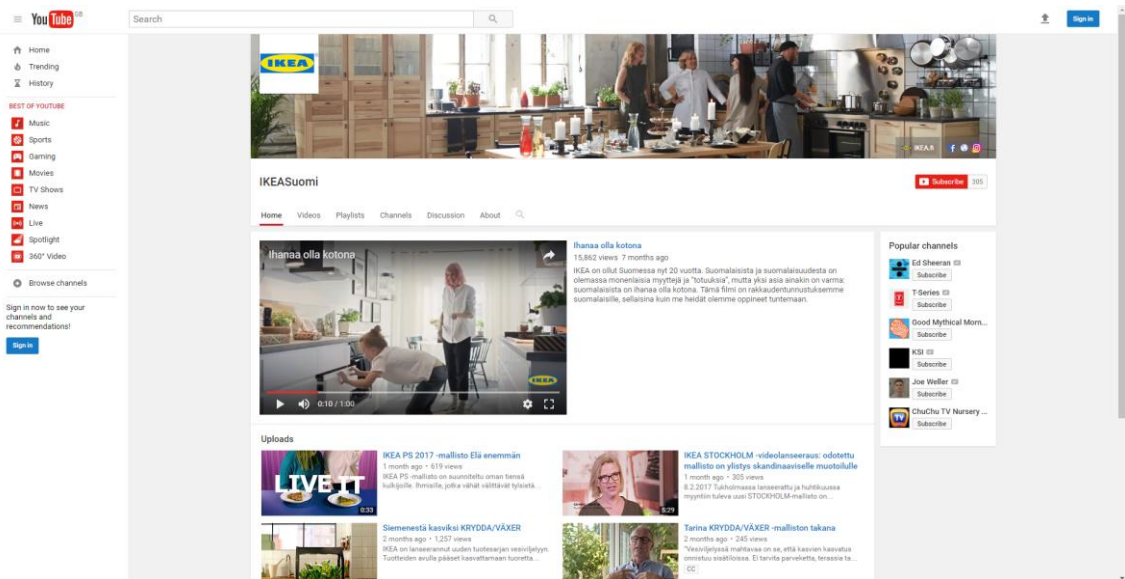
PICTURE 5. IKEA Finland's Youtube-page (captured 29.3.2017)

Currently IKEA Finland's Youtube-channel has 305 subscribers whereas IKEA's global Youtube-channel has more than 47 000 subscribers.

2.3.6 Blogs

Blogging has been over the internet for a while, but as a bigger trend around the year of 2005 and on from it. The writer can share his or her thoughts, pictures, videos and writings online in a form of journal. There are multiple different servers who offer services for bloggers, like Blogger, Tumblr and Wordpress. There is not any special category for blog, so the blogs can be from various categories; some might introduce their home decoration, lifestyle, clothes or cooking.

Initially the idea at blogging is to share writer's thoughts and ideas of a certain matter for the audience in a one-way and two-way connection. Thereby blogging reminds more either a diary or a forum, where the writer can create the original, discussed topics.

3   RECRUITING AND RECRUITING AT IKEA

This thesis is mainly based on theoretical framework, which is separated into two different sectors: recruiting and creating a brand image by using social media.

3.1   Human resources idea

To quote IKEA's yearly summary of 2015, the company's human resource idea is: "*Our human resource idea to give down-to-earth, straight-forward people the possibility to grow, both as individuals and in their professional roles, so that together we are strongly committed to creating a better everyday life for ourselves and our customers.*"

As sited, IKEA wants to hire people who feel valued enough within the company in order to ensure and allowing themselves to grow professionally. Thereby they will create more value for the company and create profitability, hence create better turnover. This can be considered as a human capital investment, whereby the company excepts return of an investment (ROI) of the employee and supports it by developing and training the employee (Fitz-enz 2010, 1-14). The recruitment on the other hand is based on IKEA values, which are the following:

- Togetherness and enthusiasm
- Humbleness and willpower
- Cost-consciousness
- Constantly being "on the way"
- Leadership by example
- Simplicity
- Striving to meet reality
- Willingness to accept and delegate responsibility
- Daring to be different
- Constant desire for renewal

The values are considered when a new employee is being interviewed for the open position during their recruiting period. How does the person represent these IKEA-values can be considered to be the base of one's working and can be thought as a desire to develop

one-self as a person but also from the working methods in order to help the company to match its business strategy (IKEA 2016).

3.2   Recruiting strategy

IKEA's recruiting strategy is determined by the head quarter. The company has taken into knowledge employee's value when achieving set goals and targets, and therefore the strategy has been carefully developed during the past years the years of activity (IKEA 2015). In the strategy the business strategy meets their recruiting strategy in order to create better turn-over for the company and ensuring better long-term results.

Davis (2017) introduces the theory by Karami et al. (2004), which is the following: "-- *1. the firm must seek to ensure that it has capable and committed employees; 2. the firm must commit to the strategic importance of human resources to the success of the business; 3. human resource activities must be managed by specialists; and 4. human resource management is integrated into business strategy."* This can be considered to be one of the basis for IKEA's high standards of recruiting, since the company follows all the sited factors. An empoloyee must bring value for the company and be unique and motivated by the environment in order to achieve better results (Davis 2017).

When firm's recruiting process is fully successful, it can create human capital advantage as Boxall and Purcell (2011, 113) discovered from survey by Boxall (1996, 1998). When firms recruit and engages exceptional individuals, they will add value for the company by their performance, which then can be monitored by following KPI's (Armstrong & Taylor 2011).

3.2.1   Recruiting process

The recruiting process at IKEA starts when a need of a new employee occurs. The whole recruiting process follows the recruiting process lines conducted by IKEA Group. The process of social media recruiting is introduced in the figure which are also introduced figure 5 (Anand 2010). It can be considered that IKEA's recruiting via social media follows the process, whereby the more detailed process is introduced in figure 6.
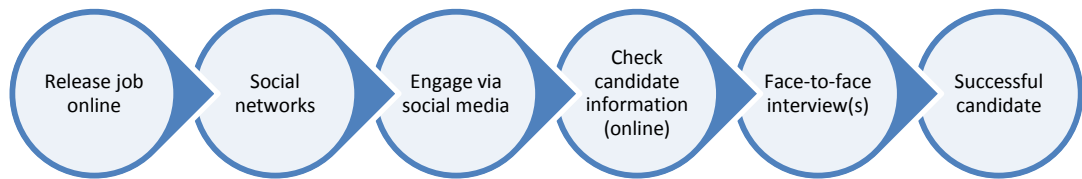
FIGURE 5. The process of social media recruitment (Anand, 2010)

These details are following the structure, which is applied in IKEA's stores within Finland. First the store, in this case IKEA Tampere, contacts the head office of IKEA Finland, with the job description and details of the searched employee. The main office then releases the job advertisement either internally, which appears in IKEA workers own weekly magazine called Mårå or/and external notification, whereby all the open positions are listed on IKEA's website. Depending on the level of the open positions, the job openings can also be listed on national TE-websites or in job advertisement sites, like monster.fi or oikotie.fi. If the position is manager or higher, the position can also be advertised on LinkedIn (IKEA 2016).
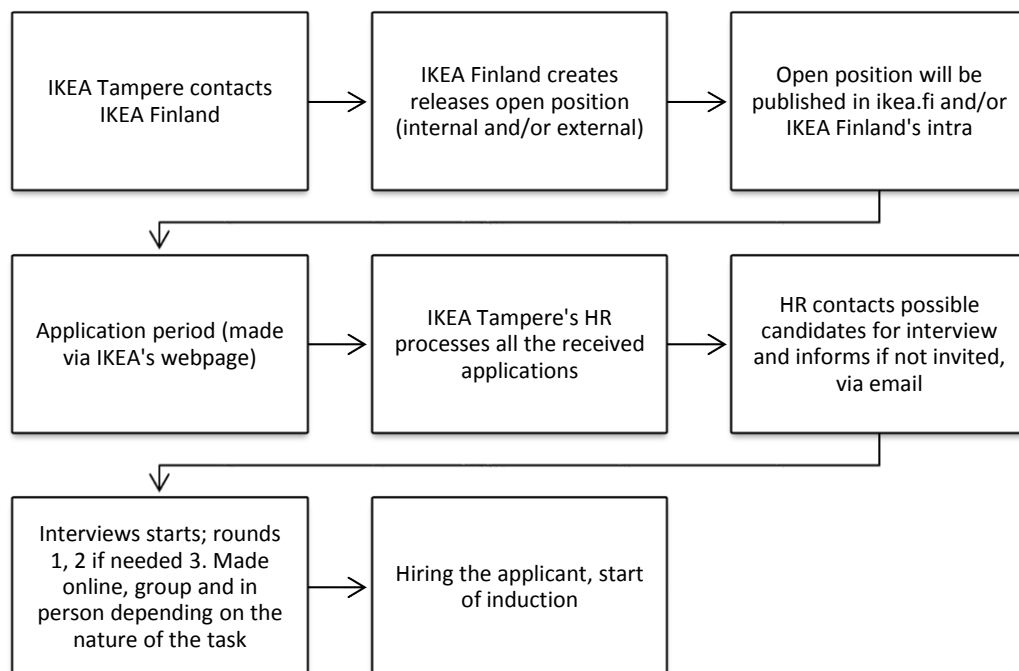
FIGURE 6. Recruiting process at IKEA Tampere

The applicants will send their applications via IKEA's website. Then the HR-team goes through all the received applications and contacts them first via email. One of the principals of IKEA's recruiting plan is to contact every applicant via email regardless they have been invited to the first job interview or not. If the applicant's, who have been invited for the first job interview, does not reply to the email, the HR-team will call them to know if they are taking part on the job interview. According to IKEA Tampere's current HR Business partner (2016), it is hard to contact young job applicants via email, since their activity in that channel has decreased significantly. IKEA's recruiting page informs the applicant, that he or she will be contacted after the application has been looked through, so the information has been given on an early stage (IKEA 2016).

Depending of the job opening, the applicants will be interviewed via video or by person. IKEA has different ways to interview the applicant; either via video, in group or by person. Two of the first are often used when many people are recruited at the same time, for example when summer employees are being hired (IKEA 2016).

3.2.2 Challenges

The problem with today's recruiting challenges in Finnish companies is that the advertising has turned into consumer-based one. The customers except to get great customer service, where the company, which used to focus on only sales, is now more focused to offer solutions to fit customers' needs (Isokangas & Vassinen 2010). Therefore, it might be hard to brand the company as a credible employer who cares not only for its consumers needs but also for its employees. It may create an image, where the company does not focus enough for its employee's working conditions, motivation or engagement. Therefore, it is highly important for the company to keep the employee's working conditions motivating and challenging enough in order of avoiding the possible negative word-of-mouth talk, which may arise due to nature of the situation.

When looking for a job, the possible candidates might use the already known reputation, which is based on several variable factors, as a solid information of the company (Cable & Turban 2003, cited in Nilsen & Olafsen 2013) of where they are considering to apply. Since employer branding is a growing field (Nilsen & Olafsen 2013), it is highly important to understand the vulnerability of it combined with PR and other marketing related

matters, without excluding the distribution of social media. Since companies have a desire to brand themselves, they should consider impact of internal branding to employer branding - even after the recruiting has happened. Internal branding constructs the impression the company creates of the whole organization and for its employees. Employer branding focuses on external branding, whereby the company creates the brand image of itself as an employer giving others the opportunity to evaluate the company based on its actions (Martin et al. 2005; Sivertzen, Nilsen & Olafsen 2013). The challenge is to match to the expectation of a potential employee, since according to Sivetzen et al. (2013 in Schneider, 1987; Cable and Judge 1996; Judge and Cable 1997, all in Backhaus and Tikoo 2004) "-- *when potential employee's needs, personality and values fit the organisation's image, the organisation becomes attractive for this person.*"

One challenge can also be considered only as being visible within social media. According to Deloitte (2009 in Davison et al. 2011) 74% of employees considers that company's reputation can be harmed via different social media channels. It may create a false image of the company as a consequence of companies being too secure of their behaviour within social media in order to please all possible target groups, including job applicants and consumers whom all have different reasons for visiting companies' social media sites. Since everyone has access to view and visit company's social media sites, it may also lead into increase within non-potential candidates, and as there is also a possibility of as a contrary to attract more suitable candidates (Sivertzen, Nilsen & Olafsen 2013).

On the other hand, on the research of Sivertzen et al. (2013) they discovered the relationship between employee branding and its attractiveness amongst young job seekers. The results found, that it is more important for the organizations to focus on innovations, personal growth, self-confidence, environment of learning and application instead on investing employer branding activities. Therefore it can be assumed, that to find the balance between good internal branding and employer branding is a growing challenge for the companies, since as mentioned in the first chapter of this thesis, HR and recruiting is changing and developing all the time.

4   CREATING A VISION BY USING SOCIAL MEDIA

4.1   Creating a brand image for a social media user

When creating a brand image within social media, the company should take into consideration the media reading skills that people have created on the mean time social media was discovering its way into the daily life. The marketing and media field have changed, which is a consequence of the transforming use of social different social media channels. The difference between traditional and social media may be in the fact of it is more important to be easily found rather than be sought for: to look for something is not as efficient as randomly finding something, since the media field has spall into many pieces as well as the target audiences as well (Salmenkivi & Nyman 2007, 60-66).

Social media channels create a way to interact near to the users, who are interested about home furnishing and inspiration. What IKEA seeks, is to find more people who are equally interested of the same goals and who share their goals with the company. The company can choose to be the one, who creates a community within social media; it gets the opportunity to create its vision, goals and plans with large target audiences at once. Regardless, the company should remember not to advertise only their products and hopes, but to be the one who creates this opportunity to bring same-minded people together. Participants creates the network will be complex, and it needs to be inspire and "addict" the users to follow and react to the posts. The important role here is relying on the ones, who updates the pages and creates new posts; how to keep the inspiration on-going, choosing the topics that are benefitting the company, its brand and the reader, but mostly for the message receiver (Tuten & Solomon 2012).

Creating a strategy for the media content of the company can be challenging, especially since not all the needed information is there when creating the strategy. There might be changing situations for the company from different products, repurchasing the products due safety risks, sudden offers which are valid for only limited time to increase the sales, unplanned campaigns or other moving situations. On the strategy there needs to be left enough space for these moving situations, even when there have been planned what sort of emotions or things the attention will be defined for. For example, it is easier to deal

with a brand which is considered as trustworthy and loyal. Before a huge kitchen campaign, the company might want to focus on advertising how the kitchen was *built and designed* in the company creates communality and particularly good food, which then can be enjoyed within great company, like friends and family. Creating an image equals the differentiation of the company's competitors. The company should consider the topicality of the posts, and not be too functioned and bureaucratic with its decisions; during the time of social media feed appearing to user's screen immediately, the user wants to see "not too considered"-posts, so he/she can feel to be closer to the company. To be up to date means reacting to the conversations, not only posting new topics.

Regardless, the company should always remember that the social image or the brand cannot be built by itself. The messages, which are made outside of the company, creates the image of the brand, which is why the image on the consumers' mind-set is so important. Content strategy can be considered highly important due to its aim to create visibility and indent the users (Hakola & Hiila 2012, 56-101). Also, what needs to be kept inside of the writer's mind, is that practise makes perfect and the more you post, the better you become regardless that the company has set certain targets for its social media marketing.

The reputation, which is created by the brand image, changes during time. These factors, affect to the brand's present and the expectations of the future, yet the brand image is also the past of the company. Part of creating a brand image is the expectations, which the company creates for itself; it is affected by the history and the image that it has adapted from other companies. Regardless that the brand image is hard to update, the reputation is always describing the current situation. Reputation is always based on the perpetuity, stability and lasting operation. These three are determined by the emotion from the consumers' point of view, which define how they see the brand.

By creating content and being active online, the company creates a brand for itself, which affect on jobseekers willing to apply. The activity within the conversations, which are usually created to the posts made by the company creates business value and credibility. These two defines the how well the company will be taken in the social media in further life – as mentioned earlier, the reputation always reflects the current situation. Recognisability also creates an advantage when and if the company faces negative feedback in public in social media.

4.2   IKEA's current strategy with social media

According to IKEA Finland's Commercial PR manager, IKEA's social media content is one of the basis of the company's business strategy (2016). The strategy of IKEA's social media content follows quite much the company's scheme and theme of a consumable tertile. Unfortunately, during the time of writing the thesis, no more information was given from IKEA's current social media strategy, where it can not be fully represented in this chapter.

On Instagram IKEA Finland can be found as a user @ikeasuomi. The company publishes mostly inspiration of their products in order to inspire their consumer and thereby effect the sales and profits. Regardless, during the past year the company has added pictures also about its opened summer recruits as well designers who have took part in the recent collections, example set by the post on 6.2.2017 where designer Iina Vuorivirta were introduced.

5 THE RESEARCH AND ITS RESULTS

This chapter introduces in more detailed manner the structure of the research, the survey, methods and results, which are analysed in the sub-chapters made by the author of the thesis. The discussion and possible recommendations are introduced in the following chapter.

5.1 Research methods: qualitative research

The research method of qualitative research focuses on understanding the matter from the interviewee point of view. By this term the researcher in this thesis approached the research from interpretivist point of view in order to give the applicants understanding of creating the interaction with world around them by themselves. Therefore, the participants' behaviour or answers cannot be aggregated with a certain phenomenon (Lapan et al. 2012). Also, qualitative research method does not answer precise questions like where and when, but it will give the opportunity to understand the applicant in a deeper level.

The research was made by using face-to-face interviews in direct contact but also via Skype. Altogether six interviews were successful and used within this research. What needs to be taken into account when analysing the results, is that some of the interviews needed to be revised do to the technical issues which caused the loss of the original records.

The chosen method of interviewing was selected in order to create trust among the interview and interviewee. When the examinee can freely speak their minds instead of writing the results will reflect one's opinions more freely and openly (Lapan et al. 2012), which is highly important in order to gain tangible results from employees who critically evaluate their employer and to make better suggestions from the data for the future. The research was conducted in Finnish, since all the participants were Finnish speakers originally, and then are translated into English by the thesis writer.

5.2 Interview process and limitations

The interviews were made during the time of October 2016 to March 2017. Interviews made before January 2017 were made face-to-face and interviews made during the spring term 2017 were done face-to-face video-interviewing with Skype. Each interview lasted approximately 15 to 30 minutes varying on the respondent's eager and the length of opinions.

The interviewees were selected by their gender, time of starting at IKEA and based on the department where they work at currently in order to have a wide perspective of their viewpoints. Regardless, the results will not reveal any information of these matters in order to retain the anonymity of the respondents.

During the interview process semi-structured and in-depth methods were used (appendix 3) for the dialogue. Nevertheless, more questions might have been made by the examiner with the purpose of having questions wide enough to be used for analysing the results and to reflect the employees' opinion instead of his or her professional one.

It should be noted when analysing the outcome of the interviews is some participants were interviewed twice due to the problems with records; first face-to-face and then via Skype. Also, the critic by the participant may distorted due to nervousness of talking about their new employer.

The interviews have been transcribed and then transferred into categories, which were classified based on the theme of the subject.

5.3 Results of the research

Six members, who had started recently, during the past two years during the time of being interviewed, of the current staff were interviewed. The recognizable factors of the respondents, for example age, gender, department or length of employment, have been hidden in order to keep the anonymity of the interviewees.

Most of the participants of the interview did not follow IKEA on social media during the time of applying of the job, yet they started following at least in one some-channel after

they started to work within the company, for example in order to find more detailed information of the on-going campaigns to help them within their work. Since IKEA's traditional marketing (e.g. in yearly published catalogues) and its customer loyalty programme (FAMILY) already include a good basic information of the company, its principles and history, the following comments were made:

"I am also a FAMILY-customer, so I was capable to find the information of the discounts and such, so I did not feel obligated to follow them (IKEA) in Facebook. -- at least it was enough for me, at the current time, to found the information of the offers and such, so I got the information from there." (translated from Finnish)

"I had an impression, that IKEA is a good employer, not even sure why but I had it. I think it may have been due to the downstairs' board in the wall saying that it's a great place to work and such. I had visited the store many times before it (recruiting). But I had a positive image, when I was visiting here as a customer, that the vibe was active and things that were happening seemed good, so yeah, positive feeling in general." (translated from Finnish)

"I assumed that the employees are comfortable at working there and the perks are good, which composed to the atmosphere being generally good. But due to my studied degree, I had a doubts how would I like to work there, since it (IKEA) is an extremity of the business I studied." (translated from Finnish)

Based on the applicants of the survey, most of them found the information of the open vacancies from the site of mol.fi. Regardless, they have had considered IKEA as a potential employer before they had found an open vacancy, even they may have had not specifically tried to find a job from IKEA at the current time. Also IKEA's ability to response to the given education were considered, which affected both negatively and positively.

The following factors were mentioned to affect on the brand-image in general:
- Hearsay, yellow pages and PR, which includes news; e.g. knowledge of given bonus and information of sustainability
- Successful advertising
    - Where they advertise

- o What channels are being used, including other advertising channels, not only social media
- o What else does the company do besides of advertising
- o Marketing in general, including company's websites
- o Behaviour in social media
- Possible knowledge of given trainings for the employee
- In retail business the customer experience
  - o Satisfaction
  - o General appearance of the store
- Ethicality:
  - o Environmentally friendliness, carbon footprint
  - o How does the company do business; willingness for sustainability and humanity
  - o Other things that have been taken into consideration with employees, for example given orientation and ensuring equality
  - o Recycling (example from the participant: how the waste IKEA creates is being re-used to other products in order to minimize its carbon footprint)
  - o Sponsoring
  - o Taking responsibility
- Products and the sold (additional) services; price-quality ratio
- Layout and the look of the brand
- Projects

Many of the respondents stated that the brand image the company sends to its consumers is an influencing factor for their willingness to apply. Regardless they did not follow IKEA on social media, they were still aware of some of the actions of IKEA with sustainability and certifications as employee of the year:

"Since IKEA is such a big company, it is more important for them to talk about important things. So I applied a job elsewhere as well, and looked the other companies' ethics as well. -- how they (IKEA) treat their employees and values, which were stated on their websites, were really good things in my opinion. That they aimed that comprehensively have ethical actions inside the company as well." (translated from Finnish)

IKEA's general brand based on the factors affecting to the general brand-image, the interviewees stated IKEA-image as following:

Comment	Freguency
Uses lots of money into marketing and advertising	1
Hard to get a job from	1
Good employee	3
Follows rules and regulations	1
Big company	2
Interesting job descriptions	1
Many women work in there	1
Positive image in general	5
Heard good things from friends	3
The employer of the year	2
International	1
Nice to work in	2
Bonuses	1
Questionable due to its factoring (sustainability issues)	1
Down to earth	1
Attracting all consumers (different types of families)	2

In general, the brand image of IKEA has been built based on the experiences that have been heard from friends who used to work or are currently within the company. Positive brand-image can be considered to be compromised from all the main factors mentioned above, since hearsay and PR have a major role when creating a brand image (Rosenbaum-Elliot et al. 2011). On the discussions with participants were mentioned IKEA-values as a part of the brand, which were a positive and affecter to the willingness of applying due to its appreciation of the employees and equality, where e.g. knowledge of the same uniform with all levels of employees were mentioned and adverts with a large variety and mixture of different types of families. Thereby it can be considered that IKEA's values can be seen on company's marketing, even if the consumer does not surely recognise them, but registers them into one's subconscious, as was mentioned by few of the interviewed members of staff.

The image, created by social media, can be assumed not to affect majorly applicants' willingness to apply to IKEA, since most of the applicants did not follow the company before their recruit or did not follow IKEA actively. Although, social media marketing may not have a major effect on people's willingness to be recruited and create a positive brand image during the time of applying, it can be considered to represent engagement. A respondent who did not follow IKEA before recruiting or after his or her induction did

not commit to the company successfully, since one was not interested about IKEA's social media image – the affecting factor was the price of a good when being a consumer and as an employee the job description over the brand image, sustainability and professional pride. Therefore, an assumption can be created, that the engagement created before recruiting in social media, following the given induction creates commitment to the company and may create more long-lasting employment ship due to the so called free-will commitment given to the company.

All the applicants stated, that the image of the company has improved after they started working due to having more knowledge for example of its the practices, business strategy, values and overall community within the working place. Regardless, of the improved brand image, when asking what would they change within IKEA's advertising or social media's contents the following were mentioned:

Comment	Frequency
Information of limited editions or new products	1
Other information than only discounts	1
More "personal" information inside the company	1
More funny content or content with character	2
More inspirational posts (combined to funny content)	1
Information of what happens within the company	2
Highlight sustainability	2
Highlight pension benefits (TACK-programme)	1

In the table the highlighted comments have most similarity on the topics. The considerable fact is that most of the employees hoped to spread more knowledge of the good team spirit and the community IKEA has created with its HR strategy, and not only discounts. Also sustainability was highlighted in this topic as well;

"-- I didn't know anything about IKEA's sustainability programme – and now I'm really into it (sustainability). Like, for example, you didn't know too much about the values, how strongly they steer the company daily and everyone's job. So through them it has gotten better (brand image), and co-workers influence so much, that you recruit fine people, it reflects to the brand image" (translated from Finnish)

5.3.1 Additional results and comments

During the time of the interviewees, IKEA seemed to surprise applicants by contacting them after their job interview; in many cases the applicant did not get the job in the first place or where they first applied to, but had been contacted for another position after-wards. The value of recruiting process created a successful brand image for the applicants more than the social media image that the company is giving for its consumers. Many of the applicants still highlighted the value of already having knowledge of the working community, since it was mentioned to be one of the best parts of working at IKEA.

Also, the respondents felt like contacting them via email is a good way to inform them of the invitation for the job interview. If the applicant did not react to the email, they felt appreciated of being approached by contacting them by calling as well. Even though most of the applicants felt positive about recruiting process, did the amount of visits before the first day of work get negative comments:

"The only thing to be criticised is that I needed to visit the store several days. I had altogether three interviews, and then signing the contract on a different day and then the store induction days. So altogether, before the orientation I had visited the store four times. I think the job contract could had been signed when the induction started, so it would have been combined somehow. For a person with timetable issues it may would've been difficult." (translated from Finnish)

Many of the respondents felt like being able to create some kind of connection to IKEA-workers may lead into more personal and relatable experience, which may result as a more tempting image of the company to work at. For example, when the consumer has created some similarity, bond or a positive contact with a worker, the positive image may increase. From the consumer point of view few respondents mentioned it could lead to even better financial results for the company. When a consumer has an image on one's mind of the positive team spirit the company has, it may create even better shop-ping experience and company image which may later result as an increase of potential job seekers, who highly value the team spirit in a company they work in, since an adop-tion of advertising processing (Azevedo 2005, 5; Mehta 1994, 1997; Cobb-Walgren et

al. 1995; Meenaghan 1995). For example, the company could every now and then publish small posts or comments from the workers of different segments and functions relating to employee's daily tasks or a theme of the season, in order to attract people from different backgrounds to apply to the company – it also reflects to a value of IKEA "togetherness" and "daring to be different".

By following the same theme, the comments could also be linked to a certain product, where an ordinary employee could tell why he/she likes the product and what is the carbon footprint, if it has a story interesting with enough value to share. This would highlight the social value of the company – giving attention to an ordinary worker may create affiliate brand-image in a wide perspective. It could also give an opportunity to more inspirational posts and new ideas for IKEA's consumers.

Mentioning IKEA-worker's benefits or daily tasks on social media may also create interest amongst applicants. Even if, as one of the interviewees mentioned of having a warm family-like feeling of the company, it does not always result as a successful HR-strategy. Many of the respondents said they did not know how good place IKEA is to work in before they were hired or they had only heard hearsay – having a personal share of different types of persons is a plausible way to increase the engagement of the employees who made the comments (giving credits of their job) and creating positive image. The more personal comments the employees give, which would not be too edited but yet fit to the social media standards of IKEA, the more plausible they seem. These comments could also be created in groups, where the effect of a group work could be seen – the published interviews should also be relatable for both introverts and extroverts.

To highlight how fun, playful and inspirational the company is to work in, it could also create a game where a social media user could test how well they could fit to IKEA (giving conclusion well) or a site where a different types of personalities could be linked to a certain job description: e.g. a person who feels natural to always be in interaction and communicating with other people could be linked to a person who works as a cashier or as a seller, whereas a person who does not feel natural to always be talking with customers with a sellable attitude could be linked to work in recovery-center or to another job description with an overall picture of what does a certain job need qualifications from.

Another sharing way of IKEA-vision is an advertising campaign, where the employees could share their visions and values of IKEA, tell briefly about their tasks or describe what does IKEA visions mean to them in their daily life to create engagement with a consumer whilst the video represents of the new products. A video may be more effective way to create a personal bond with a consumer since hearing and seeing at the same time touches more senses than only reading a text may do. Highlighting carbon footprint could also be added to the campaign, even if IKEA is modest about its actions, since it could create engagement to the company for the employees who could possibly feel more proud of the company where they work in, and thereby create engagement.

In order to gain more knowledge in a national level, it is recommended to collect information during the time of applying: the company already asks where did the applicant got to know of the open vacancy, and therefore adding a sub-question, e.g. does applicant follow IKEA in social media; where, would be effective way to know if the company should add more resources on its social media marketing on the side of positive branding for job applicants. Having a trustworthy and good employer has aroused to be a consequential factor when applying to a job, as the survey results were introduced.

6 DISCUSSION AND FURTHER SUGGESTIONS

The main things to notice with IKEA's current social media advertising, is the already existing strong brand of a quality. Regardless, by bringing up the differences of character amongst employees (background, education, cultural differences) may create concrete examples how people do get along with each others regardless of the usual factors that are considered to influence on the community.

Sine IKEA has created a solid base for their area of operations, it is hard to measure how much do its social media channels affect on recruiting results especially on a local, store-based level. The employees, who want to work at IKEA will follow the opening of new vacancies regardless of its advertising yet they may find the information of the open vacancies faster. On the other hand, by also advertising the family-like feeling within the working community may change the way consumers, who are distant of IKEA's actions. By bringing a huge multi-national global company closer to a regular job-seeker could bring more potential, yet hidden, working capacity to be reachable.

When considering the affect of social media marketing on recruiting results, they can be considered to be as a long-term engagement to the company; following IKEA's social media represents one's interest towards the company. When there is interest and self-motivation from the employee's point of view to keep updated of the company's actions, it is an action of engagement, which results as a long-term working relationship. Hence, positive brand image combined into remunerative recruiting process will strengthen the created brand image (Armstrong & Taylor 2014).

Since IKEA's operations are so firmly based to Finnish minds and the income is nationally solid with its operations with 330 billion euros in 2015 (IKEA 2015). The value of social media marketing can be considered mostly be seen as a strengthening value when succeeding with recruiting and finding the right persons for right positions, whereas the value of social media marketing should not be underrated yet considered as modern, effective way to create two-way communication amongst the job seeking community and personalities. Therefore, the affect of social media undermined but yet considerable as an intensifying surplus to reach audiences, who may be possible talents for IKEA, and as a

strengthening power to create liability and represent the interest and willingness of a current employee to develop within the company.

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APPENDICES

Appendix 1. An interview with IKEA's HR Business partner

IKEA Tampere HR Business Partner. 2016. Haastattelu 4.11.2016. Interviewer Iina-Miisa Huovinen. Tampere.

Läsnä:

Iina-Miisa Huovinen   Haastattelija
IKEA HR Business Partner   Haastateltu

Litteroitu haastattelu

Mitä IKEA-työntekijältä odotetaan?
Ominaisuudet

- Pitkälle heijastuu IKEA-arvoihin, avoimuus, hyvä asenne ja avoimuus muutoksille. Rutinoituneisuus omiin toimintatapoihin on haasteellista nopeiden muutosten takia, joten kyky hallita ja reagoida muutokseen. Nöyryys, ettei lokeroidu liikaa ja pystyy auttamaan monilla eri osa-alueilla. Tahtotila tehdä töitä, sillä nopean työtahdin kestäminen on tärkeää usein rankan työn kestämiseksi. Potentiaalinen halu ja kasvaa ja kehittyä eteenpäin ovat myös tärkeitä, ja tässä katsotaan esim. opiskeluiden tukeminen työtehtäviin.

Koulutus

- Koulutuksella on osittain vaikutusta. Ravintolaan on vaikea esim. löytää vain ravintola-taustan omaavia henkilöitä suuren vaihtuvuuden vuoksi. Ravintolassa korostuu enemmän työhön liittyvä edeltävä aikaisempi työkokemus; onko ollut esimerkiksi jossain pikaruokaravintolassa töissä. Pääsääntöisesti opiskelu jotain kaupalliseen suuntaan viittaavaa, tai siis omaan työtehtävään viittaavaa, että se tukee työtehtäviä. Ei tulla pääsemään kuitenkaan siihen, että olisi 100% oman alan duuni. Huomiona, että IKEA paljon kouluttaa myös sisäisesti työntekijöitään. Oman työkokemuksen osuus IKEAlla korostuu enemmän selkeästi.

Tausta

- Tausta riippuu mihin tehtävään haetaan. Tausta ei vaikuta co-worker tasolla kovinkaan paljon, vaikka katsotaan tietysti, mitä henkilö on aikaisemmin tehnyt. Ei ole kuitenkaan ratkaiseva tekijä. Ratkaisevana tekijänä on minkälainen henkilö,

sopeutuuko, näkyykö IKEA-henki ja nähdäänkö potentiaalia. Osaamisen vaatimus kasvaa mitä korkeammalle tasolle mennään.

Muuta, harrastuneisuus, aktiivisuus?

- Liikkuvuus; onko valmis näkemään maailmaa. Kielitaitoa kysytään – tarkempi vaatimus englannin suhteen korkeammalle mennessä.

Mitä haasteita rekrytoinnissa on?

- Tällä hetkellä logistiikka ja ravintola ovat tällä hetkellä haastavimpia rekrytointikohteita. Kunnon ravintolaosaajia ei ole tavoitettu, tai ei ole saatu markkinoitua IKEAa hyvänä ravintola-alan työnantajana. Oppilaitosyhteistyötä tehdään tässä. Haasteita tuo myös osa-aikaiset työtehtävät. Logistiikassa on totuttu perinteisesti erilaisiin työsuhteisiin, kokoaikaiset työtehtävät erityisesti trukkipuolella. Eri alan opiskelijat käyvät tekemässä töitä 10h/vk.
- Positiivisena haasteena on esim. kesärekrytoinnin suuri suosio esim. 1600 hakemusta. Ajallinen haaste tässä kohtaa. Kaikki hakemukset luetaan ja käydään läpi, mutta on haasteellinen ja tiivistahtinen urakka.

Mitä haasteita eri ikäryhmissä on?

- Parempaan suuntaan menty, että kaikenikäiset hakee eri tehtäviin. IKEA on tullut Tampereen alueella tutuksi työnantajana, jolloin ikäjakauma on kasvanut. Välillä tulee kysymyksiä, onko liian vanha esim. hakemaan tiettyyn työtehtävään – ei tietenkään ole, vaan kannustetaan hakemaan paikkaa. Työntekijöiden on tärkeä kuvastaa asiakaskuntaa.

Miten nuorten tavoittaminen sähköpostitse onnistuu rekrytoinnissa?

- Nuorten sähköpostin lukutaito on korostunut negatiivisesti. Sähköpostia ei lueta tai siihen ei vastata riittävän aktiivisesti. On pyydetty vahvistamaan osallistuminen tiettyyn päivään mennessä, että on tulossa. Suurin osa potentiaalisesta työnhakijasta joudutaan soittamaan perään. Ihmiset eivät ilmoita pääseekö paikalle vai ei. Osa sanoo suoraan, että ei lue sähköpostia.
- Ihmiset eivät vastaa edes puhelimeen on korostunut myös viime aikoina. Ihmisten tavoittaminen on erittäin suuri ongelma.

Entäpä vanhempien hakijoiden tavoittaminen sähköpostitse?

- Lähinnä nuoriin kohdistuva ongelma. Ei kauheasti ongelmia. Yleensä soittaa takasin.

Mistä nuoret hakevat tietonsa, entä vanhemmat hakijat? Onko eroavaisuuksia ollut?

- Nuoret asiantuntijat hakevat linkedistä ja oikotieltä, sillä nuoret asiantuntijat harvoin pyörivät enää molissa. Perustyöntekijöistä mol tavoittaa parhaiten. Nuoret tavoittaa muutenkin pääsääntöisesti parhaiten sosiaalisen median kautta.

Sosiaalisen median kautta riittävästi ollaanko somen puolella tavoitettavissa?

- Facebookkiin tulee mainoksia kesärekrytoinneista ja linkediniin mahdollisesti. Täsmäiskuja ollut ja isoja kampanjoita. Ikea tavoittaa kyllä hyvin hakijat.
- Joinakin vuosina oltu rekrytointimessuilla tavoittamassa. Oppilaitosyhteistyön kautta kohdennetumpaa yhteistyötä ja hakijoita löytyy paremmin. Oppilaitosten opettaja käynyt myös täällä, eli opettajat vievät viestiä oppilaitoksiin.

Miten uuden henkilön rekrytointiprosessi IKEA:lla tällä hetkellä etenee?

- Hakuajan mentyä umpeen menee sähköposti, että käsitellään hakemuksia. Tapauskohtaisesti katsotaan tehdäänkö videohaastattelu – esim. kesärekry ja hr business partnerissa. Siinä on haasteena esim. pidempiaika rekrytoinnin osalta. Tehdään kysymykset, aika haastateltavalle, videoiden läpikäyminen. Kaikkiin kassarekryhin ei kannata ottaa, jolloin ryhmähaastattelu on tehokkaampi. Jos tarvitaan suuri joukko työntekijöitä (+6 työntekijää kerralla), jolloin voidaan ottaa n. 13 työntekijää yhteen ryhmään. Kaks ryhmää/päivä. Suurin osa rekrytoinnista menee yksilöhaastatteluiden kautta; 1. Kierroksen haastattelussa lähin esimies & hr, 2. Kierroksen haastattelu "isoisä/isoäiti", eli rekrytoivan esimiehen esimies. Sen jälkeen tehdään päätös. Ryhmähaastattelu on tehokas keino rekrytoida, paljon silmäpareja ja suuri joukko haastateltavia.
- Pääperiaate on, että soitetaan aina, jos on käynyt haastattelussa. Esimies soittaa kaikki läpi onko tullut valituksi seuraavalle kierrokselle. Haastattelussa ollut esimies soittaa puhelut. Ryhmäpäivissä on tehty poikkeuksia, valituille soitetaan, mutta sähköpostilla laitettu ei-kiitti viestit.
- Mahdollisimman pian pyritään ilmoittaa, 1-2 päivää ryhmähaastatteluiden jälkeen. Muiden haastatteluiden osalta viikon sisään antamaan vastaus. Perehdytyspäivät ovat kerran kuussa, eli kuun ensimmäisenä maanantaina –

aikapaine rekrytointiin. Kolme päivää menee paperihommiin, eli asiat täytyy saada hoidettua aina ennen perehdytyspäivää.

- Heille, jotka ei ole päässeet haastatteluihin, HR laittaa viestin sähköpostitse.

Millaiset haastattelukysymykset ovat; onko joku kaava, jota noudatetaan?

- Perusrunko löytyy. Mitä kokemattomampi haastattelija & esimies, noudattaa tarkemmin runkoa. Kokeneempi haastattelija on joustavampi.
- Esimies tehtäviin oma runko, työntekijöille oma + spesifit kysymykset

Kiinnitetäänkö yrityskuvaan huomiota rekrytoinnissa?

- Rekrytointi koulutuksissa paasataan, että jätetään hyvä kuva yrityksestä, että halutaan hakea. Hakijalle arvostava, vakavasti otettu huomioon. Pitää pystyä jättää työnantaja mielikuva. Mahdollisuuksista jatkossa täytyy puhua myös. Mahdollisuudet jatkossa on hakijalle erittäin hyvä nostattamaan yrityskuvaa. Globaalius on toimiva konsepti tässä. Eläkeohjelma on vanhemmalle porukalle, etujen mainostaminen ja valikointi ovat tärkeä.
- On kysytty mistä mediasta on saatu tietää.
- Nykyään "great place to work" tulee esiin harvemmin. Aika usein korostuu, että on kaveri ollut töissä. Asiakkuus on myös luonut hyvää yrityskuvaa, samoin lehdistä lukeminen.

HR-idea IKEAlla; onko selvä polku IKEAn arvoihin, vai eroaako jotenkin:
"Our human resource idea to give down-to-earth, straight-forward people the possibility to grow, both as individuals and in their professional roles, so that together we are strongly committed to creating a better everyday life for ourselves and our customers."

- Hr-idea on oikeasti pohjalla. Halu oppia ja kasvaa ja kehittyä on suurin tekijä, kun katsotaan, onko hyvä hakija. Kuinka hyvin hoidetaan nykyinen tehtävä, kehittää ja itse kehittyä on tärkeitä.

Suositaanko ulkoista vai sisäistä hakua?

- Jos on tiedossa, että tekijät löytyvät talosta, niin sisäinen haku. Muuten ulkoisen ilmoituksen strategia; mietitään, halutaanko kohdistaa vain IKEAsta kiinnostuneille vai muillekin nettisivuille. Jos tiedetään, että hakijoita tulee paljon, rajataan haku vain meidän nettisivuille; tällöin hakija vastaa paremmin

hakukriteerejä, sillä on kiinnostunut IKEAsta riittävästi etsiäkseen nettisivujen kautta töitä.

- Co-worker-tasolle suositaan mol:ia; asiantuntijapalveluihin, esimies ja vastaaville tasoille laitetaan esim. monsterin tai oikotien kautta. Oikotien kanssa on yhteistyö sopimus. Voidaan tarvittaessa laittaa Linkedinin kautta myös. Kaikki ilmoitukset menevät kuitenkin palvelutoimiston kautta, jonne ilmoitetaan tarve haettavasta.

- Asiantuntijatehtävien kohdalla on haaste – Linkedinin kohderyhmä otollisempi kuin mol tai monsteri, mutta mitä kautta löydetään otollisimmat hakijat.

- Printtimedia on harvinaisempi; käytetään harvoin, yleensä vain johtoryhmä paikkoihin tai jos ei löydy sopivaa työnhakijaa.

Appendix 2. Interview questions

HAASTATTELUPOHJA

1. Milloin olet aloittanut IKEAlla?

2. Mitä kautta saanut tiedon avoimesta työpaikasta?
   - Ikean nettisivuilta
   - Sosiaalisen median kautta; facebook, twitter, linkedin, blogit
   - Lehdestä
   - Mol.fi
   - Oikotie
   - Monster

3. Millainen kuva yrityksestä entuudestaan?
   i. Employee of the year?
   ii. Sustainability

4. Seuraatko IKEAa sosiaalisessa mediassa?

5. Seurasitko IKEAa sosiaalisessa mediassa ennen rekrytointiasi?

6. Millainen yrityskuva sinulle on tullut IKEAsta markkinoinnin pohjalta?

7. Mitkä tekijät vaikuttavat mielikuvaasi yrityksestä?

8. Onko yrityskuva kuinka tärkeä kriteeri työtä hakiessa? Välittyykö mielikuva

9. Millainen kuva sinulla oli IKEAsta ennen työn saamista?