

Digital Channels in the Centre of the Recruitment Process: Case Company X

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<p>This is a product based Bachelor's thesis with an objective to develop a digital recruitment and selection plan for an internationalizing promotion agency. Companies invest a relatively large amount of money in promotional representatives and, therefore, the hires should be conducted carefully and purposefully. In this way, the investment might, at its best, even pay itself back during the day when the promotional work is done.</p> <p>The aim was to provide the commissioning company with a clear plan and guidelines on how to utilize digital recruitment and selection channels in their processes. The thesis begins with an introductory chapter, followed by a theoretical part and the commissioning company CEO's interview, recommendations and guidelines for the commissioning company and finally the conclusions.</p> <p>Digital recruitment and selection are well-studied topics. Therefore, sources from academic and business fields are easy to find. The current state of the world is very digital, and it is therefore also a very current topic in HRM. The purpose of the theoretical part was to develop a thorough understanding of the different aspects related to digital recruitment and selection and of the market the commissioning company is operating in.</p> <p>In order to analyse the commissioning company's current digital recruitment and selection processes, the company CEO was interviewed. The current state of the company's recruitment and selection processes was poor as the company did not have defined business processes concerning these operations. Their most urgent needs were to have the digital recruitment and selection plan developed with clear instructions on where and how to reach their recruitment target audience in digital recruitment channels in order to grow their promotional representative pool.</p> <p>The recommendations, plan and guidelines regarding digital recruitment and selection processes were formed as practical information gathered through the selected sources applied with the information provided by the company. Guidelines were designed with the visual element in mind as workflow diagrams. The recruitment and selection processes were broken into three phases in order to make the implementation of the processes easier in the company operations. A ready-made job advertisement template based on a job description was created for the company needs. The digital channels were also researched and listed for the commissioning company's purposes.</p> <p>The company was very pleased with the end results of the thesis. It was happy to implement the thesis into its current operations and also utilize it in its internationalization operations.</p> <p>The conclusion of the thesis includes the overall project evaluation based on the commissioning company's feedback and the author's self-evaluation. The author has also reflected on her personal learning.</p>	
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1 Introduction

This is a commissioned thesis for a Finnish promotion agency. The aim of this chapter is to give an overview of the thesis topic and its background. The project objective and tasks are being described. The project management methods and project structure are being presented. The commissioning company is being introduced. The scope of the thesis is being defined. The international aspect of the thesis is being presented. The benefits of the thesis regarding all the stakeholders are being discussed. And finally, the key concepts of the thesis are being listed and defined.

1.1 Background

The world is changing from analogue to digital – and so is the business world. Almost every function within business has been impacted by digitalization. Social media among other digital channels is also mainstream now in business life. Digital channels, like social media, allow companies to increase their talent pools significantly. They need to become an integral part of companies' recruiting strategy in order to help them present their employer brand, engage candidates and make the recruitment process more efficient, effective and measurable. (Headworth 2015, 10, 19-20.)

As digitalization is also a very current topic in HRM, this thesis provides very timely information on how to utilize digital channels in recruitment and selection. This thesis is beneficial for all companies wanting to use digital channels as a tool for their recruitment and selection processes and especially for other internationalizing promotion agencies. The author benefits from this thesis project through the learning process. It will support the author's professional development as an HRM professional and her current job skills in the recruitment field, in which digital channels are also a big part of the everyday work.

The promotion agency business in Finland is growing. New agents are entering the market constantly. Therefore, it is vital for the companies to be able to fulfil their customers' needs and their orders. By recruiting a comprehensive promotional representative pool, a promotion agency is able to do so, grow, and also expand into international markets. (The Commissioning Company CEO 8 October 2019.) In this thesis, a needed digital recruitment and selection plan for the commissioning company's purposes is being developed to improve the recruitment and selection processes of the company – also internationally.

1.2 Project Objective and Tasks

This thesis has an objective to create a recruitment and selection plan for an internationalizing promotion agency using digital channels as its main recruitment and selection channel. The outcome of the thesis is to develop guidelines describing each step of the digital recruitment and selection process. The aim is that the commissioning company will have a plan it can go back to at any time in order to orientate itself when recruiting and selecting new representatives for their pool on digital recruitment channels.

The project objective (PO) is to develop a digital recruitment and selection plan and guidelines for an internationalizing promotion agency. It was divided into the following project tasks (PT).

PT 1. Defining a theoretical framework for digital recruitment and selection.

PT 2. Analysis of the commissioning company's current digital recruitment and selection process.

PT 3. Creating a digital recruitment and selection plan for the commissioning company.

PT 4. Recommendations on how to adapt the recruitment and selection plan into international markets.

PT 5. Introducing the digital recruitment and selection plan to the company and finalising the guidelines.

PT 6. Evaluation of the developed plan and guidelines.

Below, table 1 presents the theoretical framework, project management methods and outcomes for each project task.

Table 1. Overlay matrix

Project Task	Theoretical Framework (chapter number)	Project Management Methods	Outcomes
PT 1. Defining a theoretical framework for digital recruitment and selection	Digital recruitment and selection, literature, articles (2)	Desktop study	Theoretical framework
PT 2. Analysis of the commissioning company's current digital recruitment and selection process	Digital recruitment channels, interview of the commissioning company CEO, theoretical literature and articles (3)	Analysis of digital recruitment and selection channels, analysis of internal documentation, the CEO's interview	Description of the commissioning company's current state of digital recruitment and selection process
PT 3. Creating a digital recruitment and selection plan for the commissioning company	See PT 1 & 2 (4)	Process development	A digital media recruitment and selection plan and guidelines including a job advertisement template and recruitment web page content for the company
PT 4. Providing recommendations on how to adapt the recruitment and selection plan into international markets	See PT 1 & 2 (4)	Desktop study, analysis of internal documentation, the CEO's interview	A digital media recruitment and selection guidelines for the company's international markets
PT 5. Introducing the plan to the company and finalising the guidelines	See PT 1 & 2 (5)	Company presentation and feedback	The plan implementation by the commissioning company
PT 6. Evaluation of the developed plan and guidelines	-	The commissioning company's feedback and self-evaluation	Improvement ideas, suggestions, recommendations

1.3 Project Management Methods and Project Structure

In this subchapter, first, the thesis project management methods are being discussed. This thesis is a practically oriented business project that results a product – a digital recruitment and selection plan and guidelines including a job advertisement template and recruitment web page content for the commissioning company. In order to result the

project objective, a digital recruitment and selection plan for an internationalizing promotion agency, the project tasks need to be completed. The six project tasks have been broken down and data source, project management methods, task outcomes and finally the project outcome have been placed under each task and they have been placed in a project management design in Table 2. In the final subchapter, the project evaluation is being discussed through theory.

1.3.1 Project Management Design

The project management design (table 2) describes the project tasks. The first task is to form a theory framework for the project through a desktop study. General information about the key concepts (chapters 1.8 and 2.1) are being discussed through the source literature and articles.

The second task is to do an analysis of the commissioning company's current digital recruitment and selection processes. The data source is a qualitatively oriented open interview with the commissioning company CEO. Descriptive data is being collected describing the characteristics of the company's current digital recruitment and selection processes. The CEO provides internal information of the company's current digital recruitment and selection processes in form of an interview. These two, the theory framework and the internal information, are vital in order to develop the digital recruitment and selection plan and guidelines for the company in the following project task.

The CEO's interview has to be planned carefully beforehand. The interview questions have to be formed so that the interview provides the information needed in order to form a clear picture of the company's current digital recruitment and selection processes. The results of the interview and the theory framework have to be utilized comprehensively in order to form good quality digital recruitment and selection plan and guidelines for the commissioning company.

As a project task 3, a digital recruitment and selection plan and guidelines including a job advertisement template and recruitment web page content for the commissioning company are being created from the basis of the thesis theory framework and the analysis of the commissioning company's current digital recruitment and selection processes. As a project task 4, guidelines on how to adapt the plan into international markets are being produced, based on the data collected in project tasks 1 and 2. The plan will be presented in a form of recommendations and guidelines, which the company can later implement in its recruitment and selection processes.

After developing the plan, it will be introduced to the commissioning company as a project task 5 in form of a presentation. Feedback from the company CEO will be gathered. As the final task 6, the developed digital recruitment and selection plan and guidelines are being assessed carefully. The project is being evaluated through the commissioning company's feedback and the author's self-evaluation. Through the evaluation improvement ideas, suggestions, and recommendations will be discussed.

Table 2. Project management design

	PT 1	PT 2	PT3	PT 4	PT 5	PT 6
Project task (PT)	Defining a theoretical framework for digital recruitment and selection	Analysis of the commissioning company's current digital recruitment and selection processes	Creating a digital recruitment and selection plan and guidelines for the commissioning company	Recommendations on how to adapt the recruitment and selection plan into international markets	Introducing the plan to the company and finalising the guidelines	Evaluation of the developed plan and guidelines
Data Source	Literature, articles	The CEO interview, digital recruitment channels, literature, articles	See PT 1 & 2			-
Project management method	Desktop study	Qualitative analysis of digital recruitment and selection channels, analysis of internal documentation, the CEO interview	Process development	Desktop study, analysis of internal documentation, the CEO interview	Company presentation and feedback	The commissioning company's feedback and the author's self-evaluation
Task Outcome	Theoretical framework	Description of the commissioning company's current state of digital recruitment and selection processes	A digital recruitment and selection plan and guidelines including a job advertisement template and recruitment web page content for the company	A digital media recruitment and selection guideline for the company's international markets	The plan implementation by the commissioning company	Improvement ideas, suggestions, recommendations

1.3.2 Evaluation Methods

In order to ensure the project success, the planning phase of the thesis project has been done carefully. The project evaluation has been performed periodically throughout the thesis project in order to ensure the work is being accomplished as planned. A final project evaluation has been done after the completion of the project. The final evaluation has been made at the conclusion of the project to verify it has been completed as planned and agreed with the commissioning company. The final evaluation includes also the author's self-reflection and discussion. In order to ensure the validity, reliability and relevance of the project, the selected sources in the theory framework (chapter 2) support the project objective.

1.4 The Commissioning Company

The thesis is commissioned by a Finnish promotion agency located in y. The company operates across Finland by offering its client companies promotional representatives for any kinds of marketing purposes. The company has been established as a trade name in 2015 but went through a company and a brand renewal process and reached its current company form in 2019. The company is operating now as a limited liability company, owned and run by one person having a turnover around 1.000.000€. (The Commissioning Company CEO 8 October 2019.)

Promotional representatives working for the company must have an opportunity to invoice their rewards from the company. The only actual employee on the company's payroll is the CEO. The promotional representatives do jobs through the commissioning company as freelancers, light entrepreneurs etc. At the moment, the company recruits its promotional representatives mainly through digital channels, grapevine and sourcing. The company does not have any structured recruitment and selection plan established yet. (The Commissioning Company CEO 8 October 2019.)

At the moment, the commissioning company has over 400 promotional representatives in its promotional representative pool across Finland and has some international reserve as well. The need for continuous recruitment is great as the turnover rate in the industry is extremely high. Many of the promotional representatives do jobs for many promotion agencies simultaneously and might even do just one job for an agency before turning on to the next one. (The Commissioning Company CEO 8 October 2019.)

The company aims for growth and to expand also into the international markets in the near future. Therefore, it needs a more structured, continuous, and internationally functioning digital recruitment and selection plan. The CEO has been planning to develop the company's digital recruitment and selection processes but has not had the time to do it yet, as the other company's processes take the majority of their time in the constantly growing company. Therefore, the company has a serious need for a digital recruitment and selection plan that will also help it to keep growing in the future. Through functioning digital recruitment and selection processes, the company would have a more extensive promotional representative pool to be utilized for the growing client company marketing needs. (The Commissioning Company CEO 8 October 2019.)

1.5 Scope

The commissioning company has been doing digital recruitment and selection without a structured plan until today, thus the goal of this thesis is to provide a digital recruitment and selection plan and guidelines according to the needs and wishes of the company. As the company lacks the needed knowledge about digital recruitment and selection in general and regarding its own distinct digital recruitment operations, those aspects are being examined as the theoretical basis for the thesis.

This thesis focuses only on the digital recruitment and selection processes of the commissioning company and the aspects that are closely connected with the processes. The purpose of the digital recruitment and selection plan is to act as a practical manual and as a guideline for the commissioning company rather than a full-scale recruitment plan. The implementation of the digital recruitment and selection plan is not included in the thesis, rather it is left solely for the commissioning company.

Due to the fact the commissioning company is a Finnish promotion agency operating currently mainly in the Finnish market, the scope is defined around these boundaries. Still, the digital recruitment and development plan will also be well utilizable in the international markets. Therefore, both international and domestic sources are being used in order to create the digital recruitment and selection plan and guidelines for the company.

1.6 International Aspect

Digital channels and their use as a recruitment channel are a worldwide phenomenon. In addition, most digital recruitment and selection theories can be applied and used broadly regardless of the country or region.

The commissioning company has planned to internationalize more extensively in the following years as the company aims also for growth internationally. The digital recruitment and selection plan can be utilized mutually in domestic and international digital recruitment and selection processes, which strongly supports the international aspect of this thesis.

1.7 Benefits

Digital channels being the main recruitment channel for the commissioning company, it will benefit greatly from the properly planned digital recruitment and selection processes. This thesis will help the company to recruit and select the candidates more efficiently as it will be better aware of the latest trends, tactics and theories of digital recruitment and selection. Well-functioning and effective digital recruitment and selection plan will support the company's aim to growth as it will need to have a bigger promotional representative pool in order to answer the increasing number of different kinds of client company marketing/ promotion needs. Furthermore, it does not require much resources from the company, rather saves them, as the company is in a big need for the digital recruitment and selection plan and guidelines including job advertisement template and content for the company's recruitment web page.

Being aware of the current digital recruitment and selection strategies can be extremely valuable information to help any kind of company using digital channels as their recruitment channel. This thesis should be beneficial for all companies wanting to use digital channels as a tool for their recruitment and selection processes. This thesis will also benefit the B2B customers of the commissioning company by providing a more comprehensive representative pool for the company to fulfil their different marketing/sales promotion needs.

This thesis will also represent perfectly the author's professional learning and development efforts during her International Business studies. This thesis combines the author's specialization studies within her major, HRM, and minor, digital and social media marketing, and will put that knowledge into a test. It is a pleasure to work on a digital recruitment and selection plan as currently working within the recruitment field and using digital channels as the main tool for recruitment purposes in the current job duties. This is an outstanding opportunity for the author to strengthen her knowledge and growth as a recruitment professional.

1.8 Key Concepts

Recruitment is the way in which a company tries to source or attract the people whom it will make selections as a workforce. Recruitment strategies comprise efforts to reach better candidate pools and to present the company in a way that the candidate would like to work for the company. (Elearn 2009, 1.)

Selection is about choosing the right candidates for the job. It is about making an accurate and fair assessment of the applicants and how to identify the candidates that would most likely to perform well in the job. (Elearn 2009, 1.)

Employer branding (EB) is the process of creating and developing a distinctively great place to work and promoting it to the people whose skills and competence are needed in the company to meet its business goals and objectives. In EB, a positive reputation for the company is being created to help to attract talented people when and where they are needed. EB can positively impact a company's success in recruitment as companies' that have a strong employer brand attract larger number of qualified candidates and improving the quality of new hires. (Mosley & Schmidt 2017, 1.)

Digital channels mean communication paths that only handle digital signals. Digital channel is a contrast with analogue channel. (PCMag 2019.)

Employment planning is the process of deciding what positions the company will have to fill and how to fill them. It includes all the future positions from top to bottom. (Dessler, G. 2020, 168.)

Candidate pool is something recruiters use to group candidates and manage sourcing activities for current and future jobs that they will potentially fill (Oracle 2019).

Candidate sourcing is an action to find, engage and assess non-applicants, passive talent with an outcome of qualified, attracted and available candidates. There is a remarkable crossover between sourcing and recruitment even though they require different skillsets. Candidates can be sourced from many different places, like different digital channels such as social media. (Headworth 2015, 102-103.)

Promotional representative is a person who is employed by a business to promote a brand, a product, a service, a business or a company. Usually, they work in different kinds of events, expos, corporate events, VIP events and shopping centres. Their work can

consist for example of product samples, coupon distribution, product launches, lead collection and more. (Flash Point Promotions 2017.)

Temporary work, as a term, covers many different employment arrangements including fixed term employment, on call employment and temporary agency employment. The forms and types of temporary employment vary in different situations, company needs and strategies. (Campbell & Burgess 2001.)

The key concepts are being presented and discussed in more detail in chapter 2, which presents the digital recruitment and selection process theories and literature supporting the project.

2 Digital Recruitment and Selection Processes

In this chapter, the main concepts and theory for the digital recruitment and selection plan and guidelines are being discussed. Here, the main aspects of digital recruitment and selection of promotional representatives are covered but it is not an extensive and thorough analysis of all processes related to the subject. Rather, this chapter gives the reader a general overview and understanding of HRM as a concept and digital recruitment and selection as a part of the concept. Finally, the concepts related to promotional work are being discussed. At last, the conclusions of this theory framework are being discussed.

2.1 Human Resource Management Overview

Human resource management (HRM) is a body of knowledge and a range of practices that are related to the organisation's work and the management of employment relations (Bratton & Gold 2017, 15). The practices include acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns (Dessler 2020, 39). Recruitment and selection is one of the most crucial practices within HRM (Bratton & Gold 2017, 142) and can be considered as the beginning of the whole HR process cycle (Searle 2009, 163).

2.2 Recruitment and Selection Theories

Recruitment and selection processes are a series of actions which hopefully results as selecting the best candidate for the job (Dessler 2020, 168). Usually these processes are the first formal interaction between a candidate and a company (Searle 2009, 151). Recruitment includes the process of attracting the interest of a pool of competent people that will apply for the position within the company. Selection of the applicants is done by the criteria defined by the company against which it then can measure and assess the applicants. (Bratton & Gold 2017, 143.) Dessler (2020, 168) presents the recruitment and selection process with five phases viewed in figure 1 below.



Figure 1. Recruitment and selection process phases (Dessler 2020, 168.)

2.2.1 Employment Planning

Employment planning is a phase where the company decides which positions they would have to fill and how to fill them. The aim is to identify the disparity of the current workforce and the estimated workforce needs. (Dessler 2020, 168-170.) In majority of organisations, this identifying does not happen effectively (Green 2019, 97).

Employment planning should result from the company's strategic and business planning. This requires forecasting the company's growth and estimating personnel needs (demand), supply of the internal candidates and supply of external candidates. With these estimations, the gaps between the workforce supply and demand can be identified and an action plan in order to fill these gaps can be created. (Dessler 2017, 168-170.)

2.2.2 Building a Candidate Pool

Digital channels can be used to promote the open positions to the target audience (Pilbeam & Corbridge 2010, 211). A traditional way of presenting the open position to the audience is done with a job description (Bratton & Gold 2017, 153.), which is a written statement of what the worker does, how they do it and tell what the job's working conditions are (Dessler 2020, 147). In addition, an 'ideal' person specification to fill the position should be included in the job announcement. (Bratton & Gold 2017, 153). A typical format of a job description is presented in figure 2 below.

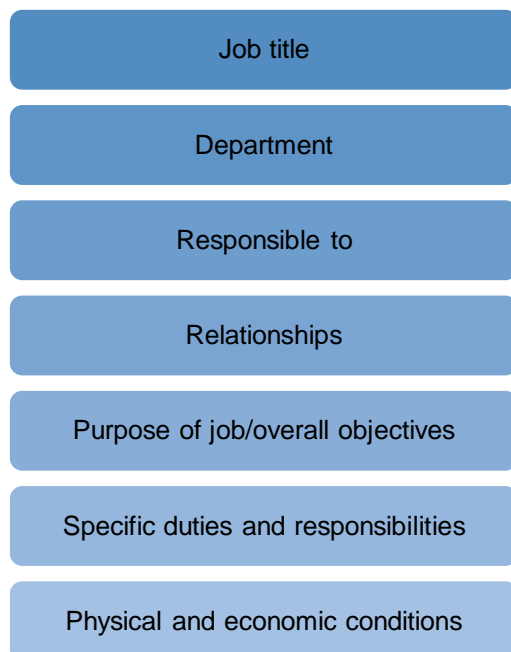


Figure 2. Job description format (Bratton & Gold 2017, 153).

A job description is an important part of the recruitment and selection process which forms from the analysis and design of the actual job. Job descriptions can be used in five specific ways:

- As a tool of recruitment when drawing up a job advertisement
- As a tool of selection as it helps to ensure that there is a clear match between the applicant and the requirements of the job
- As the basis of employment contracts
- As part of an employer's defence in cases of unfair discrimination to back up the selection decisions (Taylor 2014, 120-121.)

The quantity of applicants influences on the quality of the new hire. The more applicants the company gets, the more likely the hire will be high quality. The selection method range can also be more versatile when the number of applicants increases. The candidates can be found from internal or external sources. (Dessler 2020, 175-178.)

Recruiting from internal sources means that the company hires from within. The hire is done from the company's current employees. Companies can't always get the employees they need from within the company and therefore have to recruit from external sources. The most common sources for external recruiting are for example the Internet including digital and social media, employment agencies, traditional advertising, recruitment process outsourcers, and college recruiting. (Dessler 2020, 177-189.)

2.2.3 Job Applications

Application form is one of the oldest and most widely used selection method in addition to interviews and reference checks (Bratton & Gold 2017, 160). It is a fast way to gather data from a large candidate pool (Dessler 2020, 194). Traditionally, applications are a combination of a cover letter, application form and/or a CV (curriculum vitae, résumé) (Bratton & Gold 2017, 155). Applications can be submitted completely online (Parry & Wilson 2009) and sent for example by email (Pilbeam & Corbridge 2010, 168).

An application tells about the applicants' past experience, skills and achievements, which provides the company a chance for the pre-screening process. (Bratton & Gold 2017, 159.) Nevertheless, an application is just a snapshot of an applicant, majority of companies use them as the core initial pre-screening tool (Green 2019, 109) and are used to review the basic information from the applicants as follows:

- education or qualification to do the job
- previous work experience and review of their development
- information about applicant's stability based on past work record
- a robust prediction on their future work performance (Dessler 2020, 194).

In addition to applications, the interest towards applicants' past experiences and behaviours in certain situations have increased among recruiters. This information can be collected by using different kinds of questionnaires in the application phase. The results can be used to predict future work performance and behaviour with relatively high validity. (Bratton & Gold 2017, 159-160.) After gathering an applicant pool, the pre-screening process can begin (Dessler 2020, 194).

Recruitment process succession can be measured whether it generated a sufficient amount of good quality applicants within the used company resources (Connerley, Carlson, Mecham 2003). Too few applications may be a sign of a tight labour market or an indication that the image the company is projecting, including the information on the job as provided by job description, is a poor talent attractor (Bratton & Gold 2017, 155).

2.2.4 Selection Methods

After reviewing the applicant pool's applications and CVs, the company needs to select the best candidate for the job. This is being done by reducing the pool of applicants by using different kinds of selection methods such as tests, assessments, interviews, and background and reference checks (Dessler 2020, 207.) which will be discussed more thoroughly later in this subchapter. Interviews will be discussed separately in the following subchapter.

Increasingly the criteria through which the applicants are being selected are based on the applicants' competencies, behavioural qualities and attitudes (Bratton & Gold 2017, 155. 157). Regardless of the testing method, it is important that the reliability and validity are critically considered in selection. In order to gain benefit from utilizing any form of test in the selection process, it needs to be both reliable in its consistency and to produce a coefficient output for the job the applicants are being tested for. Reliability means that the test in question needs to produce coherent results from the same candidates regardless of the external factors such as point of time, environment, and the person executing the testing. A test is valid when it measures what it is supposed to measure and gives correct results in relation to the applicants' performance on the job being tested for. (Bratton & Gold 2017, 159; Dessler 2020, 207-209.)

Tests come in many different types and can be classified on whether they measure cognitive abilities, motor and physical abilities, personality and interests, or achievement (Dessler 2020, 214-215). Some test might be performed online by companies as a part of the pre-screening phase and can save a lot time for both parties (Bratton & Gold 2017, 167). Cognitive tests include general reasoning ability and specific mental abilities such as

memory and inductive reasoning and are useful for jobs that require high level of mechanical spatial ability like academic work force, engineers and designers. Motor and physical abilities tests measure for example the speed of different kinds of movement and reaction time and useful for jobs that require certain physical condition or ability. Tests of personality and interests measure basic aspects of the applicant's personality such as extroversion, motivation and stability and they often correlate with work performance. The validity of personality and interest tests has to be considered extremely thorough in order to avoid pitfalls. Achievement tests measure what the applicant has learned and are useful to measure what knowledge they have gained about a certain subject. Some achievement tests can also measure more the applicant's physical abilities, swimming test being one example. (Dessler 2020, 214-217.)

Work samples and simulations can be considered as tests that directly measure the applicant's performance in the job they are applying for. The basic idea of these testing methods is that crucial tasks from the certain job are selected and the applicants are being assessed on how they do in the tasks. (Dessler 2020, 218-219.)

Background and reference checks as a part of the selection process can be done in addition to testing and interviews (Dessler 2020, 223-224). This is one of the oldest and most used selection methods (Bratton & Gold 2017, 160.) and might be one of the easiest, cheapest and useful ways to avoid hiring mistakes if done correctly. These kinds of checks might include background investigation and reference checks and substance abuse testing. Two main reasons to check the applicant's background are to verify the given information and to uncover damaging information. For example, lying in one's application is relatively common. (Dessler 2020, 223.) It is still good to remember, the validity and reliability of reference checks being relatively low as referees are usually hesitant in conveying negative views (Pilbeam & Corbridge 2010, 193).

Digitalization has changed also background and reference checking processes. Anyone can perform a search on anyone, and most people use social media. It is good to note that online background searches can be problematical, and selection based on for example social media pages might generate decisions made in discriminatory basis of justification. (Dessler 2020, 225.)

2.2.5 Job Interviews

Interviews are one the most used and oldest technique for selection purposes (Bratton & Gold 2017, 160). They can be implemented in many ways and the purpose for them is to predict the applicant's future work performance based on their oral responses to oral

inquiries (Dessler 2020, 243). They are a social encounter in which the applicant and the employer usually meet for the first time (Pilbeam & Corbridge 2010, 195.)

Selection interviews can be classified for example by how structured they are, the question types they contain, and how many interviewers carry out the interview or how many interviewees take part in it simultaneously. This selection method in general, is not particularly valid, if not done properly. (Bratton & Gold 2017, 160; Dessler 2020, 243-246, 248.) Regardless of the method, all selection interviews consist of four base components which are:

1. first contact and clarifying the interview agenda
2. the interviewer asks questions and the interviewee replies, possible additional information
3. the interviewee asks questions and the interviewer replies, and provides additional information
4. closure and mutual consent of the next steps. (Pilbeam & Corbridge 2010, 195.)

Unstructured interview means that it is a conversational styled with maybe few questions specified in advance in which the interviewer pursues points of interest as they come up in response to questions. At another extreme, in a structured interview the interviewer follows a carefully selected job-related set sequence of questions with predetermined answers with the opportunity to ask follow-up questions and pursue points of interest as they develop. The latter ones are considered being the best as the interviewers ask all interviewees the same questions. Therefore, the output is more consistent, reliable and valid and helps also, for example, a less experienced interviewer to conduct better interviews. (Dessler 2020, 243.)

Interviews can contain relatively unfocused questions such as "Where do you see yourself in 5 years career-wise?". Therefore, situational, behavioural and job-related interviews might provide more valuable answers. Situational questions concentrate on how the interviewee would behave in a given situation. Behavioural questions focus on the interviewee's past and ask to describe how they reacted to actual situations. Job-related questions concentrate also to the interviewee's past but generate answers related to past job-related behaviours. A stress interview is one of the lesser-used types for the use of very skilled interviewers for certain jobs that require handling high stress, in which the interviewee is being made uncomfortable by a series of rude questions in order to find out possible hypersensitiveness and high or low stress tolerance. (Dessler 2020, 243-246.)

Selection interview can be conducted in various ways, one-to-one or by a panel of interviewers, as a mass interview (Pilbeam & Corbridge 2010, 196; Dessler 2020, 246.) serially or at once, digitally, online, by phone or face to face. It is really up to the company,

how it wants to perform the interviews to suit their purpose the best. It is even possible to utilize digitalization in order to record the questions beforehand and the applicant can conduct the pre-recorded interview for example on mobile at a suitable time and send the responses to the interviewee when done. (Dessler 2020, 246-248.) Especially video-interviewing platforms will become more commonly used in small and medium-sized businesses (Headworth 2015, 199-200).

If interviews are carried out appropriately, they are a relatively good predictor of future work performance and works equivalent to other selection methods. In order to ensure the greatest possible outcome, interview is best to be structured with using situational questions. The most common interview errors can also be avoided by understanding them first. (Dessler 2020, 248-249.)

These errors are

- jumping to conclusions with snap judgements
- not clarifying what the job requires
- candidate order error, meaning the very good or very bad candidate interview before the interview in question effects the evaluation of the candidate which might lead to pressure to hire
- nonverbal behaviour and impression management effecting excessively to evaluation
- effect of personal characteristics (discriminatory basis of justification)
- interviewer's own behaviour. (Dessler 2020, 248-249.)

2.3 Employer Branding as a Recruitment Tool

Employer brand (EB) has an impact on the success of the recruitment process (Dessler 2020, 176) and the other way around, yet they should not be the same thing. Recruiting is a short-term process whereas employer branding is a continuous effort to keep up a good EB. Yet, the hiring process is essential for a company's EB strategy. Successful companies, in terms of EB, practice a proactive attitude rather than a reactive one. (Parment & Dhyre 2009, 56, 86-87.)

Applicants are more likely to want to work for a company they find attractive (Pilbeam & Corbridge 2010, 210). The worst thing that can happen, is that the target audience does not care enough to visit the company's website, check for the open positions or submit an application (Mosley & Schmidt 2017, 17). A usual mistake among companies seeking new employees, is a lack of knowledge about the target audience's wants. One of the most common reasons for changing jobs is the opportunity to get more interesting and challenging job with more opportunities. (Parment & Dyhre 2009, 86, 116-117.)

Having a positive EB can help a company to

- attract new candidates
- increase employee engagement
- be seen as an employer of choice
- reduce recruitment costs
- increase retention. (Headworth 2015, 126.)

Recruitment and selection processes are crucial to a company's EB strategy. The communication related to this process and with the candidates who did not get the job, is important and can enhance the company's attractiveness. Through a good candidate communication and other recruitment related EB strategies, it is possible to increase the number of applicants. (Parment & Dhyre 96, 103.)

Employee value proposition (EVP) is part of company's EB and should be defined as a customer value proposition: it should tell people why to choose to work for the company. It is a comprehensive sum of everything employees experience and gain working for the company. (Green 2019, 101.)

Because of digital channels such as social media, companies' EB is potentially exposed all the time even if a company does not really have a presence on them (Headworth 2015, 126). That is why EBs should be transparent as it is extremely easy for a potential candidate to get information whether a company's EB is authentic or not (Green 2019, 103). Social media has helped companies to tell their story to possible applicants. One of the most effective ways to show the real side of the company is done by its employees themselves. By constantly creating and curating relevant recruitment content marketing, a company can improve the chances of successful candidate engagement and increase the chance of them (or referring friends to) apply for a job. (Headworth 2015, 126, 135.)

EB has also an impact to the retention of a company as effective branding exercises to improve the perception existing staff have over their employer. This results to reduced rates of staff turnover as the employees see their employer in a more positive light and compare it more favourably with the alternative employers. (Taylor 2014, 170.)

2.4 Digital Recruitment Channels and Strategies

In this subchapter, first online recruiting in general is being discussed. In the following subchapters, different digital recruitment channels are being presented. First, using social media channels in recruiting purposes is being discussed. Later, other digital recruitment channels are introduced and presented in tables 3 and 4.

2.4.1 Online Recruiting

Digitalization has also changed how human resource management is being done. Digital tools such as social media have reshaped recruitment and how people look for jobs. Digital tools help small businesses in their recruitment and selection the same way as their large competitors. (Dessler 2020 50, 632.) Recruiting has also turned mobile and therefore it is crucial to ensure companies' recruitment processes are mobile friendly (Headworth 2015, 16). Recruiting via the Internet generates more applications faster and for a longer time with less cost than any other method. Online job advertising has been noted to have also stronger effect on talent attraction than printed ads. (Dessler 2020, 179.)

There are many different online career sites, where anyone can share their insights of how it is working for different employers. Company commentaries, salary reports and CEO approval ratings have also gone online. (Dessler 2020, 50.) Therefore, transparency and authenticity are keys for companies' HR processes, including recruitment and selection. (Dessler 2020, 50; Headworth 2015, 18-19.)

Most companies post their job advertisements on their own web pages and job boards such as presented in tables 3 and 4 in chapter 2.4.3. Social media sites, such as LinkedIn, are also greatly used in job advertising. Digital channels give room for creativity as well in terms of talent attraction. Companies can for example post employee testimonials on social media to attract applicants or ask applicants to send video interviews for selection purposes. Even online simulations can be used to let applicants to get a better insight how is it like to work for a certain company. (Dessler 2020, 178-179.)

2.4.2 Social Media Recruiting

Social media has established a permanent position in companies' recruiting around the world (Headworth 2015, 22). Many small businesses use social media for recruitment purposes. (Dessler 2020, 632) It is crucial to choose the right social media channel(s) to be used in the recruiting depending on the company's industry (Dessler 2020, 633; Headworth 2015, 22.), the country it is recruiting in, and the type of people it is recruiting (Headworth 2015, 22).

Content is the key attracting the audience and it should be considered in the companies' social media content strategies from a target audience perspective. To ensure the content is being read, engaged with and shared, it needs to be relevant, interesting, appealing, and timely. (Headworth 2015, 22-23.)

Social media can be used across the whole recruitment process including sourcing, attraction, application, selection, on-boarding, during employment, and when the employee leaves the company. Some networks can be utilized in multiple parts of the process but are sometimes more effective when combined together because they might have a slightly different audience. Therefore, understanding the differences of each channel is important in order to reach out to and engage possible candidates, as well as using social media in other recruitment activities. (Headworth 2015, 23-24.)

It has been predicted that closer interaction and integrations with the main social media channels with cross-network candidate activity mapping is being the norm, and the mapping will become visual. Visual social network maps might soon show the common connections across the companies' different social networks and how the target audience is focused and approaching their content. (Headworth 2015, 24-25.)

Visual media such as pictures and videos are the most engaging content in social media. They work effectively when companies share information about them and the jobs they are presenting to possible candidates. People use their smartphone a lot which should be taken in consideration when designing the job descriptions and job advertisements. A long, wordy job description does not necessarily attract attention on a mobile screen. Visual job advertisements displaying well on all devices, and can be easily shared in social networks, could be a more engaging option – with one image it might be explained what the job is for. Therefore, channels such as Instagram and Pinterest are great for recruitment purposes too. (Headworth 2015, 35, 38, 45.)

Paid social media advertising might be an inexpensive way to increase talent attraction. It helps bypassing the social media algorithms, and therefore, allows a bigger target audience to see for example the recruitment content marketing material created. Paid social media advertisement reaches exactly the target audience that is wanted to be reached – no one else. This helps also in measuring the viability of the recruitment. The posts have to send people to a custom landing page (for example a company's recruitment web page) with a clear call to action, which allows to determine a clear return of investment for these campaigns. (Headworth 2015, 171-172)

Different social media can also be effectively utilized in candidate communication and other recruiting purposes. Instant messaging saves time for both, the candidate and the recruiter. It can also be used for sending images and video messages in addition to text and might provide a more personalized recruitment experience. Great channels for this

are for example, WhatsApp, Facebook Messenger (Headworth 2015, 38.), and Direct Message for Instagram or one of many others. Snapchat is also one of the most used social networks among the millennials (generation Y). (Headworth 2015, 43.)

Social media recruiting involves also risks. Many social media users reveal quite much information about themselves. This might be even as simple as their age. If the revealed information seems to be used as a basis of not hiring the applicant, this might lead to a discriminatory basis of justification lawsuit. Many recruiters agree that in the end, social media recruiting cannot replace the personal communication related to recruitment and selection process. (Dessler 2020, 633.)

2.4.3 Other Digital Recruitment Channels

In addition to social media channels, there are a lot of other different digital job boards to utilize for recruitment purposes. Digital job boards are usually the first stop for job seekers (Taylor 2014, 146). In table 3 below is a list of general digital recruitment channels in the Finnish market. First in the left, is the name of the organization in question, then the web page where a company can leave their job advertisement and/or register, followed by the cost of the service.

Table 3. General digital recruitment channels in the Finnish market.

Organization	Web page	Registration	Cost	Reference
TE Services	http://www.te-palvelut.fi/te/en/employers/find_an_employer/report_vacancy/index.html	Yes	Free	(Ministry of Employment and the Economy 2017.)
Monster	https://mhx.monster.fi/tuotteet/tyopaikkailmoitus.aspx	Yes	390€/advertisement for 60 days for new clients only, 460-520€ advertisement for 60 days	(Monster Worldwide 2019.)
Oikotie	https://tyopaikat.oikotie.fi/tyonantajalle/oikotie-tyopaikkailmoitukset	Yes	780-975€/advertisement for 8 weeks, 2100€/branded advertisement for a year	(Oikotie 2020.)
Duunitori	https://duunitori.fi/tyopaikkailmoitus	Optional	Free	(Duunitori Oy 2020.)
Rekrytointi.com	https://rekrytointi.com/jata-ilmoitus/	Yes	280-560€/advertisement for 30 days, 1100€/5 advertisements for 30 days	(Laura rekrytointi Oy 2019.)
Avointyöpaikka.fi	https://avointyopaikka.fi/login	Yes	Free	(Avointyöpaikka.fi 2020.)

In addition to the more general digital recruitment channels listed in table 3 above, companies can publish their job advertisements in different professional unions' digital channels. In the Finnish business and marketing sector these can be for example a union for Bachelors of Business Administration called Tradenomiliitto TRAL ry (2020). These channels can also reach students in the certain field quite effectively.

In table 4 below, is a list of digital recruitment channels for students in Finland. First on the left, is the name of the organization in question, followed by the web page where a company can leave their job advertisement and/or register, after that the area the organization operates in, and finally the study programs the organization covers. A great

advance in these digital recruitment channels directed for students is that posting job advertisements are free of charge. Most learning institutions in Finland use general job boards for students but some of them have their own job boards as well.

Table 4. Digital recruitment channels for students in Finland.

Organization	Web page	Area	Study programs	Registration	Reference
Aarresaari (12 universities)	https://www.aarresaari.net/tyontajalle/ilmoitayopaikasta	Finland	All	Yes	(Aarresaari 2020.)
Tiitus (over 25 learning institutions)	https://secure.tiitus.fi/#/login	Finland	All	Yes	(Tiitus 2020.)
Tuudo (Laurea University of Applied Sciences and 23 other universities)	https://jobs.tuudo.fi/login/	Finland	All	Yes	(Tuudo 2020.)
Opiskelijatöihin.fi	https://opiskelijatöihin.fi/en/employer/create-new-announcement/	Northern Karelia, Northern Savonia	All	Yes	(Opiskelijatöihin.fi ry 2020.)
Haaga-Helia University of Applied Sciences	https://haagaheliana.rekrytointi.com/?userLang=fi	Helsinki, Porvoo, Vierumäki	Business, IT	Yes	(Haaga-Helia University of Applied Sciences 2020.)
Metropolia University of Applied Sciences	https://elomake.metropolia.fi/lomakkeet/19669/lomake.html	Helsinki	Business, technology, culture, health care	No	(Metropolia 2020.)
Arcada University of Applied Sciences	https://jobboard.arcada.fi/fi/user/login	Helsinki	Business, technology, health care	Yes	(Arcada University of Applied Sciences 2020.)
Tampere University and Tampere University of Applied Sciences	https://y-makers.fi/wp-login.php	Tampere	Business, technology, health care, media and arts	Yes	(Y-makers 2020.)
Turku University of Applied Sciences	http://www.turkuamk.fi/fi/tyoelamapalvelut/rekrytointipalvelut/	Turku	Business, technology, health care, culture	Yes	(Turku University of Applied Sciences 2020.)
Seinäjoki University of Applied Sciences	https://www.seamk.fi/yrityksille/opiskelijarekrytointi-opiskelija/	Seinäjoki	Business, technology, culture, food and agriculture, health care	Yes	(SeAMK 2020.)

In addition to the more general student recruitment services listed in table 4, many student unions do co-operation with companies. Companies can contact these unions, should they want to start to do co-operation with them. This is usually relatively costly but can enhance effectively a company's conspicuousness amongst students under the union in question.

Search engine optimization (SEO) and search engine marketing (SEM) in recruiting are also relatively important, and something to consider in job advertising actions. General search engines such as Google, are increasingly being used by job seekers using for example a job title and location as keywords. (Mosley & Schmidt 2017, 200-201.)

Companies measuring their recruitment effectively and being able to determine the return of investment of the different actions of their recruitment and selection processes, can measure the levels of success of using digital recruitment and selection channels. The channels' reach, exposure and influence metrics can be defined. There are a lot of different tools provided in the market that can help in measuring them. (Headworth 2015, 160, 169-171.)

2.5 Candidate Sourcing and Other Recruitment Trends

Many people associate social media recruiting directly to candidate sourcing via social media, but they are not the same thing (Headworth 2015, 102). Social media is a very effective in finding passive candidates (Headworth 2015, 102; Dessler 2020, 181). It has been predicted that around 80% of new recruits will soon come through prospective employee's social media connections (Dessler 2020, 181). Boolean search is an effective tool in this process. Candidates can be sources from many different places (Headworth 2015, 102-103.) as can be seen in figure 3 below.

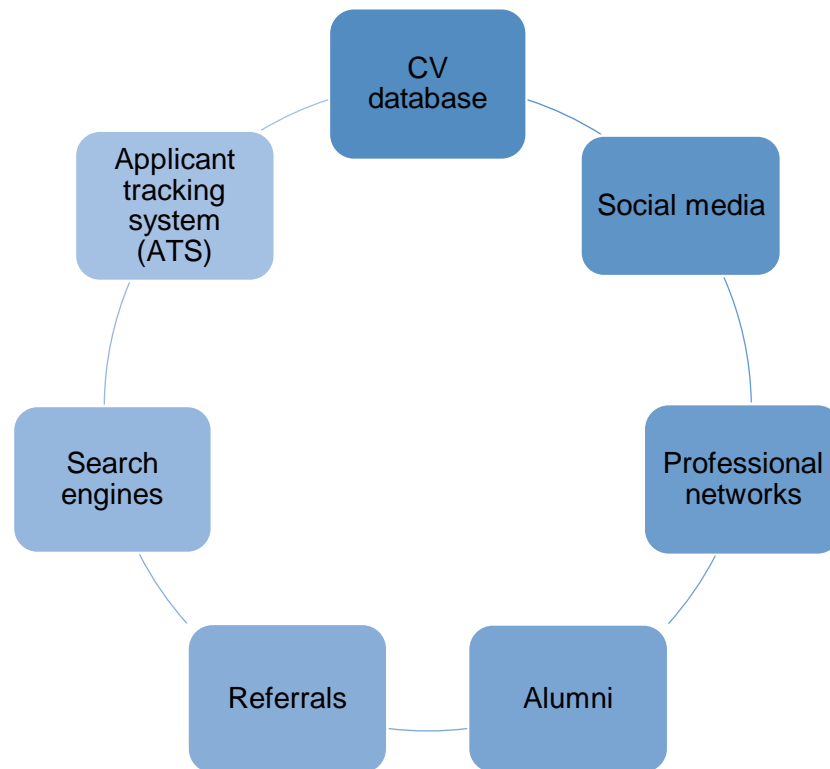


Figure 3. Places for candidate sourcing (Headworth 2015, 103).

Crucial parts of candidate sourcing are firstly, the searching part possibly from many different sources. After finding the prospective candidates, they have to be contacted. This requires good communication skills as the ultimate goal is to arouse the prospective candidates' interest towards the offered possibility so well, they want to take it. Testing different approaches may be a good idea to find the best way to catch the candidates' interest. (Headworth 2015, 104.)

LinkedIn is the world's largest professional social media network which makes it one of the most useful sources for finding and engaging with prospective candidates. A paid premium LinkedIn account gives a sourcer an access to more search filters, and the ability to view more profiles. Searching in LinkedIn is relatively easy but key word variety should not be overlooked in order to get more variability to the search results. Boolean logic can be used to search in LinkedIn too. Prospective candidates are easy to contact via LinkedIn InMail service but contacting by using the possible visible email address or phone number might be more efficient. Personalizing the message when contacting the prospective candidate will give even better results. (Headworth 2015, 106.)

Many consider Facebook to be a private social network, but it can also be utilized for recruiting purposes. Boolean search is not possible to carry out in Facebook search as it has its own Natural Language search. Facebook provides more unstructured data

compared to LinkedIn and has many times as many people to search against. (Headworth 2015, 108.)

People can be sourced even from pictures posted in different social media networks such as Instagram. The popularity of posting pictures in social media has become an efficient tool for candidate sourcing. In the near future, image search technology will become much more advanced as facial recognition technology becomes more accurate and common. Most of that technology is used by governments for crime prevention but commercial use is still relevantly restricted due to privacy regulations. (Headworth 2015, 117, 119.)

Recruitment and selection processes, including candidate sourcing, is going to become more predictive, automated and algorithmic. This will happen by the help of so called big data, which is a current trend in the recruitment field too, among all other business areas (Headworth 2015, 147, 198). Big data is the same as data analytics but the 'big' in big data comes from the fact that the volume, velocity, and variety of data being analysed are much greater (Dessler 2020, 119). It has become crucially important to companies analysing their processes as everything can be analysed, measured and dissected in many ways. (Headworth 2015, 158.)

Big data can be used to help companies in every phase of their recruitment and selection process. The importance with big data is not how 'big' it is rather than how to utilize it. It has been said that "recruitment (big) data should be about the insights it gives not the actual reports themselves". In recruitment, data analysis can provide meaningful information about

- Where the best employees come from?
- What does the profile of the company's good employee look like?
- Will the use of certain selection method improve the quality of hire?
- How does the company's recruitment process effect candidate retention?
- Which are the best places for candidate sourcing? (Headworth 2015, 147-148, 158.)

Trend is that people are moving from LinkedIn and other general professional social networks to more industry-focused ones. This can be seen clearly for example in the IT sector. Many of the digital talent have moved from LinkedIn to sites such as Github, where a larger specialist community of their peers is placed. (Headworth 2015, 194.)

Younger workforce (generation Y and Z) has also developed a different communication culture. They prefer communication firstly via text-based messaging and might not answer phone calls, if they do not recognise the caller. The effectiveness of recruitment communication to prospective candidates has to be therefore improved to match the communication culture of the target audience. (Headworth 2015, 194-195.)

Ever evolving technology is constantly affecting recruitment and selection too. Augmented reality and the usage of smartphones will increase in recruitment purposes in the future. For example, job advertisements can be 'brought to life' by utilizing augmented reality. (Headworth 2015, 201-202.)

In the end, using advanced technology or not, effective recruitment and selection still needs good recruiters to be in the centre of the recruitment strategy. Technology cannot replace the interpersonal encounter between a candidate and a recruiter, yet it will change the skills needed in order to perform a recruitment and selection process in the future. (Headworth 2015, 202.)

2.6 Recruitment Characteristics of Sales Promotional Representatives

Sales promotion can be performed in two forms: consumer promotions and trade promotions. Consumer promotions are offered straight to customers and potential customers by the organization – this means both: B2C- and B2B-markets. (Clow & Baack 2018, 358.) Consumer promotion is certainly not only used alone for commercial advertising but can also be included in different kinds of non-commercial advertising and non-advertising promotion means as well (Hackley & Hacley 2018, 86-87, 209). Trade promotions are assigned in the distribution channel only and for example, by being provided from a company to another, help them to push products to retailers. (Clow & Baack 2018, 358.)

Sales promotion in marketing is commonly looked down on. It is often the last of the things thought about in marketing management even though sales promotion as marketing communication is in most cases necessary to the success of the venture. (Hackley & Hacley 2018, 85.)

2.6.1 Promotional Work

Promotional work is one of the oldest means of marketing (Otonkorpi 26 February 2017). Promotion industry has grown a lot worldwide and has reached a value over tens of millions in Finland too. Promotions can be performed for many different objects (Salminen 14 March 2017) – only the sky is the limit (Otonkorpi 26 February 2017). The major of promotional work is centred on utilizing interpersonal contacts. Promotional objects can be anything from consumer and B2B based products and services to daily consumer goods, web sites, job openings, events, and causes. (Salminen 14 March 2017.)

Client companies and organizations expect to gain great results through promotional work. The duty of the organizing body, for example a promotion agency, is to find the right candidates for the job. Promotional work is usually very versatile and suits to many kinds of life situations. Almost every promotional work job is different as the object of the promotion vary so much. (Väisänen 17 March 2016.)

The means of marketing have digitalized a lot and different kinds of digital marketing channels as social media represents a big part of today's marketing mix (Elwan 2015; Otonkorpi 26 February 2017). Still, it seems that social media can never overcome promotional work. Many companies still use promotional work for marketing because social media does not replace the face-to-face contact promotional work enables with clients and consumers. (Elwan 2015.) The rise of digital marketing might even emphasize the meaning of interpersonal marketing methods (Otonkorpi 26 February 2017; Salminen 11 June 2018). For example, food products might be quite hard to promote without giving a sample to the consumer (Elwan 2015).

2.6.2 Promotional Representatives

Promotional representative is a sales and customer service professional whose work, in the end, is always about sales promotion. The base salary of a promotional representative is relatively high compared to other minimum base salaries in the sales business. Companies are ready to invest a lot of money into arranging promotions and usually promotional representatives are a big part of that investment. It is therefore important that the promotional representative hired does their job well together with the promotion agency in responsible for the promotion. Ultimately, the customer companies care primarily of the work quality of the promotional representative and the final result of the work. (Väisänen 17 March 2016.) As its best, the promotional representatives might pay themselves back even during the day of the promotional work is being done (Salminen 5 April 2017).

Promotional representatives need to have a great knowledge about the object of the promotion. The person needs to be self-imposed, have good customer service skills, sales expertise, communication skills, and the right kind of attitude towards the work. (Väisänen 17 March 2016.) They need to have an eye for opening conversations and ability to handle also difficult situations (Salminen 27 March 2017).

A promotional representative can come from many different life situations – they can be students, entrepreneurs, or have a permanent contract and work as a promotional representative as a side job. Promotional work suits greatly for students' part-time job but

some work as full-time promotional representatives as well. Working as a promotional representative can open many other work opportunities and co-operation possibilities. (Väisänen 17 March 2016.)

2.6.3 Temporary Work

Many employers build their staffing as alternative, meaning they use partially or wholly non-traditional recruitment sources. This leads to employees not working in a traditional employment relationship. Many of today's employees are temporary workers, meaning they work in the gig, also known as on-demand. These employees typically work in freelance, contract, temporary, or consultant capacities. (Dessler 2020, 184.) One form of temporary work is also subcontracting. A form of subcontracting is to have self-employed people undertaking certain projects, specific work tasks and single projects, thus it may also come in a form of a long-term contract (Taylor 2014, 50).

Companies use temporary workers for many reasons. These are for example:

- short-term projects
- flexibility
- try-outs from temp agency for prospect employees
- fill-in for absent employees. (Dessler 2020, 184.)

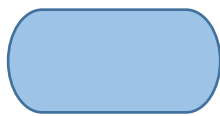
There are many concerns related to temporary work. Temporary workers have been reported being for example treated badly, misled about their job assignments, insecure about the future and their employment, and worried about their lack of insurance and benefits. (Dessler 2020, 185.) The existence of a contract employment is also critical in legal point of view (Beardwell & Claydon 2010, 419).

2.7 Business Process Definition

A business process is a set of activities that will ultimately lead to an organizational goal. The process includes clearly stated inputs and an output. The inputs are constructed from all the elements contributing to the added value of a service or product. These elements can be classified into management, operational or supporting business processes. (Appian 2020.)

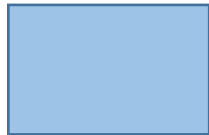
Business process are important in depicting how things and tasks are done in an organization. After defining them, they can be improved and optimized. The most essential attributes of a business process are repeatability, flexibility, specificity and measurability. A description of a business process can be designed as a workflow. (Comidor 18 May 2019.)

Workflows can be designed in many ways. In this thesis a flowchart process and workflow diagrams were selected to illustrate the different parts and subprocesses of the recruitment and selection processes. Flowchart is a very easy tool in order to visualize processes and to comprehend them. Microsoft Visio's flowchart is especially useful for illustrating basic business processes (Microsoft 2019) and was therefore selected to present an overview of the recruitment guidelines in chapter 4.2. Flowcharts usually consist of different kinds of symbols and shapes describing the actions, events and actors involved in the process. The meanings of the used Visio shapes in figure 5 in chapter 4.2 are explained below.



Starting/ending point

The shape for the first and last step of the process



Process

The shape represents a typical step in the process and is the most used shape in almost every process.



Sub-process

This shape is used for a set of steps that combine to create a sub-process that is defined elsewhere, often on another page of the same document.



Input/output data

The shape indicates information is coming into process from outside or leaving the process.

Workflow diagrams are used in this thesis in order to provide a graphic overview of the different tasks and subprocesses of the recruitment and selection processes in more detail in the chapter 4. These diagrams are good for clarifying complex tasks within a bigger process in a simple and illustrative way.

2.8 Summary of Theory

Recruiting the right people to a company is important in order to get the job done. Hiring the wrong people can lead to economic issues among others. Therefore, it is very important for companies to put effort in the recruitment and selection processes and conduct them carefully and purposefully. Companies need to define their recruitment

needs and select the most suitable recruitment and selection methods for example from the vast method selection that has been presented in this thesis.

Sales promotion is an overlooked but an important part of various marketing operations – even in the digitalized world. Promotional work is one of the earliest forms of marketing and is very much centered in interpersonal communication. Companies usually invest relatively high amount of money into promotional representatives. Therefore, it is important the hires are conducted well, and the representatives deliver the promotion tasks as planned. Usually, promotional representatives work in the job in a temporary manner and part-time.

In the next chapter, the commissioning company's current digital recruitment and selection processes are being analyzed. By the information presented in the theory framework in this chapter and the analysis of commissioning company's current digital recruitment and selection processes, the recruitment and selection plan and guidelines including a job advertisement template and content for the commissioning company's recruitment web page are being developed in chapter 4.

3 Commissioning Company's Current Digital Recruitment and Selection Processes

This chapter consists of an analysis of the commissioning company's current digital recruitment and selection processes. Data collection was conducted by interviewing the CEO and the framework of the interview is presented in the first subchapter. The analysis and key findings of the interview are being discussed in the latter subchapter.

3.1 Data Collection

A company CEO is an expert of their company. In this case, the CEO is the only person beholding the information about the company's internal matters including recruitment and selection processes and therefore, had to be interviewed in order to get information about the current state of the company's digital recruitment and selection processes.

Research interviews are based on the same interpersonal perceptions and means as every conversation, although they have a specific aim. The parties have also more specific roles in the situation. Research interview can resemble a lot an everyday conversation, yet the focus is to gain information about a specific matter of which the interviewee has knowledge of. Therefore, the conversation is being directed towards the target by the interviewer. Interviewee can be considered to have expertise about the matter they are being interviewed about. (Ruusuvuori & Tiittula 2017, 39-40, 48.) Many kinds of interview types can be applied when interviewing an expert of their field. The most common choice is a thematic interview, which is a variation of a semi-structured interview, also known as an open interview. (Alastalo, Åkerman & Vaitinen 2017, 181, 184, 187.)

The commissioning company CEO interview was conducted as an open interview with a few questions and themes specified in advance. The interview had a lot of room to pursue points of interests with follow-up questions as they came up in response to the specified questions. In table 5 below, the pre-determined questions with possible follow-up questions are presented. The themes the questions covered are also listed in the table.

Table 5. The commissioning company CEO interview.

Questions	Possible follow-up questions	Themes
Describe the current state of the company's digital recruitment and selection process.	Describe the company's digital recruitment and selection process steps. Which selection methods are you currently using?	- digital recruitment and selection process and plan - digital channels
For which issues related to digital recruitment and selection does the company need help the most right now?	What is the needed number for new hires?	- digital recruitment and selection process - digital channels - employment planning - EB
Describe your recruitment target audience.	What criteria are being used for selection? Describe your wanted talent persona.	- target audience - representative pool - EB - temporary work
Which channels are you currently using in order to reach your target audience?	Which channels have generated the best results? Data related to the used recruitment channels? Need for e.g. paid social media?	- digital recruitment and selection process and plan - digital channels - representative pool
Do you do talent sourcing?	Which channels are you using for talent sourcing? Which channels have generated the best results?	- talent sourcing - recruitment channels
Do you have recruitment and selection related documents to present?	Which channels have been the best in order to generate quality applications and hires?	- KPIs - job descriptions
Describe the strengths and weaknesses of the company's current digital recruitment and selection process.	What are the main development areas?	- digital recruitment and selection process - digital channels - EB
How does internationality show in the business currently?	What is the need for international recruitment? What need do you have considering an international recruitment and selection plan?	- international aspect

The results of the commissioning company CEO interview are being presented in the following subchapter. The results are being presented roughly in the same order as the interview questions in table 5 above.

3.2 Key Findings

Key findings of the commissioning company interview are being presented in this subchapter. First, the current state of the commissioning company's recruitment and

selection processes is being described. After, the most urgent needs regarding their recruitment and selection processes are being stated. Then, their recruitment target audience is being described. The company's currently used recruitment and selection channels are also being presented from a talent sourcing point of view. Finally, the international aspects of the company's current and future recruitment and selection processes are being discussed.

3.2.1 Current State of the Commissioning Company's Recruitment and Selection Process

The commissioning company does not have any recruitment and selection processes planned at the moment. The documents and metrics to back up the current digital recruitment and selection plan and processes are non-existent. The CEO stated that the current state of the digital recruitment and selection process "is very bad and therefore, there is a great need for this thesis project." The CEO does everything by themselves, so they do not have extensive amount of time for the recruitment and selection process.

Sales and customer relationship management takes a lot of my time even the recruitment is as important part of the business. It would be great to have simple instructions on paper what to do. That would motivate to start a more structured recruitment process... We should really activate with the recruitment. All in all, we should start doing it and keep up with it in the future as well.

According to the interview, the company has a need to build their active representative pool bigger. There is no anticipatory employment planning happening currently. The only trigger to recruit at the moment is "if the company receives some bigger orders from clients and we do not have enough promotional representatives to fill the order. This (recruitment) is something that I should be doing actively all the time, but it has been hard for me." The issue is there is no possible anticipation with the orders. "It is the basis of this business and the reason why we should do recruiting all the time actively." The turnover rate in the industry is also very high. "All the time people drop off from our representative pool and they work for other promotion agencies as well. The recruitment process should be ongoing, so we would have new representatives in our pool continuously. When the next big order comes in, we would have capacity to fill the order and do not have to recruit at that point."

"We need to grow our representative pool, but the issue is that we have only sporadic gigs to offer for only a part of the representative pool. I do not actually know what the current situation in the representative pool is." The company has representatives in their pool, but the actual situation and the number of active representatives is a mystery. It needs to have active representatives in the pool across Finland as the gigs are usually all over the

country. Therefore, the company needs to have and find new active workers all the time nationwide. "It is challenging... We cannot actually have an impact whether the representatives work or not. They might get a permanent job, end studies, move elsewhere etc. Work in the gig usually is just a part of the employees' life situationally."

At the moment, the applicants need to send their application by e-mail. "Always an application with a picture of the candidate." The CEO checks the application and asks the candidate to add them as a friend in Facebook and then adds the candidate to a private Facebook group for the company's representative pool. The representative then fills in their personal information to a certain section of the Facebook group. The CEO announces the upcoming gigs in the group. The representatives then tell if they are interested of the gig in question. The selection for a certain gig is done on occasion. "If they tell they are interested, I then check who this person's experience and If they are a good fit for the job description. After, I can confirm the gig for them."

The currently used selection methods are very simple of which a short (phone) interview is the most important but the company does not have a designed interview template for it. Yet, the CEO noted they might have use for one. After receiving an application, the CEO pre-selects the representatives to the representative pool. The actual selection for the certain gigs happens by performing a short phone interview for the representative in question when they announce themselves to be interested of a certain gig. The most important selection criteria are "looks and if they work in the area of the gig in question. I always try to book local representatives. If more representatives announce their interest for a certain gig, I tend to select the representative that has worked for us before."

"If a bigger gig comes in, I have a short phone conversation with the interested representative or ask them to send me a short video, so I can hear them speaking." It is important for the CEO to get a picture how the representative present themselves so they get the impression, how the representative is as a person and how they would perform in the specific job. For the smaller gigs, the CEO checks the representative's CV for their past experience and has a short phone interview in order to get a picture how motivated they are to do the specific job. The company has not considered any other selection methods so far, and do not see a need to develop the selection methods as they have been working well for the purpose as the number of the incoming applications is relatively small.

The CEO sees that the pros for the company recruitment and selection is they have a nice work community. "It is nice to work for us. I consider it to be our strength. We have also

very good clients and nice gigs to work on. We always give the briefs about the gigs in time for the representatives. They always receive also their salary on time. It is very important.” The company has not performed for example an employee questionnaire in order to get data about the EB related information.

3.2.2 Urgent Needs Regarding Digital Recruitment and Selection

Currently, the most important thing for the commissioning company is to find and reach possible candidates. Students are an important part of the prospective candidates. As the CEO stated: “it is a great deal to know how to reach students looking for work”. The company has, for now, used mainly Instagram for recruitment marketing and posting job announcements.

The CEO said they “know that all our current and prospective promotional workers use Instagram. I basically know where to find prospective candidates but need help with how to reach out for them”.

3.2.3 Recruitment Target Audience

The target group for the commissioning company’s recruitment are students or part-time workers at the age of 18-30. The looks should be presentable as “the looks are important in this job”. The CEO stated also that there are still jobs that suit for people outside the main target group. “The most important thing for the clients is the person is able to generate sales.” They do not have to have a lot of experience, but some customer service, marketing or sales experience is preferred for example from summer jobs or equivalent. Even hobbies such as competitive sports might be qualified as a relevant experience. “For example, competitive sport coaches you to be brave, so you are not scared about little things and freeze up in front of a difficult or challenging situation.”

The personality of the representatives plays the most important role in the selection criteria. As a person, they should be as put simple: extroverted. “The person should be social, talkative, brisk, and very unprompted. The work is being done quite individually so they need to be brave and take initiative.” The company does not have any documents or research to present where it would the best find and reach their recruitment target group.

3.2.4 Currently Used Recruitment, Selection and Talent Sourcing Channels

The very recently tried TE Services for job announcement generated the most amount of open applications so far. Therefore, the company sees a great potential in the channel – it might even be the most important recruitment channel to put effort on. “The pro of the TE

Service is it is free of charge.” The issue with the previous announcement in TE Services was the quality of the job announcement. “The most important thing is to have a good announcement in there (TE Services) and for other channels so I can just post it there and let it be.” The company CEO did not have the old job announcement to present from the TE Services “as they just wrote it in there one day and did not save it for further use”.

Talent sourcing has been the main way for the company to find prospective candidates this far. “I have just contacted individuals through Instagram, and it is very time consuming and hard work.” Even though Instagram has been one of the main channels for recruitment and selection purposes for the company, there is currently only one story highlighted in the company’s bio. “It does not show to anyone checking my profile – it is just there. We should put effort to all our channels more... I post also the Instagram recruitment marketing posts to Facebook sometimes. I do not ever post separately on Facebook, I just repost from Instagram... For Instagram, I should create good quality recruitment marketing material within a longer period of time which would actually engage followers. It is very burdensome for me.”

US

Haemme jatkuvasti promoottoreita keikkaluonteiseen työhön ympäri Suomen.

Arvostamme hakijoissa asiakaspalvelu-, ja myyntikokemusta, oma-aloitteisuutta, sekä energistä ja positiivista otetta työhön.

Lähetä avoin, kuvallinen hakemus ja CV osoitteeseen [REDACTED]

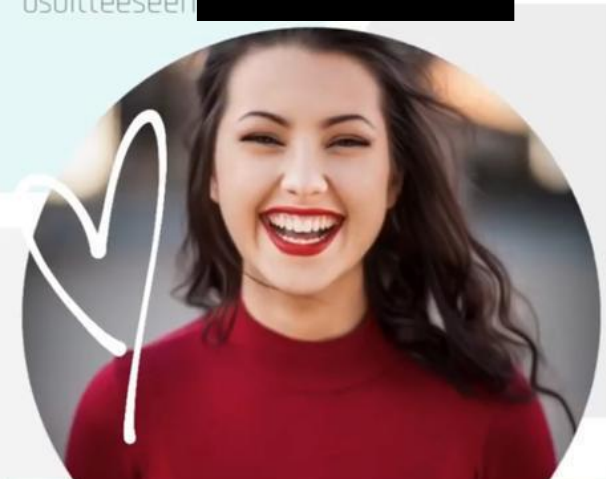


Figure 4. Commissioning company's current Instagram recruitment advertisement – a highlighted story.

The company has not announced their existing need for new employees on their web page. The CEO has been thinking to add a section for an open application, where the candidates could fill in their application, so they would not have to send an open application via e-mail. The company would also need the content for the recruitment page on the web site. "I think it might lower the step to send an application... I think we should also be more active on LinkedIn."

WhatsApp is also used for recruitment and selection purposes by the company. The presumably more active and non-Facebook user representatives are asked to announce their interest to be added to the representative pool WhatsApp group where the CEO announces the upcoming job gigs as in the private Facebook group. "We have more representatives in the Facebook group and then in the WhatsApp group. I think the WhatsApp group is fresher, and the representatives are really interested in the upcoming job gigs there as it reaches them easier."

The CEO's views of the company's social media recruitment marketing are very contradictory. On the other hand, they note social media being a very important part of their recruitment and selection processes and they know what it takes to use it for talent attraction and recruitment purposes. On the other hand, they do not have the resources and motivation to create good quality, engaging recruitment marketing content on social media. "It does not motivate me at all, which is why TE Services is so easy. The job announcement is just put up there and it generated applications. People really go there looking for jobs... I really have not received applications through Instagram or Facebook, I use Instagram only for talent sourcing purposes."

The company CEO has not used paid social media advertising and does not see a need for it in the future either. They see that the company's Instagram page reaches the needed amount of the recruitment target group. The CEO sees the potential of paid digital and social media advertising for sales purposes rather than recruitment purposes.

3.2.5 Internationality in the Recruitment and Selection Processes

The company has some international clients at the moment and is planning to internationalize more in the near future. "Different language skills are also needed in this industry even in Finland." The company sees it could potentially have clients participating different kinds of events internationally and need promotional representatives for the

international events. The main part of the internationality currently, are the international companies coming to Finnish events and need local promotional representatives.

The needs for the digital recruitment and selection plan are very similar locally and globally for the company. "The criteria are the same... We do not have an idea from which channels to reach the recruitment target group internationally. That is something we should find out."

4 Digital Recruitment and Selection Guidelines

In this chapter, recommendations for digital recruitment and selection processes and the digital recruitment and selection guidelines tailored for the commissioning company are being presented. In the first subchapter, recommendations for the commissioning company are being discussed based on the theory in chapter 2, and the issues that were addressed in the previous chapter. Business process and the design of the guidelines have been defined in the second subchapter. The actual guidelines in the third subchapter, are presented as a series of visual and written recommendations for the commissioning company. Finally, recommendations on how to adapt the digital recruitment and selection plan to international markets are being discussed.

4.1 Recommendations for the Commissioning Company

The key in order to improve the commissioning company's digital recruitment and selection processes is to answer to the urgent needs of the company. First, the company should get a clearer vision of the employment needs via employment planning, recruitment and selection documentation and target audience research. It was also found out that there are privacy issues related to the company's current recruitment and selection processes. Recommendations on how to improve the privacy aspect are also addressed in this subchapter. Recommendations for job advertising are also discussed. Finally, recommendations on how to improve EB actions in digital channels such as social media.

Employment planning

At the moment, the recruitment and selection process in the commissioning company can be considered to be reactive instead of proactive. The reason is the nature of the business is not very predictable as the commissioning company CEO stated in chapter 3. It might help, if there was more documentation on the sent offers and other marketing and sales figures. As it was stated in the CEO interview, the need for the recruitment depends on the sold orders – what kinds of orders they are, where, and when they must be filled.

Recruitment and selection documentation

From now on, it would be beneficial to gather data on the whole recruitment process in order to be able to measure the effectiveness and return of investment of the recruitment and selection processes. By gathering data, it is easier for example to justify the usage of certain recruitment channels. It will save the limited resources of a one-person lead company. This might also motivate the CEO to perform recruitment actions as well, if they

see the actual data on how effective for example the usage of a certain recruitment channel has been.

Target audience research

As it was noted in chapter 3, the commissioning company has not yet made an actual target audience research. As it was stated in chapter 2, it is crucial for the success of digital recruitment to know where and how to reach the target audience. Therefore, it would be beneficial for the company to perform a research for its current employees in order to have data, exactly which digital channels its target audience is using and which of the channels are crucial for the company's recruitment purposes. The research can be conducted for example as an interview or an online questionnaire.

Privacy in recruitment

At the moment, the selected candidates will be added to a private Facebook group, in which they fill in their personal information. This is illegal based on The General Data Protection Regulation (GDPR), which orders companies to keep their stakeholders' information protected. A private Facebook group in the use of a company does not fulfil the requirements of GDPR in the context of recruitment, because the personal information of employees must be kept in a safe place, unreachable for third parties. All the information that may reveal the person's identity, such as name, phone number, address, e-mail address, social security number, profile picture and sensitive information, must be stored according to GDPR, even if they have been given willingly for the company. A company must be able to proof following the regulations in case the authority asks for it and therefore companies need to have documentation of the matter. (Regulation (EU) 2016/679.)

The use of e-mail for recruitment purposes does not meet the regulations as it is usually non-encrypted. A privacy policy has to be presented to the applicant. The party receiving the information from the applicant has to be able to prove the applicant has given a consent to the receiver to handle the information about them. An applicant's data must be erased from the places it has been stored if the applicant requests so. (Regulation (EU) 2016/679.)

Therefore, it is suggested the company adapts for example a recruitment service on their recruitment web page in order to assure the legal aspect of the company's recruitment process. This way the personal information of the applicants would also be stored as it is stated in GDPR. This would also simplify the recruitment process as a whole, and

especially for the applicant, as the personal data would be in one place and they wouldn't have to fill it in multiple times.

Job advertising

Based on the commissioning company CEO interview, a job advertisement template based on a description has been created. The advertisement templates written in both Finnish and English languages, can be found from appendices 1 and 2. The ready-written job advertisement template can easily be modified to suit the selected digital recruitment channels, such as job boards listed in tables 3 and 4 in chapter 2.4.3.

The commissioning company CEO noted also that recruitment page content/web application content for the company's web page is needed. Therefore, it was created as a part of this thesis. The job advertisement based on a job description and web application content designed for the company's recruitment page can be found from appendix 3. This content has been designed for now, only in Finnish language as the company's web page is currently written only in Finnish language.

Nevertheless, the commissioning company CEO does not consider paid social media advertising for recruitment purposes worthy at the time, according to literature, it might be something to take a look at. As the algorithms created by the social media companies control what their users get to see on their networks, paid advertising helps to tackle this issue and increases the number of people seeing your post. You are able to accurately target your audience via numerous different criteria, so your job advertisements would only be served to the right audience. The posts have to send people to a custom landing page (for example your company's recruitment web page) with a clear call to action, which allows you to determine a clear return of investment for these campaigns as well.

Employer branding (EB)

Throughout the desktop research done and discussed in chapter 2, it was notable that developed EB has a significant impact on recruitment process. Digital channels such as social media provide a great tool for companies to promote their employer image and this possibility should be utilized effectively. The commissioning company CEO pointed out creating EB content to social media is time consuming. A social media calendar could help schedule detailing, what, when, and on which social media channels you post content. It helps in planning, coordinating and remaining active and relevant across the channels.

Conducting the recruitment and selection processes according to GDPR can also be an EB action. It gives the applicants and promotional representatives a professional impression of the company and can have a positive effect on the employee turnover.

4.2 Building a Pool of Promotional Representatives

The recruitment and selection process guidelines for the commissioning company are divided into three phases: pre-recruitment, recruitment and selection, and post-recruitment. In this subchapter the overview of the recruitment and selection process is first presented as a whole in form of a Microsoft Visio flowchart in figure 5 below. Then, in the following subchapters of this subchapter, the recommendations of the digital recruitment and selection tasks included in the process are presented visually as workflow diagrams.

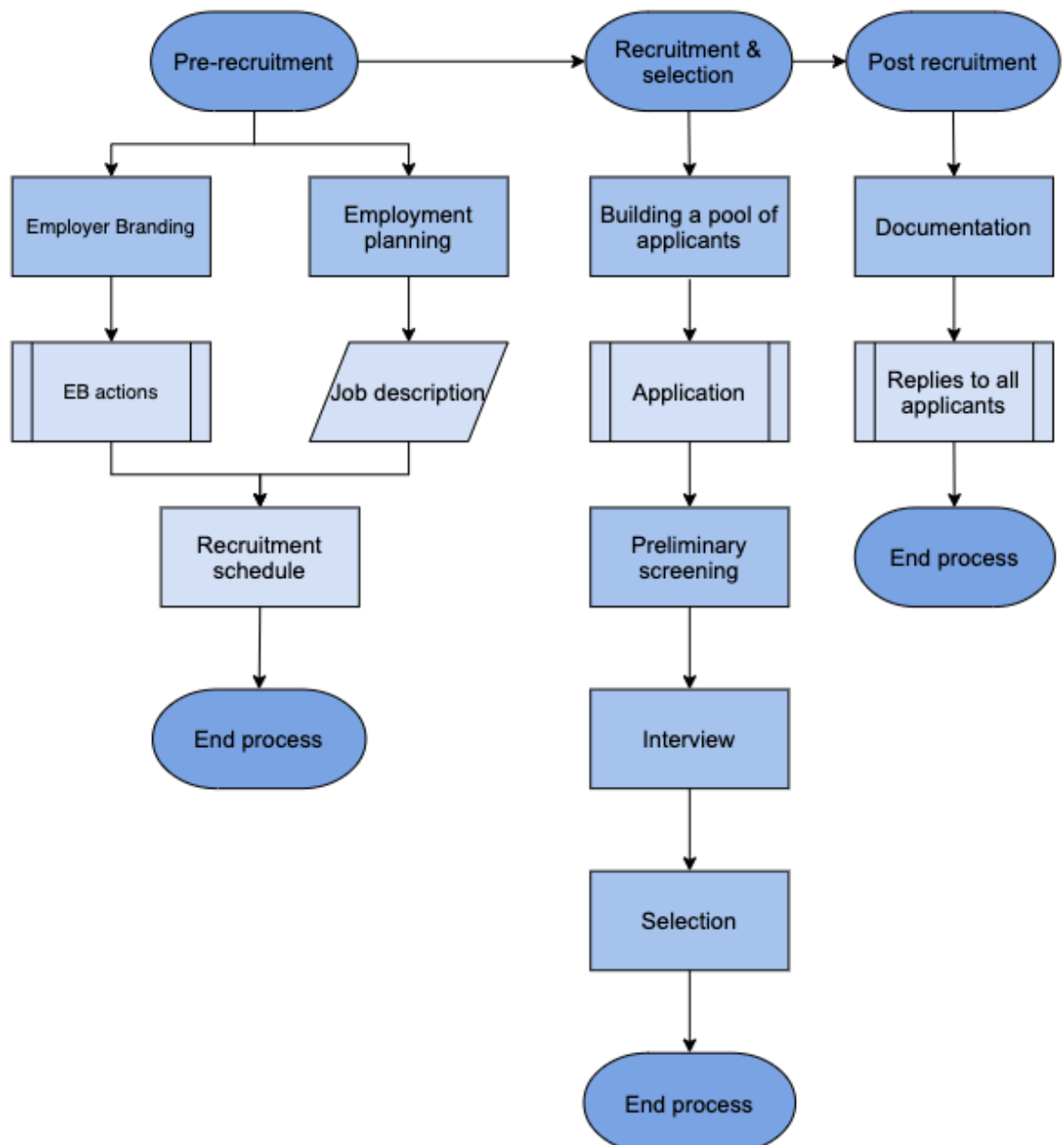


Figure 5. Overview of the commissioning company’s recruitment and selection process.

4.2.1 Building a Pool of Applicants

In order to succeed in building a larger promotional representative pool, the company should actively use EB actions to attract and engage followers and to get attention from the possible client companies needing the commissioning company’s services. The commissioning company should use a wide range of channels presented in tables 3 and 4 in chapter 2.4.3 in building a pool of applicants and provide them a GDPR compatible way of posting an application. Figure 6 below illustrates the process of building a pool of applicants.

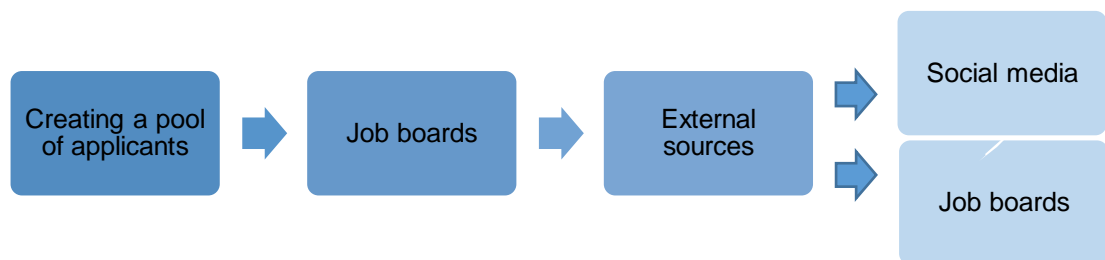


Figure 6. Building a pool of applicants.

Below in figure 7, the application process is presented as a visual workflow diagram.

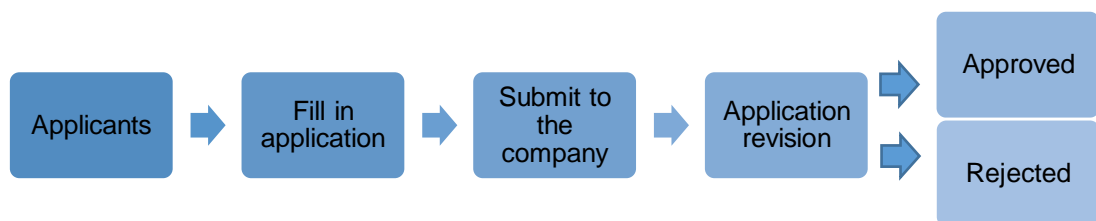


Figure 7. Application process.

4.2.2 Screening

After gathering a pool of applicants, the next phase is the screening of all the applicants by reviewing their online applications. The competencies needed for the job are presented in the CEO interview in chapter 3 and also in the job advertisement appendices 1 and 2. The applications should contain all the candidates’ basic information, CV, education, experience and additional skills and competencies. If the applicant does not meet the minimum requirements of the job, the applications can still be saved and stored according to GDPR for future reference. Figure 8 below represents the screening process.



Figure 8. Screening process.

During the screening process, some of the candidates proceed to an interview phase. The interviews are conducted mainly as a phone interviews and therefore are not digital and part of the scope of this thesis.

4.2.3 Selection and Reference Check

After the screening and interview processes, the company should have a relevant amount of data on the candidates. The data should be stored according to GDPR. The data should be checked thoroughly before making the final selection, and make sure everything is in order. The selection can also be ensured by making reference checks, if necessary. With all the information gathered, it is time to make the final selection. Figure 9 below pictures the selection process.

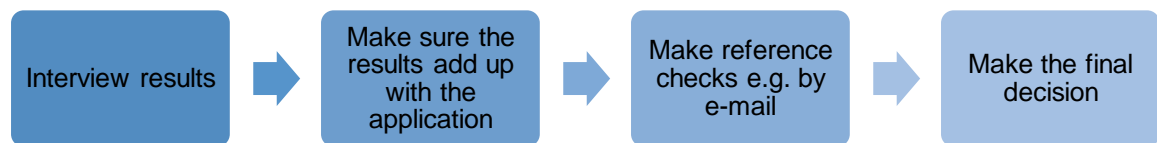


Figure 9. Selection process.

4.3 Post Recruitment

After the selections for the company's representative pool have been made, it is time for the post-recruitment phase which completes the recruitment and selection process as a whole. The whole process should be documented. It benefits the future recruitments of the company and works as a proof of the ethical and legal aspects of the process.

Transparency is a key for successful EB, and documentation of the recruitment process is an important part of the matter.

What comes to a successful EB, it is as important to let the non-selected candidates have a comprehensive answer of the recruitment as it is to welcome the selected ones to the representative pool of the company. Let the applicants, who did not make it to the representative pool, know the reasons for disselection and make sure the situation is handled as comfortably as it can for the non-selected candidate. The candidate that was

not selected now, might be an excellent hire later. The possible negative employer experiences that might also be posted for example on social media, and spread out, are very bad for the company's EB. This might harm future recruitments. Figure 10 below illustrates the post recruitment process.

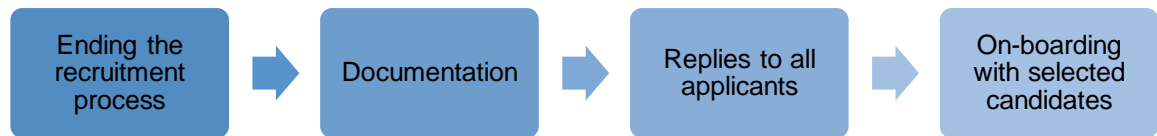


Figure 10. Post recruitment process.

Dividing the whole recruitment and selection process into smaller tasks and subprocesses as seen in this chapter, is a good way to facilitate the whole process. This guideline should be used in a chronological order in order to conclude the whole digital recruitment and selection processes. Legal aspects, such as the GDPR should be taken in consideration throughout the whole processes.

4.4 Adapting the Guidelines into International Markets

The Internet, including social media, has made it easier to recruit and source talent internationally as well. In general, it is being considered to be easier to recruit people locally due to language and cultural knowledge. International recruiting and talent sourcing become easier when looking for people from the area you are recruiting for or for people having some connections, like family, in the area. Targeting talent from the companies working in the same field is also a helpful approach for sourcing. Depending on the target country, using a variety of language options in the search keywords usually generates more fruitful outcomes. As simple as Google translate can help with translating the keywords. (Headworth 2015, 121.)

The same digital channels work, in general, for local and international recruiting actions. You want to look for international student job boards as well from the area you are recruiting for. Search engines are a big help in finding the right digital channels, like job boards, for international promotional representative recruiting. Social media works globally for talent sourcing as well as locally. It is good to remember different social media channels are used in different countries around the world – what is popular in Finland, might not be as popular in other countries (Sields & Levashina 2016, 158-159). The key is using the right keywords to find the right candidates to approach.

5 Discussion

In this final chapter of the thesis, first the received feedback from the commissioning company is being presented. The thesis project evaluation has been discussed by the author. Finally, the author has reflected on the learning process throughout the thesis project.

5.1 Company Presentation and Feedback

This thesis was presented to the commissioning company CEO on the 4th of May 2020. The feedback received was overall very positive. “The job advertisement template is very well designed and written. It will very likely attract the right kind of applicants for our needs.” It was also mentioned that it will be very easy for them to modify the job advertisement in the future, if needed, as it works well as a template for many kinds of job announcement purposes as a whole and partially.

It was noted that the tables 3 and 4, which contain the digital recruitment channels (excluding social media), are extremely valuable for the company. “It is now very easy and effortless to announce the job openings with the combination of the ready-written job advertisement and the list of the possible channels. We can just choose the suitable ones from the table and post the advertisement there. Everything is ready made to meet our needs.”

They pointed also that the thesis is nicely structured so they can easily find relevant information from it. “The visual diagrams help to clarify the processes and simplify the subject effectively. The recruitment and selection processes seem now simpler as they have been cut into smaller subprocesses. It somehow takes weigh off from the actions.” The company will utilize the developed digital recruitment and selection plan and guidelines including the job advertisement template and recruitment web page content in their operations.

5.2 Project Evaluation

This thesis project is based on a comprehensive collection of good quality sources covering the theme on all aspects. Still, it was difficult to find any academic references covering the promotional work, thus for example blog posts and other non-academic sources had to be utilized. Nevertheless, all the main points of digital recruitment and selection processes in the commissioning company’s field should be covered thoroughly.

All in all, the thesis project was a success. The author is pleased with the result as it reflects well the knowledge gained during her specialization studies. The commissioning company was also very happy with the end products and can utilize them in their recruitment and selection processes which indicates the project success as well.

There are also possible improvements concerning the thesis. Due to lack of recruitment and selection documentation from the commissioning company, it was impossible to include any KPIs or analyse their previous job advertisements to back up for example the recommendations for the company. External information on these matters covering promotional work was also non-existent.

For further research, an interview template would be beneficial to develop for the company's use. A somewhat structured interview template would help to conduct the interviews fairly and equally for all the candidates. It makes also the candidate evaluation easier, as the interview questions would be mainly the same for all the candidates. An interview template was not developed in this thesis project, as the current interview process is conducted non-digitally in the commissioning company.

5.3 Reflection on Learning

Due to a good thesis plan, it was actually quite easy for the author to start work on the actual thesis. The author's previous experience of working on two thesis projects helped a lot in this project as well. Good planning helped to get a bigger picture of the project from the beginning and eased the work along the way.

Especially working on the theory part, the basis of the thesis, went smoothly as the key concepts were identified and defined carefully beforehand. Working on the theory part verified the pre-assumptions the author had about the subject based on the prior specialization studies in HRM. The author's work experience in the recruitment field helped also a lot in planning and understanding the subject well, even before the start of the actual thesis project. Consequently, it was also relatively easy to work on the plan and guidelines after the theory part was by and large written.

Working on the thesis strengthened and deepened the author's understanding of digital recruitment and selection processes. By researching and creating the plan and guidelines the author has internalized all the previously learned and helped to combine the knowledge with real life practice more efficiently.

This thesis project has enhanced the author's competence in the recruitment field. The author can utilize the thesis in her own work as a staffing and recruitment assistant and even in developing the processes further in the company with the information gained during the project. The thesis has been very beneficial for the commissioning company's digital recruitment and selection processes as well as the author's professional development in her specialization field.

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Appendices

Appendix 1. Job Description in Finnish

Promootiotyöntekijä, koko Suomi, Yritys x

Etsimme jatkuvasti innokkaita, reippaita ja myyntihenkisiä tekijöitä tapahtumiin ympäri Suomen! Kokemusta tärkeämpää tässä tehtävässä on persoonasi. Menestyäksesi tehtävässä olet iloinen energiapakkaus, joka on omimmillaan sosiaalisissa tilanteissa. Tartut myös herkästi tuumasta toimeen ja osaat mukautua vaihtuviin tilanteisiin. Meillä pääset kartuttamaan arvokasta työkokemusta myynnin ja markkinoinnin parissa erilaisissa, kiinnostavissa työtehtävissä. Työ sopii erinomaisesti esimerkiksi opintojen ohkeen tai lisätyöksi. Mikäli kiinnostuit, lue lisää alta ja hae paikkaa jo tänään!

Tarjoamme eri pituisia keikkatöitä tunnetuilla asiakkaillamme ympäri Suomen. Tarjolla on monenlaisia edustustehtäviä erilaisissa tapahtumissa, messuilla, sekä maistatusten ja näytejakelun parissa. Työtä tehdään niin yksin kuin vaihtuvissa tiimeissä. Tehtävät räätälöidään kokemuksesi ja kiinnostuksesi mukaan – saat itse valita, mitä keikkoja teet ja milloin!

Tarjoamme sinulle:

- joustavan työn silloin kun sinulle sopii
- kannustavan, iloisen työyhteisön
- innostavia keikkoja alansa johtavilla yrityksillä
- kilpailukykyisen tuntipalkkauksen

Odotamme sinulta:

- oma-aloitteisuutta, energisyyttä ja positiivisuutta
- asiakaspalvelu- ja myyntikokemusta (esim. kesätyö, harjoittelu tai muu kokemus ihmisten parissa työskentelystä)
- sujuvaa suomen kielen taitoa (muun kielitaidon katsomme eduksi)
- arvostamme myös aktiivisuutta sosiaalisen median kanavissa

Yritys x tarjoaa asiakkailleen oikeat ihmiset aitoihin kohtaamisiin. Tuotamme mieleenpainuvia toteutuksia asiakkaillemme ympäri Suomen vuosien kokemuksella. Palvelumme koostuvat tapahtumohenkilöstön tarjoamisesta asiakkaidemme tilaisuuksiin, myynninedistämisestä, sekä vaikuttajamarkkinoinnista. Suurin osa asiakkaistamme toimii urheilun, sekä elintarvike- ja autoteollisuuden parissa.

Käy täyttämässä hakemus osoitteessa www.....fi.

Lisätietoja tehtävästä:

nn

Appendix 2. Job Description in English

Promotional worker, across Finland, Company x

We are continuously looking for enthusiastic, cheerful and sales-oriented promotional workers across Finland! In this job, your persona is more important than your experience. In order to succeed in the job, you need to be a cheerful energy package that flourishes in social encounters. You should be able to get down to business and to adapt with changing situations. You will gain valuable work experience in sales and marketing with various, interesting tasks. This job suits well for instance for a student or as an extra job. If this aroused your interest – read more below and apply soon!

We offer different kinds of job gigs with our well-known client companies across Finland. We provide many kinds of representative jobs in different kinds of events, expos and within sample giving. You will work both individually and with changing teams. The tasks will be adjusted with experience and interests – you can choose which gigs you will take and when!

What we offer:

- a flexible job
- a supportive and cheerful work community
- inspiring gigs with the leading companies
- a competitive hourly salary

What we expect from you:

- exuberance, positivity and to take initiative
- sales and customer service experience (e.g. summer job, internship or other relevant experience working with people)
- to be able to communicate in Finnish (other language skills are considered as an advantage)
- we value also activity in social media

Company x provides the right people for genuine meetings. We produce unforgettable implementations for our clients across Finland with years of experience. Our services consist of providing event staff for the client companies' events, sales promotion and influencer marketing. Most of our clients operate in sports, food and automobile industries.

Apply in www.....fi.

Additional information about the position:

nn

Appendix 3. Recruitment Page Content and Open Web Application.

Promootiotyöntekijä, koko Suomi

Etsimme jatkuvasti innokkaita, reippaita ja myyntihenkisiä tekijöitä tapahtumiin ympäri Suomen! Kokemusta tärkeämpää tässä tehtävässä on persoonasi. Menestyäksesi tehtävässä olet iloinen energiapakkaus, joka on omimmillaan sosiaalisissa tilanteissa. Tartut myös herkästi tuumasta toimeen ja osaat mukautua vaihtuviin tilanteisiin. Meillä pääset kartuttamaan arvokasta työkokemusta myynnin ja markkinoinnin parissa erilaisissa, kiinnostavissa työtehtävissä. Työ sopii erinomaisesti esimerkiksi opintojen ohkeen tai lisätyöksi. Mikäli kiinnostuit, lue lisää alta ja hae paikkaa jo tänään!

Tarjoamme eri pituisia keikkatöitä tunnetuilla asiakkaillamme ympäri Suomen. Tarjolla on monenlaisia edustustehtäviä erilaisissa tapahtumissa, messuilla, sekä maistatusten ja näytejakelun parissa. Työtä tehdään niin yksin kuin vaihtuvissa tiimeissä. Tehtävät räätälöidään kokemuksesi ja kiinnostuksesi mukaan – saat itse valita, mitä keikkoja teet ja milloin!

Tarjoamme sinulle:

- joustavan työn silloin kun sinulle sopii
- kannustavan, iloisen työyhteisön
- innostavia keikkoja alansa johtavilla yrityksillä
- kilpailukykyisen tuntipalkkauksen

Odotamme sinulta:

- oma-aloitteisuutta, energisyyttä ja positiivisuutta
- asiakaspalvelu- ja/tai myyntikokemusta (esim. kesätyö, harjoittelu tai muu kokemus ihmisten parissa työskentelystä)
- sujuvaa suomen kielen taitoa (muun kielitaidon katsomme eduksi)
- arvostamme myös aktiivisuutta sosiaalisen median kanavissa

Yritys x tarjoaa asiakkailleen oikeat ihmiset aitoihin kohtaamisiin. Tuotamme mieleenpainuvia toteutuksia asiakkaillemme ympäri Suomen vuosien kokemuksella. Palvelumme koostuvat tapahtumahenkilöstön tarjoamisesta asiakkaidemme tilaisuuksiin, myynninedistämisestä, sekä vaikuttajamarkkinoinnista. Suurin osa asiakkaistamme toimii urheilun, sekä elintarvike- ja autoteollisuuden parissa.

HAE TÄSTÄ (linkki)

Etunimi

Sukunimi

Sähköposti

Puhelinnumero

Syntymävuosi

CV (liite, vapaaehtoinen)

Kuva (liite, vapaaehtoinen)

Onko sinulla aiempaa kokemusta promootiotyöstä? (kyllä/ ei)

Onko sinulla aiempaa asiakaspalvelu- ja/tai myyntikokemusta? (kyllä/ ei)

Kerro itsestäsi vapaamuotoisesti

Miksi meidän tulisi valita juuri sinut?

Millä alueella olisit valmis työskentelemään?

LÄHETÄ (linkki)

Olen lukenut tietosuojaselosteen Yksityisyyskäytäntö (linkki) ja hyväksyn, että tietojani säilytetään ja käytetään tietosuojaselosteen mukaisesti.