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Social Media Strategy to Aid Recruitment Process – Case Konecranes

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Tämä opinnäytetyö on tehty Konecranes Finlandille, suomalaiselle teollisuusnostureita ja kunnossapitopalveluita tarjoavalle kansainväliselle yritykselle. Työn tavoitteena oli muodostaa alustava sosiaalisen median strategia rekrytointin näkökulmasta. Yritys oli huomannut tarpeen tulla aktiivisemmaksi ja näkyvämmäksi sosiaalisessa mediassa ja tätä kautta tavoittaa myös enemmän työnhakijoita. Työnantajamielikuva oli myös asia, joka ei ollut ollut kenenkään vastuulla hetkeen, joten työn tarkoituksena oli pohtia strategiaa myös tältä kannalta.

Teoreettisessa viitekehyksessä keskityttiin yläaihetasolla rekrytointiin, sosiaaliseen rekrytointiin, erilaisiin sosiaalisen median strategioihin, benchmarkingiin ja tutkimusmenetelmiin. Työn luonteen ja aikataulun johdosta työnantajamielikuva päätettiin jättää kokonaan pois viitekehyksestä, sillä se on omana kokonaisuutenaan jo hyvin suuri.

Työn varsinainen toteutus koostui kahdesta osasta: tutkimushaastatteluista ja benchmarking-osuudesta. Tutkimusmenetelmäksi valikoitui teemahaastattelu, sillä se mahdollisti monipuolisten ja rehellisten vastausten saamisen pieneltä joukolta. Tutkimusryhmät koostuivat 9:stä Konecranesin esimiehestä ja työntekijästä ja 10:stä opiskelijasta eri aloilta. Konecranesin osalta haastatteluissa oli 8 teemaa: tausta ja nykyinen työnkuva, nykyiset rekrytointimenetelmät, aktiivisuus ja osaamistaso sosiaalisessa mediassa, sosiaalinen media rekrytointissa, sosiaalisen media merkitys tulevaisuudessa, ihanteellisten työntekijöiden löytäminen, hankalat kohderyhmät ja opiskelijoiden rekrytointi. Opiskelijoiden haastatteluissa teemoina olivat opinala ja kokemus, työllistyminen, henkilökohtainen sosiaalisen median käyttö, työnhakumenetelmät, sisällön vaikutus sosiaalisessa mediassa, sosiaalisen median tulevaisuus ja työnantajamielikuvan vaikutus. Itse suoritettussa benchmarking-osuudessa verrattiin Konecranesin ja kolmen muun yrityksen sosiaalista mediaa ja kotisivuja.

Keskeisinä tuloksina haastatteluissa nousivat esiin eritoten työnantajamielikuvaan panostaminen, systemaattisuus sosiaalisen median ja sen rekrytointiin soveltamisen suhteen sekä monipuolisen sisällön, organisaation sisäisen yhteistyön ja yleisen osaamisen puute. Opiskelijahaastatteluissa nousi esille, että sosiaalisen median voima on valtava ja se miten työnantajat siihen panostavat kertoo heistä paljon. He toivoivat näkevänsä enemmän myös rentoa ja kohderyhmään vetoavaa sisältöä. Kehittämisehdotuksiksi yritykselle lukeutui uuden projektin tai opinnäytetyön tekeminen keskittyen työnantajamielikuvaan, uusien kanavien kokeilu ja haltuunotto sekä kohdennettu mainonta, sosiaalisen median tärkeyden huomioiminen jo henkilöstösuunnittelussa sekä sisällön muokkaaminen työnantajamielikuvaa ja yrityksen arvoja promotoivaksi.

Asiasanat: sosiaalisen median strategia, sosiaalinen rekrytointi, teemahaastattelu, työnantajamielikuva, benchmarking

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This thesis work was done for Konecranes Finland, a Finnish-based international manufacturer of industrial cranes and maintenance services. The goal of this thesis study was to come up with an initial social media strategy from a recruitment point-of-view. The company had noticed the need to become more active and visible on social media and thus reach more potential job candidates. Employer branding was also something that had not been anybody's duty for some time, so the purpose of this work was to consider the strategy regarding the employer branding aspect as well.

The theoretical framework focused, on a subject level, on recruitment process, social recruiting different social media strategies, benchmarking and research methods. Due to the nature and schedule of the thesis, it was decided that employer branding would be dropped out since it, alone, is a rather large entity.

The practical execution of the thesis consisted of two parts: research interviews and benchmarking phase. Theme interview was chosen as the primary research method since it enabled getting diverse and honest answers from a small group of people. The research groups (2) consisted of 9 Konecranes' managers and employees and 10 college and university students from different branches. The Konecranes interviews consisted of 8 themes: background and current job description, current recruitment methods, social media activity and knowledge, social media in recruitment, social media in the future, finding ideal candidates, difficult niche target groups and student recruitment. As for the student interviews, the respective themes were study branch and background, employment views, personal use of social media, job seeking methods, the impact of social media content, the future of social media and the meaning of a good employer brand. In the completely personally implemented benchmarking phase, Konecranes' and three other companies' social media activity and corporate web pages were compared.

As results of these interviews, the relevant themes that came up were, but not limited to: investing in employer brand, systematicity in social media and applying it to recruitment and the lack of versatile content, internal collaboration and general knowledge in terms of social media. In student interviews, it came up that the power of social media continues to be enormous and that the way employers invest in it says a lot about them. They also wished to see more casual content and content that appeals to the target group on a personal level. Some development suggestions to Konecranes were taking up a new project, thesis work or equivalent to further investigate their employer brand, trying out and adapting new channels and targeted advertising to their strategy, acknowledging the importance of social media in HR planning and strategy and editing the social media content to promote employer brand as well as the company's values.

Keywords: social media strategy, social recruitment, theme interview, employer brand, benchmarking

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1 Introduction

The aim of this study was to come up with an initial social media recruitment strategy in terms of recruitment process for Konecranes Finland. The more accurate research question for this case study was “what kind of social media presence and activities are required from Konecranes to make them a more attractive workplace?” While the question itself may be vague for audience, the study takes a deeper look at Konecranes Finland’s current social media activity in order to find points of improvement and new insight via qualitative interviewing.

Konecranes Finland is a local subsidiary to Konecranes Ltd. Konecranes Ltd is an international, world-leading company in Lifting Businesses™, providing their customers in such areas as terminals, ports, process industries and shipyards with different lifting equipment and solutions and is based in Finland. Konecranes has approximately 17,000 employees working in 600 locations in 50 countries. Their class A shares are listed on the Nasdaq Helsinki. (Konecranes, 2018)

The thesis study was conducted in co-operation with Konecranes Finland’s department of Human Resources (HR). The basis was that the organisation had not yet had a systematic strategy for utilizing social media, as it was primarily used for such things as marketing new products and innovations and posting information valuable to the stakeholders. The people at Konecranes think they need to follow the trend and start attracting new employees and promoting their employer brand more consistently on social media.

Employer brand is a task that has been somewhat divided between several people at Konecranes and no one has had the time or the resources to contribute towards it full-time. It was said that recruitment in the organisation is still so stuck to its old habits that a rebuild needs to happen. Good candidates were starting to get harder and harder to come across and so the need for a research like this was identified.

Over the years there has been a growing decline in reading newspapers. Even though Finland, especially, is still rather big in reading magazines and newspapers, more and more people decide to read theirs online on a computer or a smartphone.

The rapid digitalisation of media has led to changes in how certain target groups are reached. According to Media Audit Finland (2016), the amount of Finnish people who read physical newspapers on a regular basis decreased by almost 20 percentage points between 2011 and 2015. During the same period the amount of people who use a mobile phone to read the e-versions of those respective newspapers grew by an astonishing 40 percentage points. It is worth mentioning that approximately 80 percent of Finnish people still regularly read their newspapers in a physical form, but the trend is rather declining. Also,

whereas the majority of people 18 to 44 years old seem to have adapted to all forms of media, including electronic, the best target group to reach via physical newspapers are people older than 45 years.

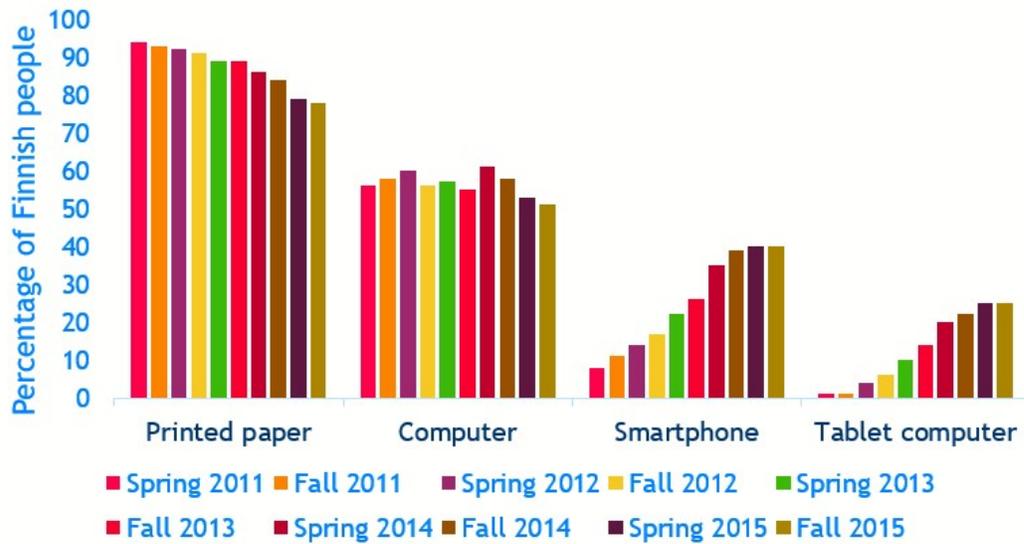


Figure 1. Ways of reading a newspaper in Finland (National Media Survey, 2016)

While newspapers are still a valid means of business-to-customer communication their effectiveness is rather irrational, and the trend is clearly declining. Newspapers, as with many other services, are seeing a clear increase in the usage of their mobile counterparts.

The annual National Media Survey in Finland also takes a look into people's social media habits. Over the past five years, the use of social media has grown proportionally in every age group. People of ages between 16 and 24 continue to be the most active group in social media and still growing, despite a slight drop in 2016. All age groups show growing activity but the numbers of users gets perpetually smaller the older they are. Statistically speaking, we can expect the use of social media becoming more frequent in all age groups over the coming years.

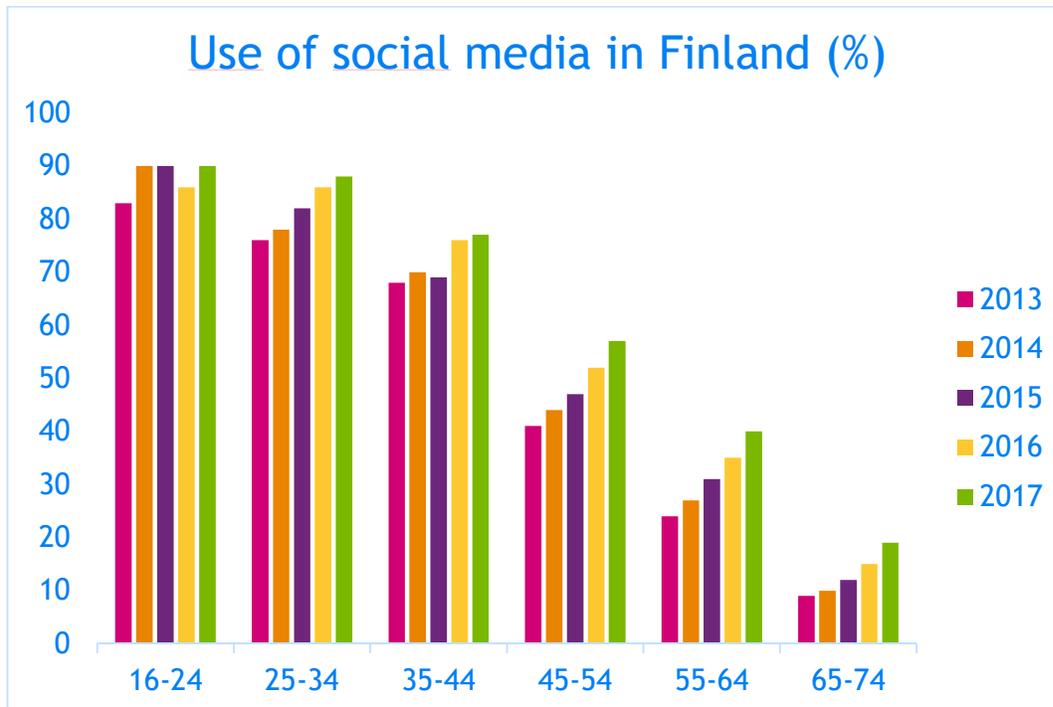


Figure 2. Social media users by age group in Finland (Media Audit Finland, 2017)

The field of employment or recruitment has remained the same for many years in a conceptual sense. It all starts with realizing the need for the human resource, then the job advertisement is made, it's posted, HR unit screens through resumes and invites the best group to interview, it all comes down to the last few people, the best one is selected, made an offer and eventually hired. Only it is not that simple anymore, according to Lars Schmidt (2016), who discusses the topic in his contribution to Forbes magazine. In a nutshell, what he's trying to say in his article is that it is no longer the companies that look for the best candidates – it's the candidates looking for the best companies.

He states that recruiting is directionally turning more into inbound rather than the outbound way it used to be. The hiring market is "full of noise" and consumers are flooded with different advertisements that they find irritating, visually unpleasant or the advertisement is about something they simply don't care about. He also says that the market divides into "active" and "passive" job seekers.

Active ones go through a lot of effort do find out where they eventually want to work and send applications after applications. They are typically less picky when it comes to employer-candidate communication due to their need to get a job. The passive ones are, indeed, looking for a job but they don't show as open for hiring. Instead, passive job seekers tend to have interest in companies that really stand out. When it comes to attracting these people, it all comes down to the essentials – visibility and crowd engagement.

2 Recruitment

Recruitment is a part of Human Resources Management (or HRM), the purpose of which is to find the smallest amount of people who have the best qualifications to fill an open position in an organisation, regarding their knowledge, skills, potential and possible experience. Recruitment can be practiced on many platforms and is usually done in the form of a job advertisement. Many companies practice internal recruitment and it is even encouraged in some companies to keep reliable personnel in the organisation and to diversify their careers in order to maintain working motivation.



Figure 3. Recruitment process (derived from Vanderbilt University, 2018).

Recruitment is always based on the need for human capital in the organization. If the company is currently going through a profitable phase and the period of success in business can be expected to continue, the company will usually strive to expand its operations and boost its performance by recruiting more valuable working force. Recruitment can also take place for more natural reasons, such as people simply quitting their jobs or retiring.

There are a lot of things to take into consideration when starting to recruit people. Frequent recruitment can, however also be a sign of bad recruitment. Things aren't looking good, if people leave the company at a faster rate than new recruits come in. In other words, recruitment shouldn't be about acquiring as

much workforce as possible but obtaining as professional and sustainable workforce as possible. Recruiting a person should be considered a long-time investment and, having such a huge influence on the company's business, issues in recruitment and internal career lifespans should be seriously taken into account. (Brown 2011, 5-6.)

Recruitment is, all in all, a huge entirety and should be thought of as one in terms of an organisation's business strategy. Neglecting the importance of well done recruitment can be crucial for a company trying to reach its business goals. This part of the thesis studies recruitment process from several aspects, including personnel planning, HR strategy and job analyses as well as job advertisements and the importance of social media presence in recruitment.

2.1 HR planning

HR planning has been a relevant term in personnel administration for some decades now, growing its roots all the way back from around 1800 B.C. when minimum wage and incentives were etched down in the Babylonian Codes of Hammurabi. Many other methodologies to determine labour and organizations from an HR point of view kept coming up even before the second millennium. Yet the most impactful turning point in the views on workforce consideration took place somewhere around early 1800's, with the introduction of the industrial revolution. Up until that, the relationship between an employer and an employee was non-existent, almost comparable to slavery. Both slavery and serfdom as ways of employment were replaced by the guild system, involving the owner, the travelling worker and the apprentice. This marked the beginning of choosing, training and advancing the workers as well as collective bargaining for wages and working conditions. (Bhattacharyya 2009, 2-3.)

In a modern organization, HR planning is inevitable so as to coordinate the needs and essentials of recruitment. According to Rashmi (2010, 11), successful, professionally done recruitment is never because of luck or coincidence but is always a result of thorough contemplation and consideration. HR planning can be defined as a separate process whose purpose is to chart the organisations need for human resources over a certain period of time.

2.2 HR strategy

According to Viitala (2014, 42), organisations typically divide their functions under three main strategies: corporate strategy, which determines the kind of business and markets the company is willing to compete in, business strategy which determines the actions required in order for the company to remain a prominent figure in that specific market, and operative strategies to support the business strategy. Operative strategies can focus on areas such as: HR, marketing, research & development and production.

A business HR strategy is always at the bottom of every process and action that has to do with the workforce of a company. As stated earlier, an HR strategy is a supportive act to the company's business strategy so as to help the company reach its business goals through efficient human resources management. The most important matters an HR strategy aims to provide support for consist of, but aren't limited to:

- making sure there is generally enough workforce and that all required tasks have been assigned to people capable of carrying them out,
- providing training and support to make sure the employees' level of performance lines up with the organisation's business goals,
- overseeing and maintaining the workers' physical, psychic and mental health,
- establishing a proper rewarding system to keep the employees motivated and engaged to work for the company (Viitala 2014, 43).

Despite being seen as only a "supportive strategy" for a long time (especially in smaller businesses where the goal of making a profit may supersede other core functions of a company), the importance of a diligent HR strategy has been noticed in all industries and working cultures around the world. Kearns (2010, 6) compares a business HR strategy to a war strategy and says that they are similar in concept but, of course, in different contexts. He says that the notion of "*moving troops as both a big mass and individually to have every soldier in the spot where they perform best against the enemy*" can be directly read across the world of business, respectively. Kearns also states that it is vital for the corporate board to be aware of the people strategy in a company, comparing the relevancy of a war strategist in a war to that of a CEO in a company.

2.3 Job analysis

According to Rashmi (2010, 12), a job analysis is defined as "the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job." Whereas HR planning likes to observe the organisation in a bigger scale and roughly determine the workforce required to meet the organisation's business goals, job analyses take a more niche look at specific jobs, in terms of what qualifications and attributes are needed to be able to succeed in that job. The list typically consists of activities that will be done in the job, certain behavioral traits such as communicational skills or the ability to lift big weights, possible substantial knowledge (e.g. tools, systems and equipment used in the work), performance standards, general context and other human requirements of the job (e.g. education, previous experience). (Dessler 2017, 133-134.)

Just like any other step in the recruitment process, the importance of job analysis shouldn't be underestimated. It may sound like a simple job to think what is expected of the employee coming to fill

an open position in the organisation. But recruitment has to be looked at as a major long-term investment. Recruiting new employees alone takes a lot of time, which is indirectly convertible to money. Then there are the costs of posting job advertisements on different platforms, inducting the new employee and, initially, the loss in productivity while the new employee adjusts to their new job. Despite the high price of recruitment, Viitala (2014, 83) thinks that, when executed correctly, the hired person/people will always make up for the loss made in the requirement phase in terms of productivity, innovativeness and skills. As the market develops, so must the workers. Meaning that the job description is likely to change over the course of, say, 10 years. This requires a great deal of proactive analyzing; the company will want the hired person to be able to be a valuable asset to them right at the start but also after many changes in the market and the organization take place.

2.4 Job advertising, channels and distribution

After analyzing the need for a new open position and taken the necessary steps in terms of HR planning, the organisation must think where they want the job(s) to be advertised. Depending on the industry, it can turn out to be rather difficult to find potential candidates for certain positions. The current job market is enormous, so a company wanting to practice modern recruitment has to be present virtually everywhere.

Magazines and newspapers are, despite the uprising of the digital era, very relevant channels of recruitment communication. According to Dessler (2017, 178) the power of printed media is best harnessed by targeting exclusive reader groups, for example. In North America, The Wall Street Journal is a great way to reach out for lower-level, blue-collar employees, that the job market mostly comprises of right now. Then again, when looking to hire people with more niche skills, one should target countries or certain areas of high trends. In America, for example, furniture manufactures in Tennessee advertise their jobs in North and South Carolina because the furniture manufacturing trend has been bouyant for some time.

In Finland, specifically, newspapers (in one form or another) reach almost the entire nation on a daily basis. Printed newspapers are still considered to be valid means of communication, especially among slightly older generations (45+). The Finnish National Media Survey studies these matters every year and will be taken a closer look at in the introduction chapter.

It is still an undeniable fact, that recruitment, too, is becoming perpetually more internet-based. Online job platforms such as Monster and Indeed have been around for quite a while and have gained a lot of popularity amongst both recruiting employers and job-seekers. The trend in using these kind of advertisement-based platforms is slowly declining. At the same time social media is gaining more popularity, both in recruitment and in general user numbers.

Social media, in general, can't beat the effectiveness of all other means of recruitment, such as papers and recruitment fairs, by itself. Instead, it is seen to be a vital tool but only when combined with all the

other channels of recruitment communication that support the company's business strategy, according to Korpi & others. (2012, 16) What social media does is that it enables more precise target group isolation. The most common social media platforms provide the analytics and statistics to track how many and what kind of people see the posts, not to mention the opportunity of having the post visible to only those who fill the criteria of the segment the post is intended for.

A job advertisement is how a company sends out the message that they are currently hiring. Job advertisements can be published via several different platforms, newspapers, corporate recruitment career sites and social media pages to name a few.

What helps in making a good job advertisement is taking the customer's point of view instead of that of the employer's. Having understood this, many organisations worldwide use the AIDA criteria in developing their job advertisements. (Dessler 2015, 178; Rashmi 2010, 42) The word AIDA is an abbreviation of the words Attention, Interest, Desire and Action.

Lunn & Sarsby (2015, 20) define the essence of AIDA as follows:

Attention – The most essential part of advertising a job is gaining an audience for it, getting people's attention. Using statements and messages that stand out speak directly to the potential candidate are recommended, especially if advertising where the target group is strongly present.

Interest – Once the attention of the reader has been captured, the advertisement must separate the wheat from the chaffs. In other words, the headline message should be of a kind that doesn't attract those unsuitable for the job.

Desire – This is the part where the potential candidate has identified themselves as fitting with the job description and can imagine themselves working for this company. As they read on the interest develops beyond an initial stage which is always hoped to lead to the last phase of AIDA.

Action – The advertisement should always come with clear instructions on how to act regarding the application process. The bare necessities are usually points of contact (for both applying and additional questions about the position) as well as the closing dates and other important dates, such as when the best time is to contact the recruiter.

2.5 Screening

According to Oxford Dictionary (2018), the definition of screening is "The evaluation or investigation of something as part of a methodical survey, to assess suitability for a particular role or purpose." What this means in recruitment is assessing the candidates and analysing how well they fit the job description of an

open position in a company. There are several ways to practice screening, depending on the organisation's needs and the state of the recruitment process.

Legend:

+ = possesses skill set or background

- = related skill set or background

0 = does not possess skill set or characteristic

Skill set or background	Applicant A	Applicant B	Applicant C	Applicant D
Check figures, postings, and documents for correct entry, mathematical accuracy and proper codes.	0	+	+	-
Operate computers programmed with accounting software to record, store, and analyze information.	-	+	+	0
Work with the public.	+	+	+	+
Lift heavy objects.	0	+	+	+
Work alone.	-	+	+	+

Figure 4. Screening in categories (Muller 2013, 17).

One of the most common ways to screen a potential candidate is to take a look at their resume. Wendover (2002, 96-97) presents that there are some angles that are useful when screening a resume. His overall statement is to be critical and have some business sense when doing so. If someone shares the same job history and backgrounds, it is very easy for a recruiting manager to identify themselves in an applicant, thus creating a positive image of them. On the contrary, one should never make a final judgment just because they come from a different background or because they are foreign or their name sounds silly. This is widely acknowledged as workplace discrimination.

When talking about a position with a lot of applicants and a limited amount of time, some recruiters like to utilise modern tools in screening the candidates. The modern era has allowed companies worldwide to take advantage of technology via programs that actually copy resumes letter to letter and categorize them automatically. Yet according to Muller (2013, 17), most recruiters still prefer rather traditional methods that leave room for human error.

3 Social recruiting

The constant change in people's media habits requires recruiters to be where the people are too. Having a strong presence in social media is vital for companies today due to the reach it has. The rise of social media has made it possible for both job-seekers and companies to view information about each other without being in direct contact. On the contrary, social media can be considered a unique way of recruitment because it enables companies to engage directly with the crowd and thus attracting new workforce in many more ways than by posting a job advertisement. People share a lot of personal information on different platforms, thus making modern headhunting a lot easier compared to the ways used before. This utilisation of social media is called social recruiting.

Aside from the social media platforms known to most people, there are also a lot of websites and applications for recruitment purposes alone. Internet has played a remarkable part in recruitment for many years now. During the 2010's people were starting to be more and more present online and more traditional ways of recruitment were being left behind. But as we live in a constant flux in terms of media and communications, the change is rapid. For example, Monster, one of the biggest job boards globally, is still enjoying numerous users daily. But according to Statista (2017), one of the world's most known databases for global statistics, Monster has been seeing a huge decline in the number of users since 2010. The drop is significant, declining by nearly 50 %-units between 2010 and 2017.

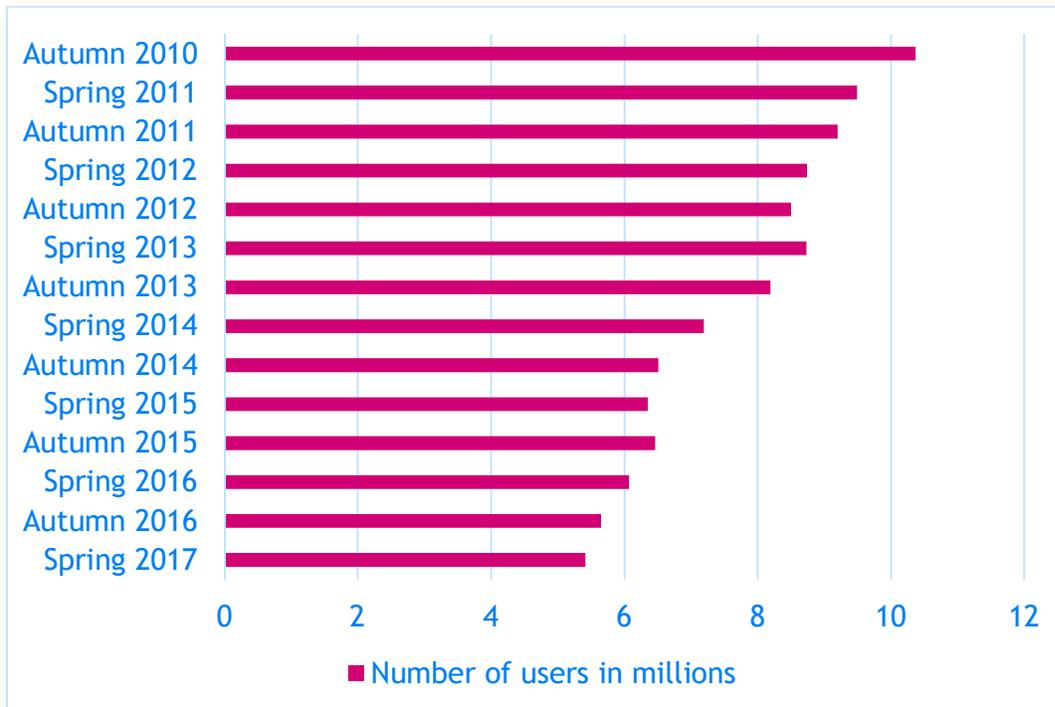


Figure 5. Number of internet users (in millions) who visited Monster in the United States from autumn 2010 to spring 2017. (Statista, 2017)

Comparing these statistics to those of social media users, it can be stated that there is a more or less a direct correlation. As social media has been growing progressively bigger and attracting all kinds of people masses from private profiles to corporations, it has become sort of a central hub for millions of people around the world. In order to practice successful online recruitment, one has to be in social media. But because of the overload of information available, the recruiters need to have a means of standing out among everything else in there.

Modern technology enables the creation of more alive and appealing job advertisements, in video form, for example. These kinds of advertisements are bound to have a more indelible impact on a job-seeker. But it comes with some downsides too. Older people and some other minorities don't tend to be very active internet users which leads to online recruitment excluding essential target groups to some companies. An online job advertisement can also be too successful because of a large reach in target group, leading to huge numbers of resumés and applications to screen. Going through it all can be very time-consuming, but it can be avoided by avoiding vagueness in job advertisements and/or by making the applicants do some self-screening. (Dessler 2017, 175.)

3.1 Facebook

The popularity of social media has increased drastically in the 2010's. Facebook can be considered as a social media pioneer, having over 2 billion registered users as of January 2018 (Statista, 2018). Its popularity has increased steadily over the years and keeps on growing.

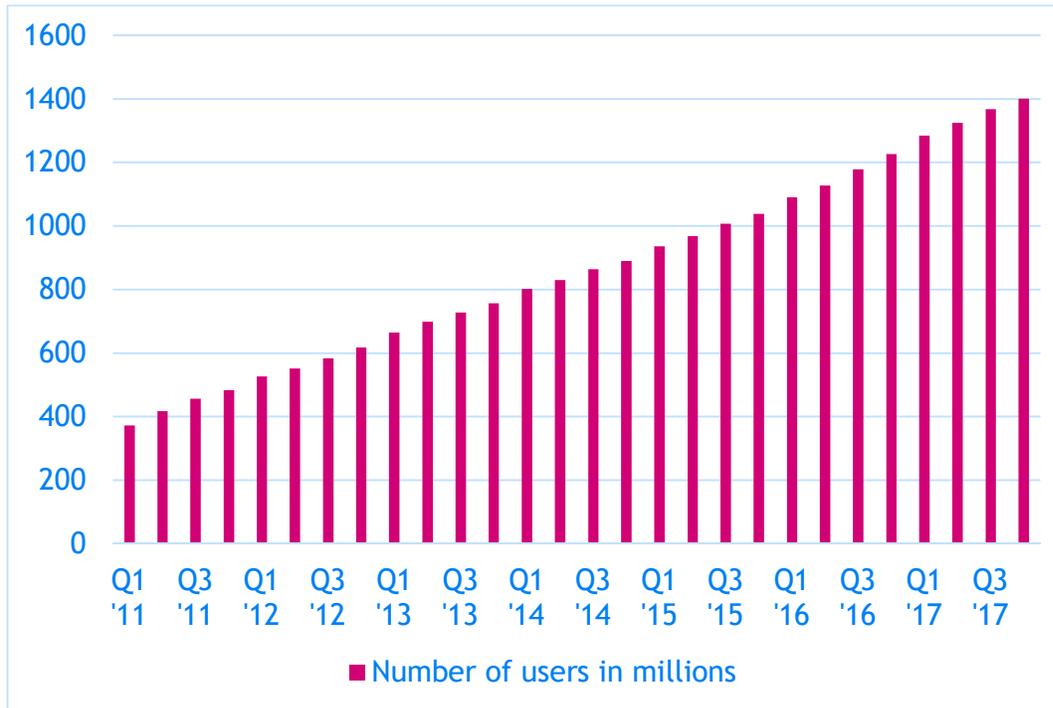


Figure 6. Number of daily active Facebook users worldwide from 2011 Q1 to 2017 Q1 (Statista, 2018)

Facebook has established its position as the number one social network in the world. Many companies today take advantage of its great reach in different ways to gain a business advantage in a world that is perpetually more focused on social media.

As a possible downside to companies who look to have more online presence and practice advertising and even recruitment on Facebook, the whole social network is funded with advertisements. This means that advertising on Facebook costs money. Facebook is constantly drifting away from being an organic, self-organising system that lets the users choose what content they want to view. There are about 1,500 stories competing to make their way to an average user's feed. The system's algorithm, however, only chooses a handful of them, prioritizing approximately one fifth of the original amount. If a business truly wants to be visible to their respective target groups they must be prepared to invest in it. (Chaudhary 2018, 32.)

3.2 LinkedIn

Another popular platform, intended to work as the Facebook of professional life and career context, is LinkedIn. LinkedIn does not compete anywhere near the level of Facebook in terms of popularity, but it still has a good 260 million daily users, according to Statista (2018). It has been around for a while but hasn't established such a big user base as Facebook, although still climbing steadily in popularity.

LinkedIn is a very unique platform and it is specifically designed for people and businesses to promote themselves, communicate directly with people and to both find top talent and approach interesting companies.

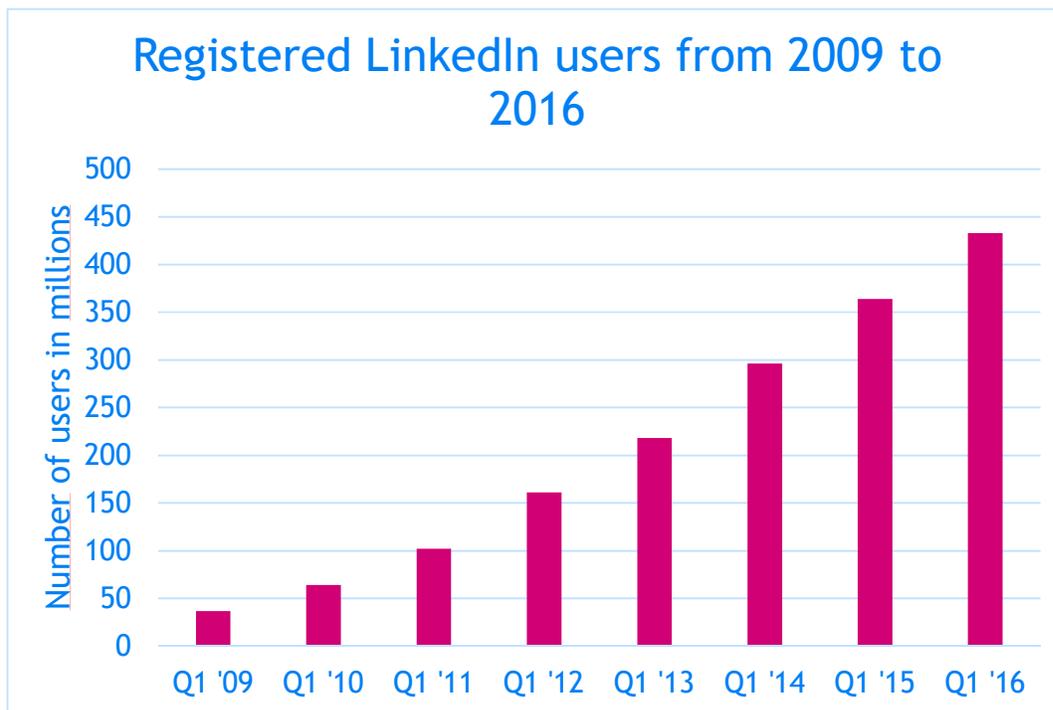


Figure 7. Registered LinkedIn users from 2009 Q1 to 2016 Q1 (Statista, 2018)

In Finland, specifically, the one million user milestone was unofficially broken in May 2017. It is a relatively big number, considering there were approximately 5,5 million people in Finland by 2017 (Statistics Finland, 2018). The occupational distribution among Finnish users in LinkedIn, according to HC Services (2017), went as follows:

1. Sales (64.000 Finns)
2. Business Development (59k)
3. Operations (57k)

4. Engineering (55k)
5. Entrepreneurship (54k)
6. Education (48k)
7. IT (41k)
8. Arts & Design (36k)
9. Research (26k)
10. Program and project management (26k)

According to the same source, 17 of the top 20 most followed companies on LinkedIn are using the Life tab (previously known as Careers), excluding Konecranes, Amer Sports and Norwegian Petroleum. Life tab is where the company can present information about the organization, insights, culture and job openings. Essentially, it gives the audience an inside look into the organisation.

The undeniable growth of LinkedIn is a perfect opportunity for companies to find exactly the kind of candidates they are seeking for specific jobs. Instead of having to rely on posting job applications on other frequently used platforms, companies can practice sort of personal headhunting themselves via LinkedIn. Millions of people, in steadily growing numbers, have all their experience, education, skills and interest and with the help of the search engine, it is relatively easy for companies to narrow down the number of potential candidates for the job.

This doesn't just only apply to freshly graduated students or people otherwise unemployed in their field. In fact, according to a study by The Adler Group in 2011, 15 percent of all employed professionals were active candidates looking for new opportunities. (Prodromou 2015, 169-170.)

3.3 Social recruiting strategies

Social recruiting is getting bigger and bigger as a trend among companies who want to stay up-to-date on the consumer markets and their habits in terms of presence and engaging their audiences. Social recruiting, derived from social media recruiting, isn't just purely posting job advertisements and offering work opportunities online, but includes everything having to do with promoting personal or company brand and promoting oneself in general.

Along with the popularization and everyday usage of social media comes, especially, the social aspect. Meaning that everything doesn't need to be online but many aspects of doing business, including recruiting, will be based on networks and referrals and knowing people with different capabilities and backgrounds. At least according to the Global Recruiting Trends 2017 (LinkedIn Talent Solutions, 2016). It said that, according to nearly 4000 talent acquisition leaders, the three biggest sources for quality candidates in 2017 would be:

- employee referrals (48%)
- third-party website or online job boards (46%)
- social professional networks (40%)

The same report provided a whole lot of information about what factors form the most renowned recruiting trends in 2017. One of the more important results to bring up as well was that 83% percent of the recruitment leaders thought that talent would be the number one priority in their company. The workforce of a company could not have been emphasised enough as it is, for the most part, up to them to determine the success of an organisation and must be, therefore, well tended to.

They also released a newer report for 2018, with a slightly different focus. The survey was a lot more comprehensive compared to that of 2017 as over 9000 recruiters from 38 different countries took part, taking it to an easily more global level.

According to the Global Recruiting Trends 2018 report (LinkedIn Talent Solutions, 2018), the four biggest trends to look out for were:

- diversity (78%)
- new interviewing tools (56%)
- data (50%)
- artificial intelligence (or AI, 35%)

As it states above, diversity was the thing that would be in the center of all operations in the majority of the companies worldwide. 78 percent of those who thought focusing on organisation diversity said that the

top reason for doing so was improving company culture. It's said that looking at the company demographics from outside the box and diversifying the personnel boosts teamwork and overall performance as it is important to have more different views in groups, be it small or big. Furthermore, the way the majority of the same companies would start the diversification process would be to focus on gender diversity, while racial and age factors are close runner ups. It would seem, that versatility is becoming a trend in an ever so global working life and should be adapted by companies that really strive for staying competitive. The way that these kind of strategies can be used in social recruiting is to simply allocate content for different age groups, for instance, and exploit different Applicant Tracking Systems in order to diversify the pool of potential candidates in a company.

When it comes to initializing an organisation's social media strategy it is important to identify the goals and what the company wants to reach by becoming one with social media. Instead of trying to be everywhere and simply trying to put their name out there, there are several things the company should try to identify before doing anything too substantial. 84% of the companies today are recruiting through social media (King, 2017) but even then, it is done in a very systematic way. King also states, that tapping into the right platforms is essential. He says that the recruiter must step into the ideal candidate's shoes – what is their job history? What do they do on their free time? What are their general interests? What networks do they utilise? These are all questions that must be thought of in order to establish a functional social media recruiting strategy.

King's thoughts also support the fact that amidst the social media that is full of content related to everything else, it is the employer's job to reach the candidates and not the other way around so much. Employer brand has everything to do with how people perceive the company – and so the word gets around, rather easily in the current digital age. Choosing the right channels and knowing precisely what kind of people are sought are the very cornerstones of adapting a company to social media.

While coming up with an initial strategy and means and resources of carrying one out, one must not forget about how they choose to approach their audience in practice – by the means of content. One trend that is getting especially popular right now is storytelling in recruiting.

When people think of traditional ways of promoting a company they think of various, almost cliché ways of saying that “We're a great company, come work for us! Don't believe it? We're the best in our industry, check out these stats!” Business success may have used to be a key factor in attracting new people, but the trend is changing as people are seeking for careers in growth companies in ever so growing numbers, not to mention the popularity of entrepreneurship. Modern storytelling in recruitment is a growing trend and it seems to be work.

Gregory Lewis (LinkedIn Talent Blog, 2017) states that tapping into the emotional conscience of the audience is the best way to achieve formidable results in recruitment. Statistics and pure facts can be a good way for a company to share their success, but it is actually just the way of presenting their achievements, instead of how they got there. People today are more desperate to need to know what kind of company they are working for – in its in-depth purpose. Sharing stories is something that affects people – it invokes emotions and getting people to do so makes them remember. It gives potential candidates the sense that they may themselves be working for a company, because they told a story that they can familiarize themselves with. As Brendan Brown, Head of Recruiting at LinkedIn, concludes the essence of storytelling in recruitment: “I’m in business of recruitment and hiring but I’m actually in the business of making memories.” (LinkedIn Talent Blog, 2017).

4 Benchmarking

Benchmarking can be talked about as strategical comparison between companies. It is often a continuous and systematic process that is used to measure and analyse the performance of products, services and processes. The performance standards in one company are typically compared to those of the more successful businesses and the best practices are then adopted and developed further in order to gain advantage in specific areas.

The essential meaning of benchmarking is to recognise, understand and apply the best procedures and ways of operating when the main goal is to develop the organisation’s general performance. There are several ways to carry out the process of benchmarking, but it is usually rather practical, mostly focusing on raw statistics and strategy information. (Tuominen 2011, 5; Delers 2015, 7.) Benchmarking can also be done internally, adopting the practices that may work in a different unit of the same company.

Benchmarking is widely thought to have been introduced as a business term by Xerox for the first time in the 1970s. Xerox was a global leader in the general office appliance business. They were experiencing growth year after year. The Japanese had recently entered the markets as well and Xerox was trying to compete by publishing new products rapidly. All the efforts to do so and plunge back into the market lead failed. Xerox soon became aware of the fact, that the Japanese companies were using worker participation in order to gain the best profitability in production. Xerox investigated how some American companies, such as Lockheed and AT&T applied it and tried adapting their methods – with poor results. Xerox then visited Japan to find out what is that they do to optimize their production and be successful

year in year out. They realized that the Japanese did most things “over 100% differently” in every category. Xerox then adopted the Japanese’s methods in terms of worker participation, also making *benchmarking* a vital part of their strategy. (Stapenhurst 2009, 5.)

This kind of strategy adaptation methodology went on to become one of the cornerstones in global business today. It is very common for organisations all over the world to practice benchmarking as a constant process in order to develop or gain superiority in certain areas of operation in a company.

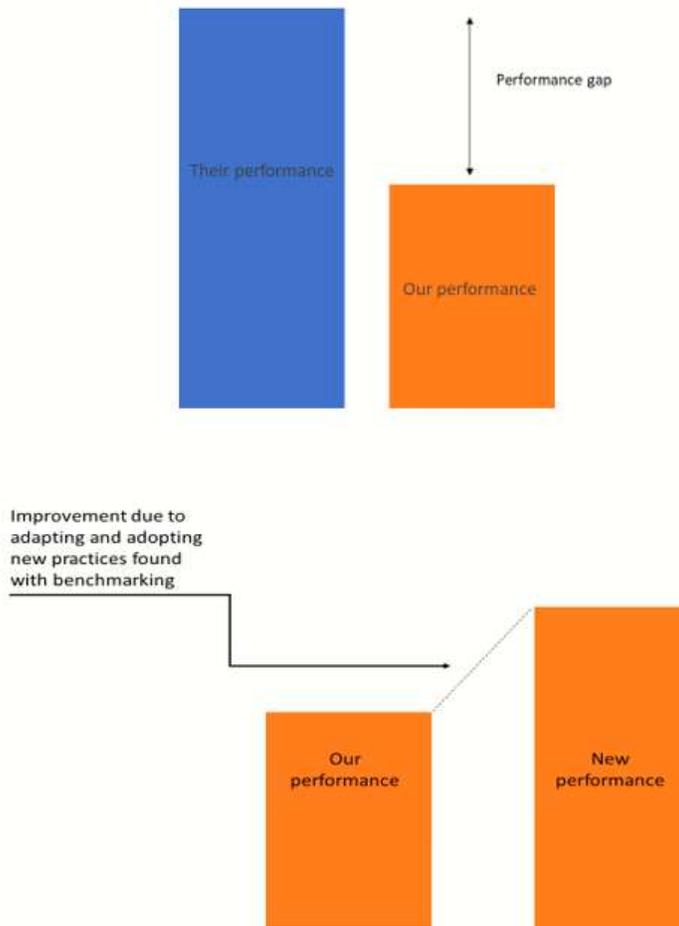


Figure 8. Phases of benchmarking (Stapenhurst 2009, 5).

While the figure above presents the general benchmarking process in action, the first step has to always be self-analysis. (Niva & Tuominen 2011, 7-9) As stated, benchmarking is sometimes carried out as a continuous process and always as one that comes with a certain goal. Just like in project management, it all needs to be started with precise, thorough planning. In the benchmarking planning process, one must identify the key areas that require development and which ones are the most urgent. After the self-analysis has been done, the target of benchmarking has to be determined. Depending on the kind of

benchmarking the organisation is practicing, they can choose their most successful competitor of the same industry or aim to adapt the strategies of global leaders on a much larger scale.

4.1 Competitive benchmarking

What Xerox started doing systematically in the 1970s can be classified as competitive benchmarking. Competitive benchmarking is typically practiced between companies to gain a market edge. It may seem weird to think that a company in a leading position would give away essential statistics and other information to their direct competitors and give them even a slightest chance to reach their success in any given category. It turns out that competitive benchmarking is in fact quite regularly practiced by companies worldwide, though more commonly among bigger businesses.

Competitive benchmarking tends to be contradictory due to its intimate nature. Kozak (2004, 11) states, that that very nature of it makes competitive benchmarking the most sensitive type of them, suggesting that it should be almost discouraged because of the hindrances and difficulties it brings for “healthy co-operation”. Whereas Patterson (1996, 35) say, that many companies utilize the very essence of benchmarking for mutual benefits. For example, two companies may organize plant visits to each other’s facilities to have a close and personal look at how things are done. Of course, the companies are not letting on their competitive assets to each other but that information the visiting party themselves must find out.

These two theories about competitive benchmarking have both similarities and differences. It is true that benchmarking one’s direct competitor should be done somewhat cautiously: organisations, especially bigger ones, put a lot of time and money into the process. The worst that could happen would be getting your company sued for copying patented key methods or innovations for example. This could give a company a very bad name. But in the other hand, collaboration between companies allows more innovation and, furthermore, exclusive views on different things from outside the company. Though not every manager loves the idea of getting involved with competitors’ business but today, thanks to modern technology, a great deal of benchmarking can be done on the internet. It enables us to have a closer look at different businesses’ values, customer promises, organization culture etc. in addition to tangible statistics, such as financial statements.

5 Research methods

5.1 Interview

Interview is a great means of receiving detailed data for many reasons, but it is also the most natural way for human beings. We are, after all, a very conversational species. That being said, human beings engage in interview situations all the time. Conversation and interview are practically the same thing, but conversation doesn't qualify as a research method. Unlike a questionnaire, a good interview leaves both parties some room to express their opinions and views and compare them. Thus, the English word *inter-view*. It can be said that instead of a formal event, a successful interview is nothing more than a natural discussion. (Brinkmann 2013, 3.)

Interviewing is also an excellent way to receive some, almost personal information. This is important to acknowledge especially if it is known that the interview answers will state several different opinions and points of view. Differing answers for the same questions can often be associated a common denominator, a specific thing that divides people's opinions for better or for worse. When compared to other research methods, it can be stated that interviewing is the best way to get reliable data. Using questionnaires and other methods that don't require that much personal presence can lead to not receiving "tender", personal data or receiving untruthful answers. (Hirsjärvi & Hurme 2001, 34-36.)

5.2 Theme interview

Theme interview, specifically, is the most common method of gathering quantitative data in Finland. (Eskola & Vastamäki 2015, 27) The essence of a standard interview is to ask the interviewee rather simple questions in order to find out their opinion of it. It is a rather easy way to inquire answers to questions that aren't too personal and that can be ethically speaking asked directly.

Interviewing methods and practices have changed drastically over the decades. Over the years, the interviewing culture has moved more towards an open-minded, genuine discussion from a traditional question-answer-question basis. For example, Former Finnish President, Mauno Koivisto (1956, 89) states the following in his doctoral dissertation in sociology:

"In order to get the interviewees to answer in the most emancipated and comfortable way possible, I tend to ask the question with an expressionless voice and look slightly indifferent and bored."

Nearly thirty years later, Matti Kortteinen (1992, 37-38), also in his doctoral dissertation in sociology, states as follows:

“Before an interview I get very anxious and scared of how it will all go. I started – to apologize for my rather unraveled and pale appearance – by asking the interviewee about their children. And then I told them about mine. An initiation like this generated – to my surprise – an entirely different interview. The beginning of the interview defined the whole situation as very informal, honest and sincere. At least we ended up discussing our personal matters and opinions and it all remained confidential between the two of us.”

In a structured interview, the formatting, the questions and their order are always the same for every interviewee. This is because of the assumption that the questions are of equal importance to everyone that are being interviewed. The answer options are always also the same – if the interviewee doesn't fully identify themselves with any option they must choose the one that best matches their opinion. A half-structured interview lacks these predefined answers. A theme interview is somewhat similar to a half-structured interview but the order of the questions (or themes in this case) may vary, as long as the interviewer makes sure that all the themes will have been dealt with in the interview. The interviewees don't know the actual questions beforehand but do have an understanding of the themes that will be covered. (Eskola & Vastamäki 2015, 29.)

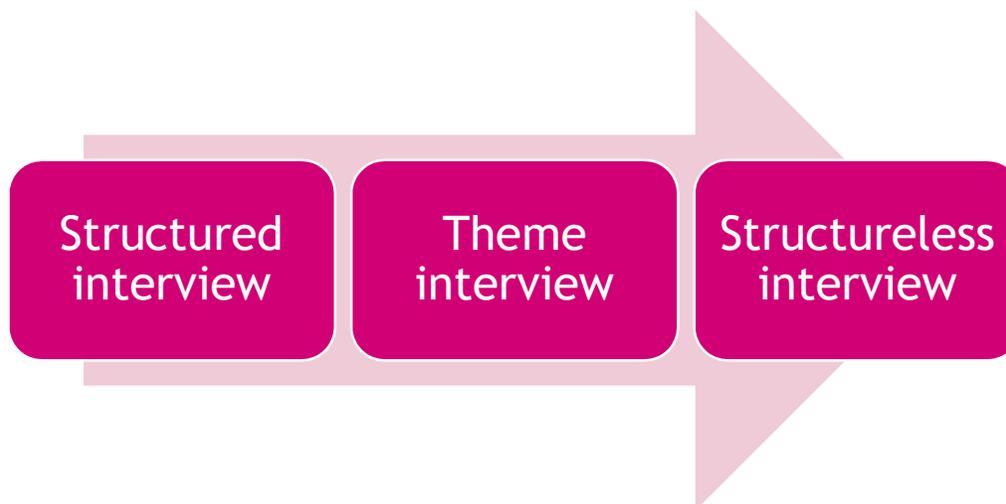


Figure 9. A theme interview in relation to a form interview and a structureless interview (Hirsjärvi & Hurme 2000, 44)

A theme interview should not be disparaged in comparison to other methods for it being unsystematic and having a rather vague framework. Even if the number of people interviewed is considered small (10-15 people) it doesn't mean that there is not enough material. Theme interviews tend to last longer because of their open nature and tendency to be more honest and informal than other types of interview, thus leading to plentiful amounts of material. The deeper the dialogue between the two parties, the richer the material is. Analyzing and transcribing of the material should be done as soon as possible after the interview, if not done during it (Hirsjärvi & Hurme 2000, 135.)

Firstly, the material is still fresh and inspiring and still somewhat in the interviewer's short-term memory. Secondly, if the material turns out to be insufficient and the researcher wants more specific answers about something, the missing information is much easier to retrieve shortly after the interview rather than weeks later. (Hirsjärvi & Hurme 2000, 135.)

5.3 Qualitative interviewing vs. quantitative

Interview research can generally be divided into two major forms, qualitative and quantitative research. As the names may suggest, qualitative research focuses on explaining phenomena through personal views and cultural aspects, thus focusing on quality, whereas quantitative research seeks answers despite expectedly widespread opinions in order to create an understanding of something on a larger scale, thus relying on the quantity of the answers.

Perhaps the biggest difference between these two methods is the size of the primary focus group of the research. Qualitative research can be carried out with a focus group of a handful of people, whereas it is not rare for quantitative research to be done nationwide. This matter alone may invoke the question 'But can it be generalized?' and is considered the biggest conflict when comparing the validity of these two types of research. Quantitative research is often put to use when determining the impact of a typically new or yet non-existent phenomenon among a rather large target group, thus seeking for a general consensus. Qualitative research tends to focus on matters that are already acknowledged but it looks to gather more personalised opinions. (Brinkmann 2013, 144.)

6 Research and execution

The research was carried out as a qualitative theme interview study. This was because of the need for precise data from a small group of people as well as the schedule and the scope of the bachelor's thesis. Additionally, theme interview is a good research method if the quality and the variety of responses cannot be predicted beforehand, usually because of them being related to the respondent's personal experiences. It is also used when the goal is to gather more in-depth data about an already existing phenomenon (Hirsjärvi & Hurme 2000, 35).

The target groups of this research consisted of two parties: nine (9) Konecranes' managers and other employees from different branches of the organization, including sales, maintenance, HR, communications, and ten (10) current or freshly graduated university and college students. The manager

interviews took place between March 26th and April 11th of 2018. The student interviews took place between April 15th and May 1st of 2018.

The reasons why these two groups were selected were to

- a. gain insights from the people at Konecranes about their current social media habits, knowledge and view as well as how social media is used professionally
- b. find out where the young workforce looks for jobs and what kind of social media presence and content means to them and attracts them the most.

The interviews were tailored for both target groups. The themes covered while interviewing Konecranes employees were:

- Respondent's background and current job description
- Current recruitment methods
- Personal activity and knowledge of social media
- Personal opinion of social media as a recruitment tool
- The meaning of social media as a recruitment tool in the future
- The difficulty of finding great candidates
- Possible difficulties in sourcing niche target groups
- Recruiting (freshly graduated) students

Briefly, the interview template was made the way it was because the respondents would work in different areas of the organisation with different experience and different inclusion in recruitment. Additionally, the respondent's background (e.g. university degrees or nationality) was required to ask since it may affect the way they see certain things. For example, someone majoring in communications or marketing may have a very different way of looking at recruitment in social media than someone having forged a career in sales or industrial development. This is also why the template included the themes of "The difficulty of finding great candidates" and "Possible difficulties in sourcing niche target groups" – after all, the aim was to develop a comprehensive strategy, rather than one focusing only on the HR's point of view in recruitment. The fundamental questions regarding social media as a recruitment tool were all covered in a similar way as the context remained unchanged.

As for students, the themes covered were the following:

- Study branch (regardless of the fact if the respondent was graduated or not)
- Different job branches – getting employed in them and looking for jobs in them
- Personal use of social media
- Job-seeking methods
- The impact of different kinds of content on social media
- The future of social media
- The importance of employer branding.

The question template for students was designed to gain information on the job-seeking habits of millennials. It's a widely renowned fact, supported by statistics, that the Y-generation and millennials utilize social media and internet in everyday life more than their older parallels.

Before starting the interviews, it was initially assumed that the quality of the answers would not depend on their current or past study branch. Despite this, the students were asked about their study path to find out if any significantly different responses would emerge, in a way similar to the manager interviews.

The purpose of the thematic scheme of the student interviews was to get as much tangible data with as few themes as possible. For example, the theme regarding “The impact of different kinds of content on social media” was intended for gaining rather simple responses as to what kind of content (on which platforms) catch the eye of the content consumer from all the various kind of posts and advertisements they have learned to filter out by now. This allowed the smooth, nearly natural transition to a similar theme – only regarding employers. As it was stated in the initial research question, the study aims to answer how Konecranes can concretely answer to the job-seekers expectations by providing the kind of content that attracts audiences and gives them a good image of Konecranes as an employer.

7 Results

The results of this research will be categorized thematically in order to avoid difficulties in interpreting the answers. The first part of this chapter will deal with the manager interviews and the second part will focus on those of the students.

7.1 Employee interviews

The employee interviews were started off with by asking the respondents about their backgrounds and the career path they took which led them to their current position at Konecranes. This question was used as a means of breaking the ice in the conversation, in order to make the respondent feel a little bit more comfortable in the situation. Taking a personal and sincere approach to an interview helps making the interview more natural rather than forced. While, as stated before, this part of the interview doesn't carry much significance with regard to the final results it sheds some light into whether the responses of the managers can be seen as correlative to their previous job experience or past studies..

The first theme of the interviews dealt with recruitment as a general factor. Its purpose was to find out whether there were any significant differences to the recruitment methods used in different parts of the organization.

7.1.1 Recruitment methods

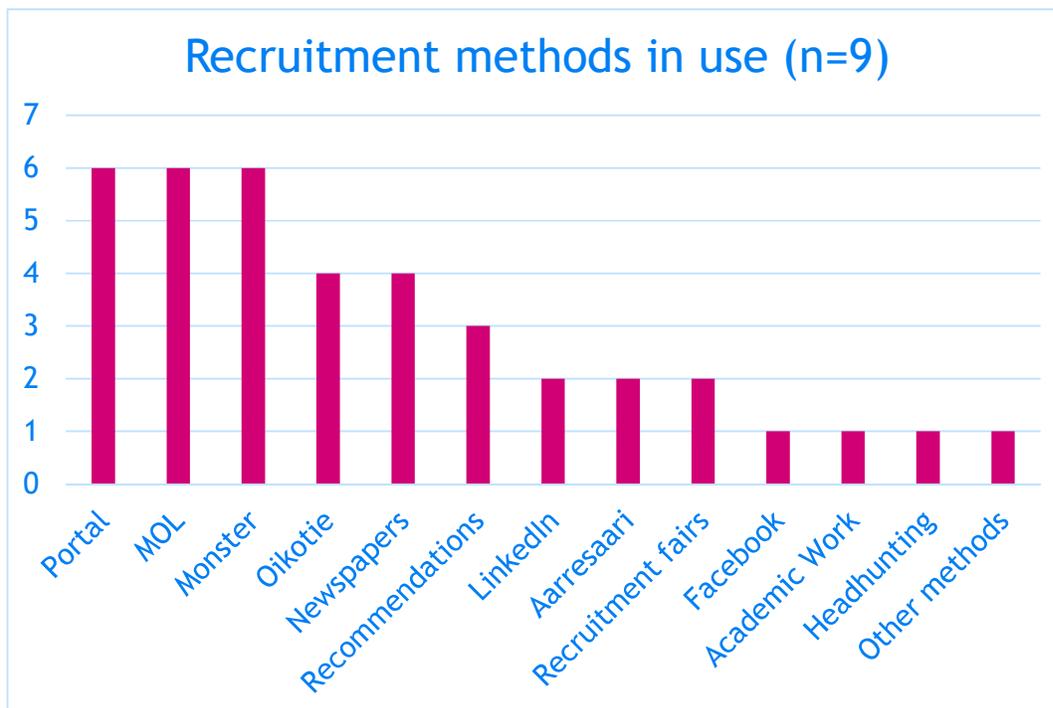


Figure 10. Recruitment methods practiced by the respondents

Before interpreting the chart, one thing to point out is that not all interviewed managers were personally actively involved in recruitment but, nonetheless, had a say to the matter.

As we can see from the figure above, the most common recruiting methods among hiring managers were the Konecranes Careers portal (referred to in the graph as Portal), MOL, the job platform maintained by the Finnish Office of Public Employment and Business Services, and Monster, the globally renowned employment website. In addition to different kinds of online services and social media, three managers mentioned that they had a history of finding good candidates via recommendations and use of the "grapevine".

7.1.2 Social media activity and knowledge

Next the respondents were asked about their social media activity and a general opinion on how well they are up-to-date about how to use different platforms. The variation between answers was big and somewhat vague and ambiguous. To simplify the results chart and its interpretation, the answers were divided into three categories: very active, somewhat active and not that active.

Personal activity and level of knowledge on social media were discussed as a part of a same theme, but due to the nature and differentiation of the answers they are posted on two separate charts.

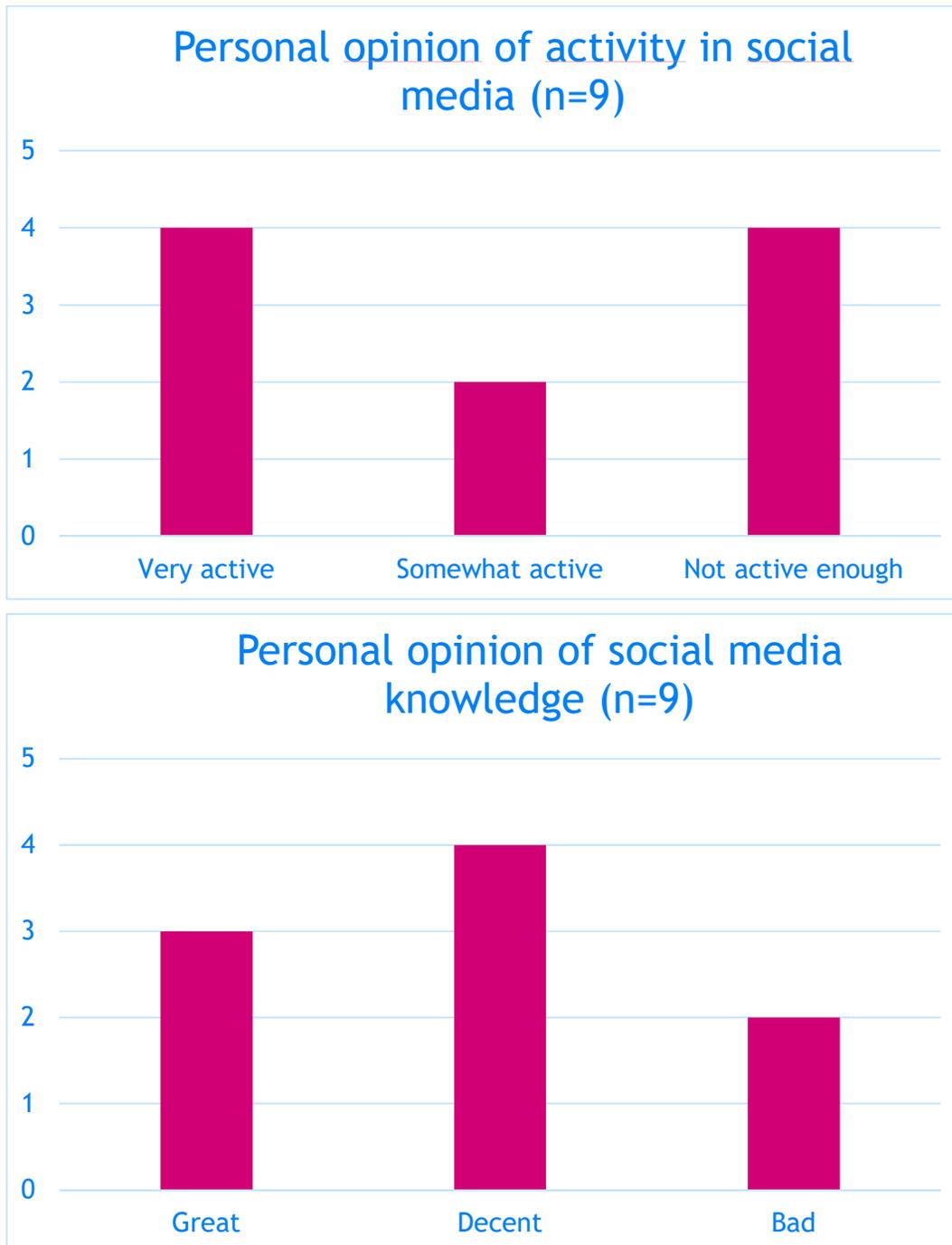


Figure 11. The employees' opinions of their social media activity and knowledge

As we can see, the division between the answers in terms of activity is relatively big, as 44% percent thought they are being very active while another 44% thought they could definitely improve in terms of social media presence.

There are two key factors that should be considered, that might make the interpretation of the chart above slightly difficult:

First, when asked about activity on social media, the respondents could have significant differences in the ways they use it at work and with personal, non-professional matters. Although generally speaking the answers would align with each other due to the fact that the respondents may or may not have been including social media in their daily job description. Those involved more with recruitment were typically using social media for the sake of posting job advertisements to the public and looking for suitable candidates from their personal networks. Respectively, those who didn't practice recruitment as frequently wouldn't generally be using it for other matters either. When interpreting the charts, it should be kept in mind that the target group of this research represents people from a variety of fields within Konecranes.

Secondly, as the title of the chart suggests, these answers were merely the respondents' personal opinions. Depending on how much and how long they have, in fact, been using social media may have an impact on the quality of their answers. As a research matter this could be considered vague, but as Konecranes has no professional standards for being active in social media, this question granted some insight on how the people in the company personally view their activity.

It can be said that there is no clear correlation between the levels of activity and knowledge. The definition of "decent" in the knowledge chart can be explained as follows: "The respondents were aware that they are no experts but feel like they know how to generally do everything they need to do in social media platforms of their choice". So according to the chart, 77% familiarized themselves as prominent enough, considering their job description and usage of social media in civil. When it comes to that 33% that didn't think they know quite enough about how to be present in social media, the respondents thought, among other reasons, that there isn't enough time to keep up with the latest social trends or that it hadn't simply been serving a purpose to them by the time of the interview.

7.1.3 Social media in recruitment and its status in the future

In the next part of the research the employees were asked what they think about social media in recruitment. It should be noted, that the original answers might not have included tangible data as this question lead to different conversations with different people. The data was liberally converted into tangible and interpretable form, anyway, since a part of the answers were somewhat similar so that an interpretation chart could be created.

There was a clear trend to be seen in the responses. 100% of the respondents thought, that being present in social media was generally important. When asked why they thought it was important, the answers had

a moderate variation. The variation in the responses was probably due to the respondents' different positions in the organization.

Some of the major reasons for the importance of social media in recruitment were, but not limited to:

- a massive potential audience
- it's the modern, flexible way of recruitment
- promoting employer brand
- people's networks are essential for successful recruitment
- its importance will perpetually grow over the years
- a thorough social media strategy is profitable in the long run

As it turns out from the above, the majority of respondents unanimously thought that being present in social media is essential for a company's success today. They appealed to the fact, that more traditional methods of recruitment no longer work as well as they used to because younger generations, especially millennials, are so called digital natives. It means that they have been introduced to digital forms of media at such a young age, that it has become an almost integral part of their lives. The idea of being able to grasp ever bigger audiences is what most of the respondents thought was worth pursuing as well.

During the interviews, the topic dealing with social media in the future was covered right after the one where the meaning of social media was discussed. Some respondents told their opinion of social media in the future during the former theme. Those, who didn't, were asked about their views of the status of social media in general in the coming years as it provided a smooth transition between two closely related topics.

All respondents thought that social media would still serve an important purpose in the near future. The consensus was close to that of the question concerning the meaning of social media in recruitment: it will still be the best way to reach tons of people in the years to come, especially the younger generations that will soon come to form the major class of available working force. While everyone agreed that the concept of social media in terms of networks, huge audience and influence on employer brand will remain the same, it was also stated by some respondents that the platforms and channels will be changing constantly and that there has to be a big emphasis on keeping up with the biggest trends at that moment.

7.1.4 Difficult target groups and acquisition of young talent

The last part of the interview consisted of conversation about what target groups are hard to reach out for and what kind of positions are the most difficult to fill at Konecranes.

When it comes to recruiting people for specific jobs, six out of nine respondents said that Konecranes has hard times recruiting service technicians and filling positions for jobs that require a lot of IT and digital expertise. Two respondents who were managers in the service field elaborated that, currently, the recruitment of service technicians is very much based on more traditional methods, primarily publishing job advertisements for those positions in newspapers. Generally, the respondents who thought it was hard to find service technicians said that all the positions have been managed to get filled but the amount of inbound applications is rather small.

As per IT and digital experts, the available market is also limited. 3 respondents stated, that Konecranes should be seen as an international corporation who excel in high technology and are among the most innovative and ambitious companies in their industry, while also offering a lot of different possibilities and support for professional career development.

When asked about reaching students, the respondents' opinions were slightly divided. Two respondents said, that the recruitment of students and fresh graduates is in a good state. The co-operation with different educational institutes across Finland as well as taking part in industrial and student fairs and the usage of Aarresaari portal are all seen as an efficient way of reaching the younger generation whenever a need occurs. Konecranes offers many opportunities in terms of bachelor's and master's thesis work as well as dissertations and seemingly many students apply for those each year.

Four respondents thought that in order to get through into students' attention better, the employer brand should be more positive. This was backed up with the fact that online presence itself is a given for students who look up information about companies of their interest. The company can be deemed obsolete if they aren't, since it's a clear sign of staying up-to-date with biggest trends, thus communicating a certain kind of youthfulness and dedication to the target group. Another reason that came up was that Konecranes has harboured themselves into thinking that nothing needs to be done about recruitment since it seemed to be going well five or more years ago. According to some respondents, Konecranes is being stuck in old-fashioned ways of recruitment and needs to rebuild their strategy entirely.

7.1.5 Summary

The recruitment methods used by the respondents were still somewhat traditional and job platform based, although it should be considered that not every respondent thought social media was something they would utilise in their daily work. One thing that may affect this is the variety in the levels of social media knowledge and activity. The respondents felt that social media platforms change very fast and it would require time and other resources to be able to keep up with the constant changes in trends.

Despite this, all respondents thought that there are positive outcomes to being strongly visible in social media. The huge audience and importance in the future were listed as the main reasons for such. The need for diversification of the organisation's social media habits was recognized, as they thought that Konecranes needs to be generally more known – especially for those niche target groups that make for the potential applicant pool for jobs that require very finesse expertise.

7.2 Student interviews

The student interviews were carried out by interviewing ten (10) college and university students or people who recently graduated from such institutes. This chapter explains the results of those interviews theme by theme.

7.2.1 Future aspirations and job-seeking methods

As with the employee interviews, the students were also asked about their current study program. It was initially decided that responds from students in any given program would be considered valid. This was because, while it may affect the outcome of the response, social media habits are, generally speaking, age group specific instead of study branch.

Related to the first theme (regardless of whether the students were recently graduated or still in school), the respondents were asked about the kind of jobs they are currently looking for or would look for if they needed to do so in their situation.

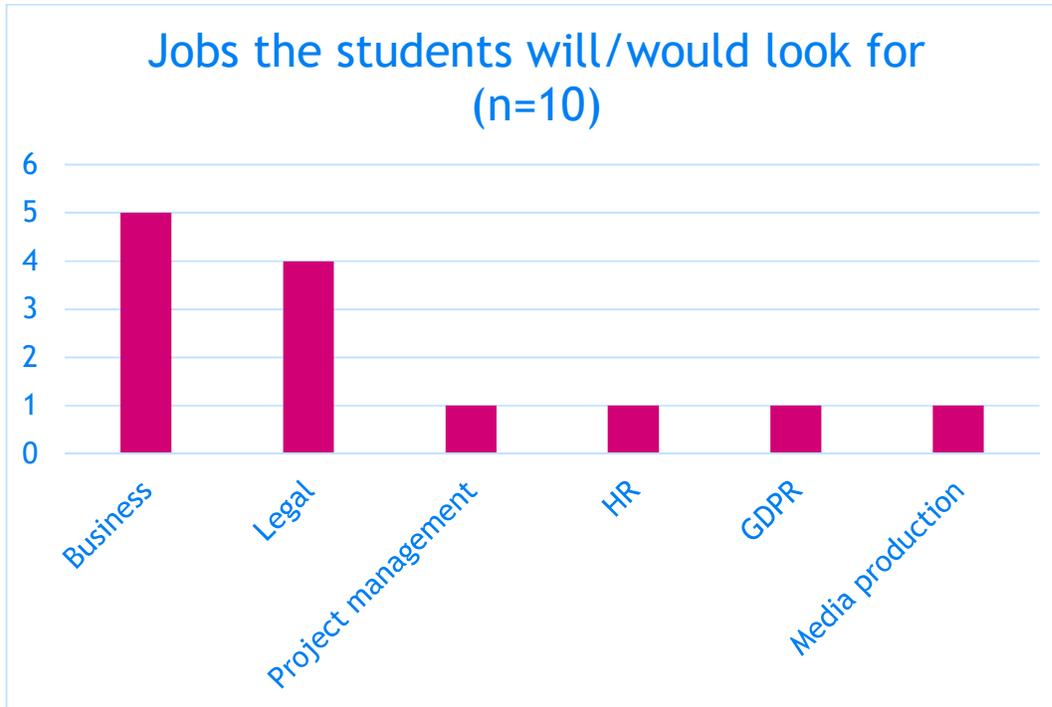


Figure 12. Jobs the students will/would look for

The majority of respondents said their job interest lies either in business or legal jobs. Some of the other jobs mentioned in the graph can be thought of as being a part of the business industry but were kept as their own options since they were specifically mentioned. Business in this case means marketing, sales and finance. Legal jobs had some variation too but the median in this answer lied somewhere along the lines of jurisprudence and governmental jobs.

The students were next asked about platforms and channels that they primarily use to look for jobs. The anticipated outcome was very much social media oriented, since the focus group was 100% millennials or people under 30, thus meaning that statistically it would have been possible for them to have been into social media as a means of recruitment as well.

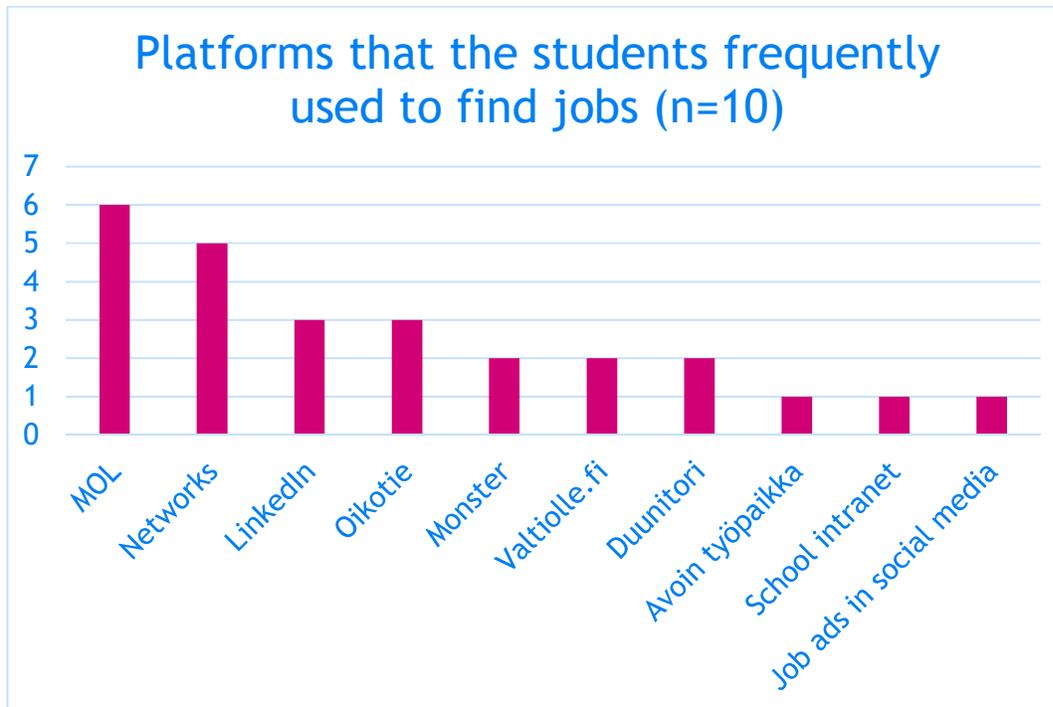


Figure 13. Platforms used in job seeking by students

The results suggest that unlike thought before the research, looking for jobs in social media is not as common as thought. MOL, the job portal upheld by the Finnish department of Public Employment and Business Services takes the jackpot with 6 out of 10 respondents saying they still frequently used it when looking for suitable jobs. Despite being considered old-fashioned and plain, MOL still seems to be a relevant place to post jobs.

Another slightly surprising outcome is that despite the respondents being introduced to the greatness of digital services and media starting at a young age, 5 out of 10 respondents relied on their networks as a means of acquiring a new job. Despite being in a point where it really starts to stand out, LinkedIn hadn't really found its way to the focus groups hands. Other responses consisted of simple job platforms such as Oikotie, Monster and Duunitori. Only one respondent thought that job ads in a social media are a great way to get a job.

7.2.2 Social media and its utilisation

In this theme, the respondents were asked what platforms they used on a weekly basis or more often than that. A follow-up question to that was whether they utilised social media in anyway in terms of job-seeking.

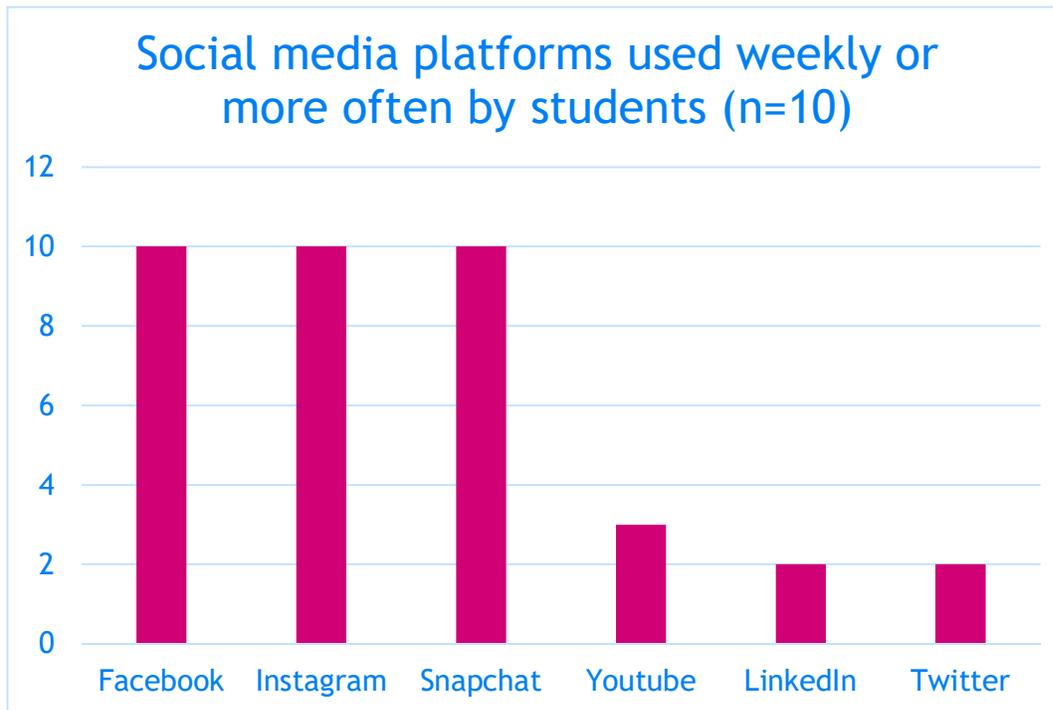


Figure 14. Social media usage of students by platforms

By looking at the above graph we can see an obvious. Experience sharing based platforms like Facebook, Instagram and Snapchat are heavily used by students despite what they are studying. 10 out of 10 respondents said that they use the mentioned apps on a weekly basis, most of them even daily. LinkedIn had not found its way into the students' use as well as expected with the majority of them checking up on it every now and then. Only two respondents were active weekly. YouTube was also widespread usage wise. The three respondents that said they use it on a weekly basis

7.2.3 Appealing social media content and a good employer brand

In this part of the interviews, the respondents were asked to define what kind of content appeals to them in social media. While formatted in different ways according to the context, the purpose of this theme was to find out what kind of social media content makes them stop and take a further look at it in the media that is nowadays filled with all different kinds of posts, advertisements and everything in between. Moreover, after the initial question, they were asked what kind of social media presence creates an all around positive image of a company.

Tangible data wasn't as easy to gather in this theme as the outline was scarce, although it enabled the respondents to take the liberty to say whatever came to their minds. Despite this minor issue, there were some things that clearly stood out among others. There is some more analysis of these answers in the chapter "Conclusions.

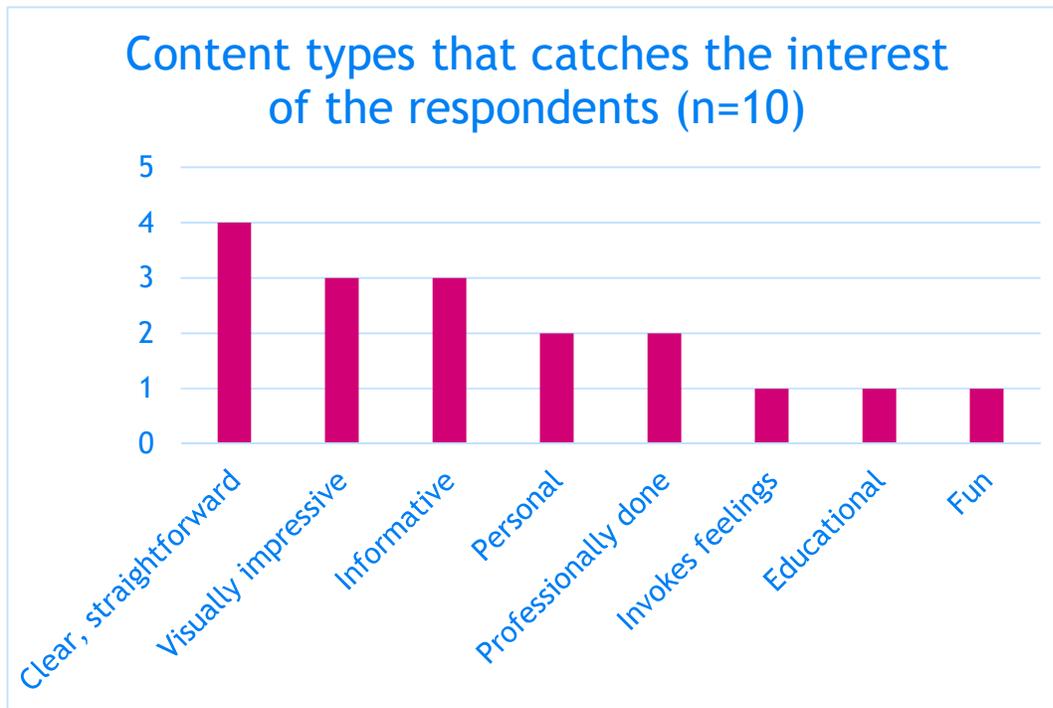


Figure 15. Content types that catches the interest of the respondents

When it comes to posting things in social media, four respondents strongly agreed that if one wants to reach and engage a great audience, the post must be clear and straightforward. Something that says whatever the person posting it wanted to say very clearly and very fast with no room for ambiguity. Some of them also brought up the fact, that pictures or headlines work very well, as they do a good job of standing out amongst the mostly verbal content. Their opinion was a bit different on videos. Couple of respondents pointed out that watching a video takes time so posting them should be done with consideration. If it's a monologue, for example, hardcoded subtitles do a good job of letting the viewer know what's going on in the video without even opening it.

If the content wasn't verbal, three respondents thought that the post must be visually impressive, be it a picture or a video. They thought that investing in social media content in terms of visual quality gave them an understanding that the posting facet really wanted to reach out for their market and recognise its importance. Also, kind of hand-in-hand with the clarity aspect, three respondents said that providing enough information in the post is vital to make the target group genuinely interested. Though

informativity can also go too far in terms of length and depth – a long piece of text can successfully deter the viewer.

Other factors thought of as important were personality, professionalism, emotion, education and funniness. None of the aforementioned gathered much support as the main issues were thought to be clarity, straightforwardness and visual appeal.

Along with the same lines, the respondents were asked what kind of social media content creates them a good vision of a company as an employer.

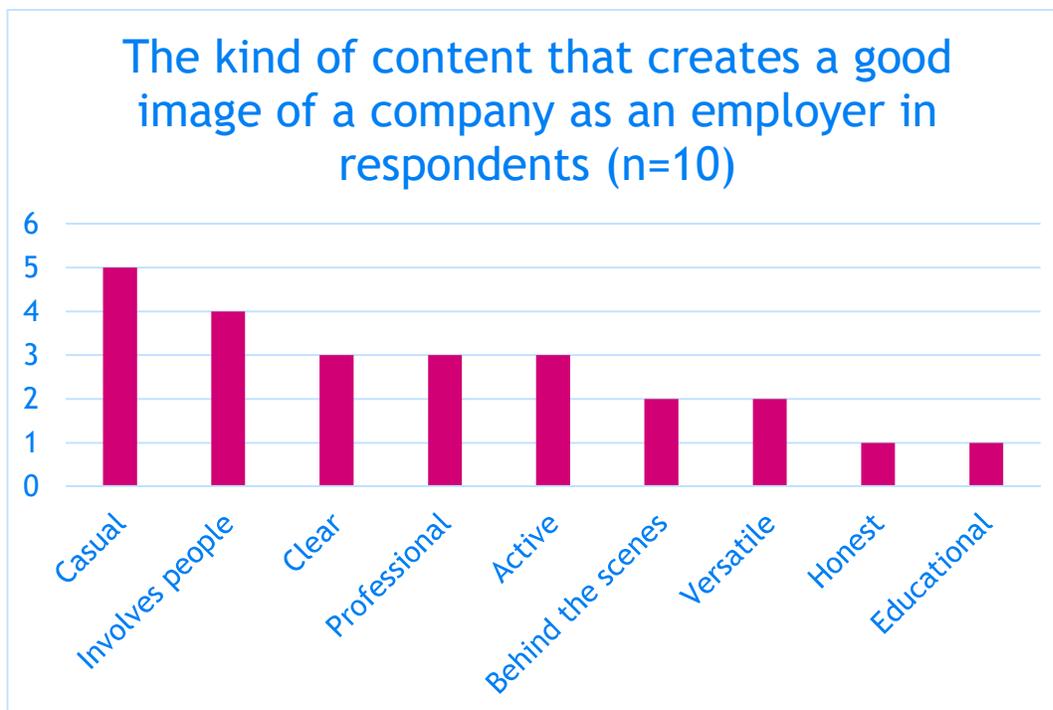


Figure 16. The kind of content that creates a good image of a company as an employer in respondents

50% of the respondents stated, that casual, not so official content communicates a good place to work at. It was explained as a method of messaging the target groups of the fact, that the company culture isn't that strict and bureaucratic but that they also know how to have fun and acknowledge the fact that people want to have fun as well. In terms of recruitment communications, they thought that it was a very important thing for a company to adapt in their strategy. The next best option according to the respondents was content that involves people. This means taking a closer look into people's everyday

jobs, giving the viewer a good sense of the company culture while hearing from the employees themselves how it's like to work in that very company.

Some of the matters that came up in the previous question regarding social media content in general started reappearing with this question as well. Despite liking casual content, the respondents still wanted to see some professionalism – in good balance. Though something that didn't come up was activity. Three respondents thought being active with frequent posts and several platforms were something they thought promoted a good employer brand. In a way, it also messages that the company is modern and knows how to approach their audience.

Two respondents said that they would want to see behind-the-scenes content. They thought that allowing the audience to get an even closer look into everyday activities, formal or informal, communicates sincerity and willingness to tell how things really work in the company. Kind of in the same way as involving the company's people in the content but without anything scripted – just actual work.

7.2.4 The future of social media

At the end part of the interview, the respondents were asked how they think they will perceive the status of social media. No graphs or much further explanation is required: 100% of the respondents were confident that they would still be actively using social media five years from now.

Some respondents wanted to point out, that, despite it probably maintaining its status as close to essential, social media will evolve in time. Apps and trends may change but the idea remains in a conceptual sense. They all agreed, that there is no turning back from that anymore and that, quite on the contrary, mankind will become even more and more embedded with social media.

7.2.5 Summary

The results of the student interviews have somewhat of a business approach due to the majority of respondents coming from business or legal studies. But when it comes to looking for jobs, the variety of platforms used is immense and often focuses on certain kind of jobs. For law students, for example, valtiolle.fi is the go-to site because all government jobs are listed there, in one place.

Social media hadn't been utilised that much in job-seeking but still plays an important role in everyday life. 100% of the respondents said, that they used Facebook, Instagram and Snapchat on a very frequent basis. There were also many kinds of views as to what kind of content they would want their dream

employer to post online in such platforms. Yet, things like clarity, visuals, casualness and sincerity were the most supported choices for desired content.

7.3 Benchmarking online presence

In this part of the research the focus is on the online presence of Konecranes and its direct and indirect competitor companies. The consensus of the benchmarking process in this thesis will be discussed later on, as this part of the research consists of analyzing the basis of each company.

A total of three different companies were benchmarked:

- KONE, one of the world's leading manufacturer of elevators, escalators and automatic doors
- Cargotec, a Finnish producer of cargo handling machinery for several purposes
- Liebherr, a Swiss large equipment manufacturer focused on several industries likewise

Each company was analyzed separately in their own subchapters to help with interpretation. Their presence and activity in some of the major platforms of social media was measured, as well as taking a look at their corporate websites. Additionally, a chart of relevant results as presented to Konecranes representatives can be found in the Appendixes.

7.3.1 Konecranes

When opening the Konecranes corporate website, the visitor is greeted by a picture of the famous Finnish Formula 1 driver, Valtteri Bottas, stating that the two have a “partnership build on trust”. This is not the case when visiting the Konecranes Finnish corporate website, where the banner picture consists of four Konecranes employees standing confidently and smiling, covered by the text “EQUIPMENT AND EXPERTISE” (translated from Finnish). Outside the banner, both the global and the local site are similar in design, allowing the visitor to quickly gain information about the products, services and spare part supply that Konecranes provides. Further down the page the visitor is introduced to the company's Twitter and Instagram pages, as well as relevant press releases.

When it comes to stakeholder and audience appeal, the Konecranes Career pages, investor information and the press tab are located in the right edge of the screen with a significantly smaller and more invisible font than everything else on the page.

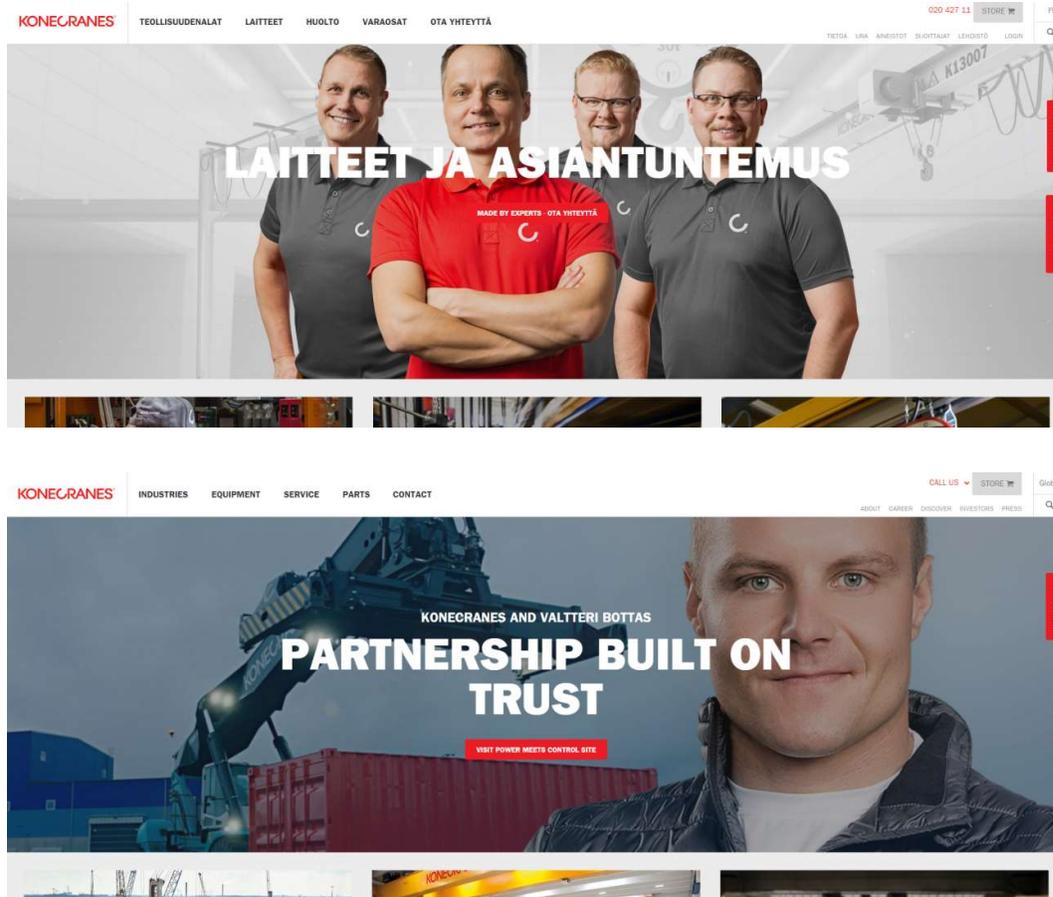


Figure 17. Konecranes' corporate and Finnish websites

Konecranes' official Instagram account goes by the name of "liftingbusinesses" and it had 1 973 followers on May 5th, 2018. The content produced with the account mostly consists of pictures of the company's products being used in many parts of the world. There is also some lighter content, such as pictures of Konecranes department at a fair, and employee selfies at the gym or in the field. The page is relatively active, averaging about 5 public posts a week, including both videos and pictures of products and sponsorships, such as the one with Valtteri Bottas.

The company's Twitter page "@Konecranes" had more than 7000 followers on the same day. The corporate Twitter page is seemingly way more active than the Instagram account with more than 12500 tweets published and averaging a daily rate of 3 tweets. The majority of these tweets are designated for stakeholders, as new products and innovations are marketed very actively in Twitter. In addition, some of the latest tweets include their newest partners', Valtteri Bottas' updates retweeted. The banner picture of the Twitter page resembles that of the global corporate website, portraying Bottas alongside the text "BUILT ON TRUST", informing that the two are official partners.

Unlike the social media platforms mentioned earlier, Konecranes does not have a global corporate Facebook page. Instead, the separate countries and divisions have their own sites working in their respective languages. Konecranes Finland was liked by nearly 1000 people in early May. The content is somewhat similar to that of Twitter, posting interesting facts about their new innovations and products solely in Finnish. Like on Instagram, there are some casual photos, such as one portraying Konecranes employees on the ice after an ice hockey match and wishing a happy May 1st to the people of Finland. The banner picture of the page is what appears to be a crane device attached to the ceiling of a big room.

7.3.2 KONE

Before comparing KONE's social media presence to that of Konecranes, one must consider the fact that the two companies aren't in the same line of business anymore. During the 20th century, KONE was still a large player in the crane business in addition to their elevator business. In 1994, KONE was listed on Helsinki Stock Exchange and sold all its other divisions, focusing primarily on elevator and escalator business. (Konecranes, 2018) Despite similar names and shared history, KONE and Konecranes are two entirely different companies focusing on their own areas of expertise.

Another thing worth noting is that KONE is much more visible to everyday consumers, with millions of people using their elevators, escalators and automatic doors on a daily basis, thus being exposed to their products first-hand. This has an undeniable impact for the company brand and from a marketing point of view, they cannot be compared to Konecranes directly.

Upon entering kone.com, the visitor immediately noticed the banner picture, mainly because it is almost the size of the entire window. The banner seems to be used to inform the public of significant events and happenings – at the time of writing this the banner encourages to go check out KONE's Q1 results. Scrolling down the page contains information about their newest innovations with pictures of urban environment and KONE products. The front page seems to be simplified so that whoever visits the page doesn't get overwhelmed by the amount of content that jumps in their face, possibly making the page harder to read.



Figure 18. Initial view of KONE's corporate website

Different to Konecranes' corporate web site, the visitor can access all other sub-sites from the one drop bar that's situated in the top part of the screen and follows up and down as you scroll. This includes careers and sustainability among else. When clicking on Careers, you'll have a lot of information about KONE's culture and values. The overlay is simple and pleasant and it tries to appeal to job seekers on a personal level immediately.

While Konecranes provides the same kind of information on their corporate website, it is presented in a different way. When someone goes to KONE's website to find information about career opportunities, they are immediately greeted by statements about what makes KONE a great place to work. When opening the Careers tab on Konecranes' website you are immediately introduced to the recruitment portal. Finding information about their company values and culture is behind another tab.

KONE does have a corporate Instagram page "@corporationkone" which has a little over 1000 followers. The account has not been active since 2016 and the few posts on that account are mostly pictures of their equipment.

KONE's corporate Twitter page "@KONEcorporation" has nearly 12000 followers. KONE also has some regional Twitter pages, such as KONE Americas. The banner picture on their profile presents a night shot of an urban environment above, promoting their brand as the pioneers of urban flow. Compared to Konecranes, their tweeting rate is rather small, averaging about 5-7 tweets per week. The content is primarily focused on showcasing new locations where KONE's products will be or are installed, as well as corporate reports. Additionally, the employees have their voices heard quite frequently in the posts as they get a chance to tell about their work in exotic locations such as icebreakers. They also give their opinion about globally relevant themes. The account has some retweeting activity, including responses to

tweets that have @KONEcorporation tagged in them, meaning they engage in conversations directly with their followers on Twitter.

KONE recently launched a Twitter account for their elevator in the UK. It tweets about its current status, as to which floor it is at and where it's going and other information, in real time. KONE's website also has a function where one can follow other elevators around the world in real time.

KONE's corporate Facebook page has almost 30 000 likes. The page very much resembles that of Twitter, though excluding retweets and having a sparser post rate with approximately one post every three days. The content isn't that different from that of Konecranes but they do post more videos that have employees having a say. The most liked content on their Facebook page seems to rely on visuals, rather than being informative. Per average, the posts that had seemingly more colorful and eye-catching pictures have more likes than those that only have pictures of equipment or people.

7.3.3 Cargotec

Cargotec is a Finnish-based company that produces cargo handling machinery. It has a somewhat similar history as Konecranes – it was split from KONE in 2005 as its own company to be listed in the stock market. (Cargotec, 2018) Cargotec has three separate areas of business:

- Kalmar, which is focused on products and services are used in distribution centers, terminals and ports as well as in the heavy industry
- HIAB, that produces on-road transportation and delivery machinery
- MacGregor, which provides engineering solutions and services to its clients (Cargotec, 2018.)

Cargotec's corporate website introduces the visitor to their modern slogan/service promise #smarterbettertogether, along with an overhead video from several locations, giving the visitor a unique first impression of the company. The fact that website greets its visitors like this shows that they are up-

to-date with the current trends, with hashtags being a short and simple way of expressing things instead of using full-length sentences.

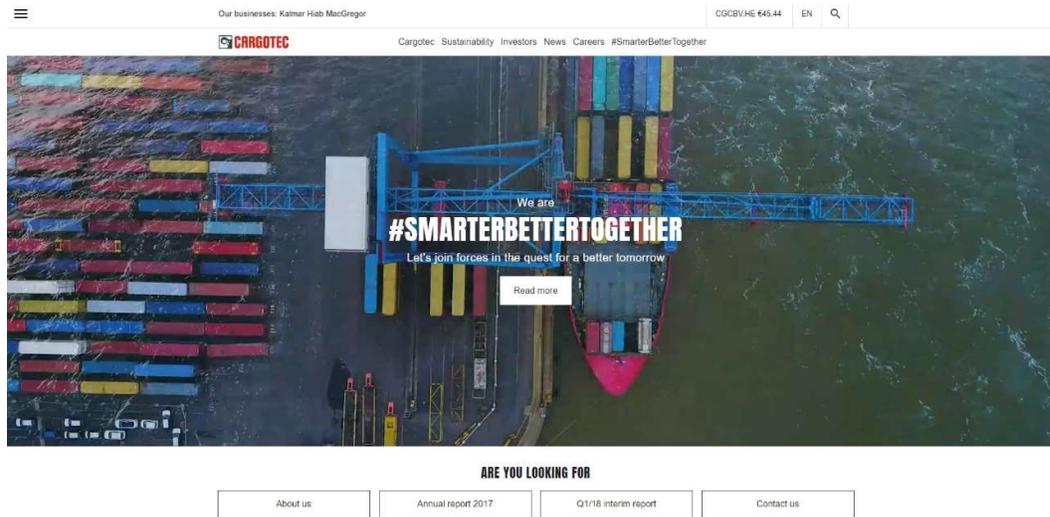


Figure 19. Initial view of Cargotec's corporate web site

Upon hovering one's mouse over the Careers tab located in the top part of the page, there are several things that catch the attention of a possible job seeker – or anyone looking for information about the people and the culture of the company. One immediately comes across links for summer jobs, information on Cargotec as an employer, students and people stories. This kind of approach for the Careers section offers the visitor a chance to take a closer look at what's going on behind the scenes before directing them to take a look at the open positions. The overall composition of the view is similar to that of KONE, functional but stylish. The colors of the company brand are visually represented as well.

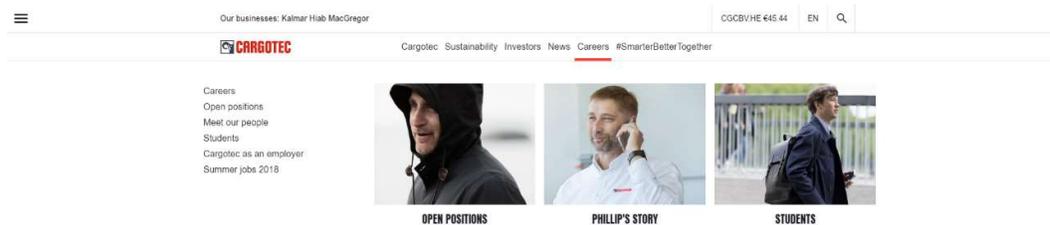


Figure 20. Careers section on Cargotec's corporate website

Cargotec does not have a corporate Instagram account, neither do they have one for any of their business brands Kalmar, HIAB or MacGregor. What they do have, instead, is “@cargotecsummer”, Cargotec's

official summer trainee account. The page has over 300 followers. On that account they post pictures of them visiting several student-oriented events and fairs as well as advertising upcoming summer job openings and encouraging students to apply. Though there is no substantial facts as to how well that works, it's another way of letting the target group know that the company is modern and attempts to attract their attention with unique ways. As the content of that page isn't about equipment or innovations, it provides the followers with more casual content, appealing to the fact that not everything in an international corporation has to revolve around serious work.

The company also has a corporate Twitter page with almost 4000 followers. What makes their Twitter page different from the previously analyzed companies is that they also follow over 3000 other accounts. The follower-followed ratio is significantly bigger than that of all the other corporate Twitter pages covered in this chapter. Also, unlike the others, their banner picture doesn't represent the company's actual products or business environments. Instead, it's a pretty view of a lake with forests and mountains in the horizon. This might be their way to communicate to the audience about their values towards ecology and nature preservation, which makes for a great asset in terms of employer branding.

The content on the page is very similar to that of KONE's. Majority of their own published content is focused on product and innovation information that stakeholders may find interesting. Their employees are featured on the page as well by the means of interviews and blog posts. The average posting rate is about one own tweet per day as well as regularly retweeting posts by partners and other associates. Despite the follower amount of nearly 4000, the posts themselves are barely liked, retweeted or commented upon. Out of all content, videos that play automatically and have some relevant hashtags providing support are the most shared and liked kind of content.

Cargotec have also established their own Twitter accounts for two of their main businesses: Kalmar and HIAB. They both have smaller follower numbers and there is no significant difference in the post engagement either, with most of the posts having less than 10 likes and retweets altogether.

The corporate Facebook page for Cargotec has more than 2500 likes. The banner photo is similar to the view that the visitor comes upon when visiting their corporate website – a young person facing a distant city view presented with “#smarterbettertogether”. The posting activity on the page follows the pace of around 5 posts a week, with the content being very industry-specific and possibly hard for an outsider to try to understand. As with the Twitter page, the amount of people liking the page doesn't reflect directly on how much conversation and engagement comes with their new posts – the most liked post in recent history, with 68 likes, was an appointment announcement. The majority of the posts have an average of 10 likers and little to no commenting.

7.3.4 Liebherr

Liebherr is a Swiss mass producer of many kinds of different heavy equipment, ranging from mining and construction machines to hotels and refrigerators. It has operations in 11 divisions altogether and employs 42000 people worldwide (Liebherr, 2018). It also says they're the world's biggest producer of cranes on their website.

Their corporate website can come out as messy to some viewers. The visitor's attention is initially drawn to the banner picture that depicts the world map with some big numbers scattered across it, possibly suggesting employee amounts in each respective area. The map is overlaid by pictures of their machinery as well as statistical graphs, eventually encouraging the visitor to go see their Q1 results for the year. Furthermore, right below are listed some of the major product areas of Liebherr's business. The front page, in general, has way more content than those of the companies analysed previously, including Careers.

Beyond the Careers tab, one is not facing information about the company as an employer or being directed straight to vacant positions. Instead, they have links to basically all career-related areas, such as student work, ways of applying and employer information.

The screenshot shows the Liebherr corporate website homepage. At the top, there is a navigation bar with a 'Home' button and links for 'Contact' and 'Liebherr worldwide'. The main banner features a world map with large numbers indicating employee counts in different regions: 9,845 (North America), 31,777 (Europe), 3,239 (Asia), and 272 (Africa). Below the map, a text box highlights the 'Annual Report' achievement: 'The Group achieved the highest turnover in the Group's history, of € 9,845 million'. The 'Product areas' section lists various divisions: Refrigeration and freezing, Construction machines, Mining, Mobile and crawler cranes, Material handling technology, Maritime cranes, Airspace and transportation systems, Gear cutting technology and automation, Components, and Robots. The footer includes 'Web Ltd' and 'Copyright'.

Figure 21. Initial view of Liebherr's corporate website

Career

Part of the big picture



Liebherr relies on highly motivated, competent employees who use their expertise to help the corporation achieve its aims.

> Working at Liebherr

Job vacancies



Whether experienced specialists or young professionals, Liebherr is always pleased to welcome qualified and committed employees.

> Current job offers

Experienced professionals



Qualified specialists will find an exciting working environment at Liebherr with plenty of scope for creativity.

> Opportunities for experienced professionals

Career starters



Graduates of technical or business studies start their careers as direct entrants or as trainees.

> Offers for those new to professional life

Students



Internships and practical final thesis opportunities give a flavor of what everyday life is like in the company.

> Internships & final thesis opportunities

Pupils



Liebherr provides opportunities – from taster internships to technical or commercial training and a combined vocational and educational scheme.

> Training & career choice

Figure 22. View beyond the Career tab on Liebherr's corporate website

Being a top market competitor in a variety of industries, Liebherr has made sure that their presence in social media reflects it as well. At least on Instagram. Liebherr has not only one or two but at least ten different Instagram pages, each focusing on publishing content related to specific industries, such as mining and construction, or content that is relevant to different areas of the world, such as Saudi-Arabia, United Kingdom and the United States of America. It is hard to figure out the exact number since some of the pages state that they are not official. This would mean that Liebherr has gathered themselves an audience that wants to be engage with the company and its products by starting fan pages related to such.

The most followed of these official and unofficial accounts is “@liebherrconstruction”, which obviously focuses on publishing construction-related content. And that’s basically what it is. All content since approximately a year ago has been nothing but pictures and videos of different excavators and other appliances and machinery used in the construction industry. Yet the page has managed to gain a follower base of more than 53 000 followers. There is no straight forward explanation as to why so many people follow the page, despite its rather unilateral content. The majority of these other Liebherr Instagram accounts have the follower base of approximately 500 to 1000 people, the focus of content lying in product marketing likewise.

Liebherr has taken its versatility in social media to Twitter as well. They seem to have separate Twitter accounts for the same branches as in Instagram, only this time the corporate Twitter page appears to be the most followed one with more than 11 000 followers. Their posting activity isn't outstanding, with only a few tweets made on a weekly basis as well as retweeting some of the relevant posts from their other accounts. As the case has been with other companies analysed in this chapter, the number of followers doesn't directly correlate with how much they are able to engage the audience with the posts. An average amount of likes per post is somewhere between 5 and 10, as of late, at least.

The content on the corporate page is something you'd expect from a corporate page at this point. Announcements, unveilings and globally relevant themes. There is not much that, from an employer branding point of view, makes this page as well as their other Twitter pages remarkable either.

One can tell that construction industry is indeed the biggest business that Liebherr is involved with. Just like on Instagram, their Facebook page specifically for Liebherr Construction is overwhelmingly the most liked page, with an astonishing 400 000 people having given them the thumbs up. The reviews people have given to the page are generally good as well. When it comes to content, there is no difference to other channels – just more text. And videos. There is a lot of video material on the page, mostly focusing on their field machines and vehicles in action as well as some clips of their employees working.

The posts average less than 200 likes each. It may sound like a big number but it must be kept in mind that there are more than 400 000 people who most likely have the page's posts on their news feeds. That 200 likes is only a mere 0,05 percent. Though there is a huge change in the trend with one of their posts. That one post is a series of pictures that depict people at work in Sweden – and that post has nearly 3 000 likes. The only consensus that can be drawn from this is that it attracts people to know about the people themselves. The workers in the photos have their names and positions listed, so as to state that all the greatness comes from the people themselves. From an employer branding point of view, this is important to acknowledge and should be considered in a social media strategy.

8 Conclusions

In this chapter, final conclusions will be drawn with the data that was gathered from interviewing Konecranes employees and students as well as the results from benchmarking Konecranes' direct and indirect competitors and their online presence.

When it comes to the recruiting methods used by hiring managers at Konecranes, it is visible that the most used ones were merely portals or platforms where the jobs would be posted. This does make sense, after all that is the purpose of those applications. But as it was stated by the respondents, open positions would sometimes have been sought to fill by posting job advertisements in every possible platforms in use (the term ‘post and pray’ as used to define this kind of action). However, some niche target groups were still difficult, despite the frequency of job advertisements.

The Konecranes Career Portal functioned well, as it presented every available job the company had to offer globally. The only issue here is that it’s only useful if job-seekers can find their way to the company website. It is obvious that the company must be heard of before available candidates can take any further action towards that company.

“The amount of inbound applications is low. If there are seven people applying for the position of maintenance installer only one of them qualifies for the job. But without that one person we’d still be looking for a new guy.”

Especially maintenance installers came up when talking about groups that are difficult to reach. The amount of inbound applications was often thought as being too low. When asked about recruiting them, the most common way to do so was local newspapers as well as the Konecranes Career Portal. Other platforms were used only now and then as newspaper advertisements had turned out to be the best way apparently. As this research didn’t study the recruitment of maintenance installers, some sure steps can be taken to advance the reach of that target group in the future. It has more to do with employer brand than anything else – by promoting it more even the more difficult groups of people will eventually find their way to Konecranes themselves.

“We need to be seen as the pioneers in modern technology instead of just “boring crane business”.”

“The collaboration between HR and Marketing Communications must be more consistent... right now employer brand is nobody’s duty.”

It had already been known that Konecranes’ employer brand wasn’t exactly at the level they themselves would like it to be. There were many reasons as to why they thought so: People confuse Konecranes with KONE, crane market isn’t that visible to consumers, positions are being filled all the time so there’s no worries... But in the dynamic business world today it is absolutely necessary to have some resources to spare for employer brand promotion. It is not just to look good on the outside, but it also sends a message

to the audience, and more importantly, potential job candidates. Talking to the younger generations is important as well since they will come to form the biggest working class, at least in Finland.

As far as how the employer brand would practically be promoted, there should be a semi-futuristic approach to it. The problem is recognized right now but if not dealt with soon enough, it will be hurtful to the business strategy in the long run as well because the competition is fierce, and the company must be able to communicate what they really are. A systematic strategy must be come up with because of the possibilities it provides – a huge audience being the most important.

The company should tap into the modern trends in recruiting, as far as social recruiting goes. Different channels and platforms feed each other and with a systematic strategy, the results can be outrageous.

“There is a perfect opportunity for product placement. A YouTube star comes to spend a day with the CEO and we make a video out of it. Thousands of views, easy visibility.”

“I believe it’s about the convergence of different media and an end-to-end line. All the channels are equally powerful, and they should be exploited by being visible in every one of them.”

It came up in the student interviews that casual, tongue-in-cheek kind of content appeals to them the most and it should be exploited. More serious ways of promoting a company have been around for a very long time and they offer nothing new to the audience. New ways must be sought and taking a casual approach in one or more channels could be a great way to try this out. Instagram, a photo and video platform used very frequently by the interviewed students, is more than good for this kind of content.

Personnel introductions and such more people-oriented content could just as well be put up on Facebook as well. Collaborating with celebrities, like Valtteri Bottas, is sure to catch people’s interest in a simple way. The audience becomes more or less interested in content where their favorite celebrities are featured in. People want to see beyond a company’s façade. Values are what seem to be driving the today’s consumer towards their decisions. This applies for groceries just as well as it applies for jobs and interesting companies.

“Social media is an essential part of popularity portfolio.”

“I don’t have the required skills and I’m not active enough. It must be the hurry. There’s no time and resources to keep up with all the latest platforms and trends.”

“Personally, I’m not that active. I might be the most active one out of my team but... I wouldn’t call it as being systematic.”

The company clearly recognises the fact that there needs to be systematicity as to how to function in social media. Yet some of the interviewees said that they don't think they have enough social media capability, even if it would help them in their work and boost recruitment. In this case, a systematic strategy means a change on an organisational level. Again, more resources clearly need to be put into this. There needs to be more collaboration between departments to establish a similar strategy between them. And if people don't think they're good enough with social media, more trainings should be arranged.

8.1 Summary

In conclusion, to be competitive on the candidate market and fill positions requiring niche expertise, a systematic approach must be established first. Students, for instance, use applications like Facebook, Snapchat and Instagram on an almost daily basis so that would be a start. A new strategy requires not just being present in new platforms but also creating a consistent presence relevant to that platform. It is now recognized that students prefer a nice mixture of interesting, casual and professional. Posts aimed towards shareholders aren't enough to promote the company online.

A social media strategy was widely desired by the employees due to its profitability in the future as well. The research groups largely agreed that social media would serve an enormous purpose in the near future and would almost become integrated to our lives. Studies also show that networks are becoming the single biggest way of recruitment – and what better place to find those networks than social media. Large audience and the possibility of modern employer branding make it a great entity for such.

Changes like these require a bigger scale, not just a few people practicing it. HR and recruiting managers together should think about what kind of demographics, skills etc. a quality candidate has and also format the job ad and choose the platforms accordingly. At least every hiring manager and HR person should be adept on social media. Trainings should be arranged if people feel like they don't possess the desired set of skills.

9 Development suggestions

First, the scope of this research study was rather small, and the time and the resources were rather scarce. Yet its potential was great, and some limitations had to be done. It comes as no surprise anymore that a positive employer brand is bread and butter for an organisation that strives for success. So as a suggestion, Konecranes should start another project or conduct another thesis work that deals with that topic more intensely. A local employer brand survey would be one way to help the cause, as there are non-profit organisations that conduct nationwide surveys already. Another way would be to study the purpose of employer brand within the organisation, as having a positive company image requires commitment from the inside. This kind of study could more thoroughly survey the employees' thoughts of the employer brand and the resources put to it, for instance.

Secondly, it is important that Konecranes starts taking steps towards promoting the overall performance of their social media channels in terms of employer brand. Facebook, Instagram and Snapchat are great for more casual content that the younger generations think makes a company interesting. This would require consistency as well, because the volume of all other sorts of posts is very high. Social marketing like that should be done with a clear goal. Some of the platforms today offer a variety of targeting options for posts (by demographics) and is something Konecranes should at least try to exploit – for a small cost.

Below, these steps taken towards active social media presence can be seen briefly charted.

Platform	Recommended content	Urgency/schedule
Facebook	Visually impressive, clear and honest messages. Must be value-based.	Creating quality content takes time. Planning calls for urgency. Potential for targeted marketing.
Instagram	Pictures, videos and even live streams from events etc. Casual content.	Can be done immediately. Employee access to account recommended.
Snapchat	Taking the viewer behind the scenes: lunch, meetings, just working...	Can be done immediately. Requires consistency as viewer base takes time to grow.
LinkedIn	More jobs must be posted and the power of networks thus harnessed.	Employees must be encouraged to post jobs here more frequently ASAP.

As for recruitment, Konecranes should try to adapt a new step in their recruitment process as a part of HR strategy. A session where a HR representative and the hiring manager sit down and very considerably think about the coming requisition. In other words, “what kind of a person are we really looking for, aside from their set of skills?” This helps with mapping out the correct platforms to advertise the job. Konecranes Career Portal isn’t always the best choice since people have to manually find their way there.

When it comes to content, Konecranes needs to take a different approach. All social media channels are mostly focused on promoting new innovations and equipment – and it’s only interesting to those that possess a positive attitude towards such. People at Konecranes agree that they are a hi-tech company with a great culture and many other goods. This, as well as company values, must be better

communicated to the outside as well. Employee stories, people involvement and high-quality content generally are all good ways to message such. Naturally, there is the matter of budget and existing resources for doing so, but the issue must be addressed.

Speaking of resources, it turned out that employer brand was nobody's duty. This would be a great opportunity to think about opening a new requisition for a Social Media Branding Manager, Social Media Sourcing Specialist or Brand Manager and have one or more people working on it full-time. To help this, Konecranes must start evolving into the direction of a social company. Social media trainings, employer brand workshops and collaboration between units to turn the business into a modern, socially responsible company that cares about their audience and is ready to compete for the best players in the market.

10 Process contemplation

This thesis study was all-in-all interesting to conduct. As an active social media user as well as an avid HR person, this research opened my eyes to a lot of new aspects in terms of recruitment and social recruiting and marketing. Studying the theoretical framework used in the thesis provided me with all the essential information about, for instance, social recruiting strategies which, as a topic, is currently very relevant but not something one can find tons of books about.

One of the most essential factors that enabled this research to be successfully completed was limiting the research scope. Altogether, the work put on this document took place over the course of approximately three months, so the schedule was rather tight. While Konecranes could benefit from the results of this research on an international level it was important that the scope was targeted towards Finland only to keep the working frame from falling apart. During the interview phase of the research, a feeling awoke that the amount and the diversity of people taking part in the process was just right. Ten Konecranes employees was just enough to fill the criteria of a variety of branches while also leaving enough time to analyze the gathered data with no hurry whatsoever.

Communication and scheduling played a big part in this research as well. Among the theoretical research and other things, it was important that the interview times got booked the way they did. The employee interviews took place over approximately two weeks and it was a result of excellent scheduling and flexibility that all Konecranes employees were interviewed within those two weeks. After that was done, there was a short break to analyze and look back on the employee answers to come up with an initial outline for the student interviews. There was a lot more room for flexibility with the students, though.

Altogether, this thesis study was a great journey into how international corporations tap into globally blooming trends and how things like that are sorted out from within the organisation. As we're currently in a break in terms of integrating social media in our lives, this study came at the most convenient time,

both personally and from the company's point of view. The research provided me with a variety of qualities I can use in working life, such as the ways of impact in employer branding and social recruiting, interviewing and public speaking as well as recruiting in general. The work itself was even further motivated by the fact, that it would serve an actual purpose to a huge business and that it was a great opportunity to get one's name known within the company, further growing the networks. A lot of work was done to get as good results for the company as possible and it is sincerely hoped that some suggestions in this initial strategy would be taken into use in the near future.

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Appendix 1: Preliminary information form for Konecranes



LAUREA
AMMATTIKORKEAKOULU

| Yhdessä
enemmän |

Haastattelun esitiedot

Konsta Karppinen

23.3.2018

Hyvä konecraneslainen,

kiitos osallistumisestasi tähän opinnäytetyötutkimukseen, joka tutkii sosiaalisen median hyödyntämistä Konecranesin rekrytointiprosessissa.

Haastattelu nauhoitetaan litterointia varten, mutta nimesi ja muu henkilökohtainen tieto pysyvät täysin salattuina. Haastattelun kesto on n. 30 minuuttia.

Alla on lueteltuna muutama asia, joita toivoisin sinun miettivän hieman ennen haastattelua, jotta tiedät, millaisiin kysymyksiin sinun tulisi varautua.

- Taustasi ja tämänhetkinen työnkuva
- Käytössä olevat rekrytointimetodit (tällä hetkellä)
- Oma mielipide sosiaalisesta mediasta rekrytointivälineenä
- Oma sosiaalisen median aktiivisuus ja osaaminen
- Sosiaalisen median merkitys rekrytointivälineenä tulevaisuudessa
- Ihanteellisen työnhakijan löytäminen - helppoa vai vaikeaa?
- Rekrytoitko (vastavalmistuneita) opiskelijoita? Onko se helppoa/vaikeaa?

Dear you at Konecranes,

thank you for taking part in this bachelor's thesis research that investigates Konecranes's utilisation of social media in recruitment process.

The interview will be audio-recorded and your name will stay hidden. The interview takes about 30 minutes.

Down below you can find a few things I would ask you to think about for a little before the interview, so you know what kind of questions to expect.

- Your backgrounds and current job description
- Recruitment methods (at the moment)
- Personal activity and knowledge of social media
- Your personal opinion of social media as a recruitment tool
- The meaning of social media as a recruitment tool in the future
- Finding an optimal candidate - easy or difficult?
- Recruiting (freshly graduated) students

Appendix 2: Preliminary information form for students



LAUREA / *Yhdessä* /
AMMATTIKORKEAKOULU / *enemmän* /

Haastattelun esitiedot

Konsta Karppinen

23.3.2018

Hyvä opiskelija,

kiitos osallistumisestasi tähän opinnäytetyötutkimukseen, joka tutkii sosiaalisen median hyödyntämistä rekrytoinnissa.

Haastattelu nauhoitetaan litterointia varten, mutta nimesi ja muu henkilökohtainen tieto pysyvät täysin salattuina. Haastattelun kesto on n. 30 minuuttia.

Alla on lueteltuna muutama asia, joita toivoisin sinun miettävän hieman ennen haastattelua, jotta tiedät, millaisiin kysymyksiin sinun tulisi varautua.

- Opinala ja työllistymiskuva
- Aktiivisuus sosiaalisessa mediassa
- Sosiaalisen median hyödyntäminen työnhaussa
- Sosiaalisen median sisällön vaikutus sinuun
- Työnantajamielikuvan korostaminen sosiaalisessa mediassa
- Sosiaalisen median tulevaisuus

Appendix 3: Essential results of the benchmarking process as presented to Konecranes

	Konecranes	KONE	Cargotec	Liebherr
Home pages	Company colors are strongly present, career opportunities are a bit hard to find	Simple, appeals to the audience with values	Immediate expression of values, career opportunities are very well presented	Messy front page, very detailed career pages can be found scrolling down
Instagram	2000 followers, 5 pictures a week	Inactive for two years	Only an official summer trainee account	Tens of fan pages, the most popular official page has 53 000 followers
Twitter	7000 followers, 3 tweets a day	12 000 followers, 5-7 tweets per week. There's also an AI account for an escalator	4000 followers, follows almost 3000 pages themselves	11000 followers, 5 tweets a week. Different areas of business have their own accounts
Facebook	Only country-specific pages. Finland has 1000 likes	30 000 likes, one post every three days	2500 likes, 5 posts per week	400 000 likes on Construction page, the other pages have severaly less