



**DEVELOPING A PROFESSIONAL CA-
REER HOMEPAGE FOR WINNING THE
MOST SUITABLE EMPLOYEES FOR RPC**

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ABSTRACT

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Steps for developing a professional career homepage for winning most suitable employees for rpc

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From February to July 2014, I worked as an intern at the Retail Performance Company in Munich. I supported different teams and service lines in various tasks. When TAMK offered the possibility of a practical Bachelor Thesis, I immediately got in touch with the Retail Performance Company to set up a co-operation so that the thesis could be written with them. The topic of developing a new career page was suggested.

The increasing war for talents with its various reasons increases the pressure on companies and HR departments. It is necessary to think of new ways of recruiting to ensure a more successful recruiting. Future employee's expectations are high towards their future workplace. With the development of a career website we want to support the impression applicants do have from rpc and to support their motivation to join the company.

The subject was approached by the usage of different sources, such as a literature analysis, interview with HR department and the management team, a competitor analysis and an employee survey. By using those different sources, a general overview was gained and ideas for a new page were developed.

The information collected was analysed through different methods and was collected through personal interviews as well as an online survey. The thesis enables the reader to gain a deeper overview and understand the process from collecting this information until the development of the final stage.

In the last step the new design and content is presented regarding the most urgent important input. Management and HR department are confident to attract more applicants and to find the right employees with the new page.

The career page as it appears now offers information that was missed by applicants and future employees. It combines the requirements of the HR department and the Management team with the offers of competitors and the theoretical ideas of a career page.

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ABBREVIATIONS AND TERMS

TAMK	Tampere University of Applied Sciences
cr	credit
rpc	The Retail Performance Company
HR	Human Resources
BMW	Bayerische Motorenwerke
USP	Unique Selling Proposition
CUBE	Content, Usability, Branding, Emotion

1 Introduction

1.1 The Retail Performance Company

In 2013, the Retail Performance Company (rpc) was founded by BMW and the consulting company h&z. A more detailed picture of the structure of rpc is given by the graph below:

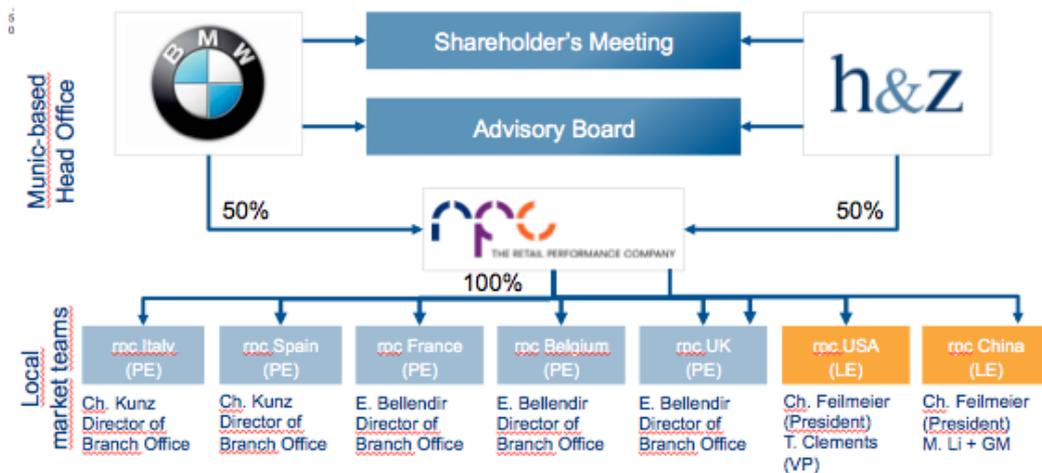


FIGURE 1: Joint venture rpc structure (Source: Onboarding-Guide rpc, Jan 2015)

The Retail Performance Company offers four different services to its customers (such as BMW): Training, Coaching, Consulting and HR-Services. Every service line is led by a manager or partner. Each one of them is also responsible for recruiting in close co-operation with the HR department. Currently the company is led by Christian Feilmeier and Jan Schlemuth. The management team is also supported by the partners Christoph Kunz and Erik Bellendir who are responsible for different countries and regions (more exact information about the responsibilities can be gained in the PICTURE 1).

From its beginning until May 2015, The Retail Performance Company was located in the center of Munich. With growing numbers of employees it was necessary to move to a larger office space, to ensure a safe and healthy work environment.

The Retail Performance Company already numbers more than 100 employees around the world, including offices in China, USA and different European countries.



FIGURE 2: rpc locations map (Onboarding-Guide rpc, Jan 2015)

1.2 Objective of Thesis

When rpc was founded in 2013, the number of employees was small, but after two years about 120 people were working worldwide for one of the four lines or in the back offices coordinating the day-to-day life for the colleagues working on projects. The homepage that was developed to represent rpc to customers, applicants and maybe even competitors includes a career page. The entire website had a re-launch in late 2014. The pictures shown are mainly taken by their own employees in a specifically organized photo shoot. The question arose: Is this page still representing rpc in the best possible way and what could be improved to ensure a more appropriate and closer picture?

After working at rpc for about five months from February to June 2014, it became obvious that teamwork is one of the most important aspects of a workplace. However, when looking at the rpc homepage, this important fact did not come across at all. Therefore we agreed on the importance and necessity of a new design and updated content for the company career homepage. rpc is successful because of its motivated, passionate and engaged employees. It is therefore it is of high priority to attract the right people. A well-designed, structured and content-rich homepage is in most cases the first impression of a company that applicants see. The goal of the new career homepage is to deliver the right image of rpc in order to attract the right applicants for the atmosphere.

Finding the right applicants will minimize the number of employees frustrated or unhappy with working at rpc. By giving more information about the daily life, the atmosphere, the spirit and the necessity to engage in team work on the website, applicants that

do not fit the requirements might reconsider their application, therefore reducing the workload from rpc, as well as the number of unqualified and workload for applicants. They can use that time to apply for other positions at companies that might be a better fit.

At the same time, showing more information about rpc could also encourage more people to apply. Even if they were convinced by the job posting, the chances of they prioritizing rpc as their number one application increases after seeing the additional benefits rpc offers.

It is also important that the amount of calls and emails with questions about job postings are reduced. Some requests cannot be avoided, but by providing more information about the work experience at rpc, basic questions can be answered without calling the rpc office but with just consulting the homepage.

Another perspective to consider is that rpc could gain new accounts based on their career web page. As explained before, BMW and h&z founded rpc. BMW continues to be rpc's largest customer. More and more other companies are approached and gained as new clients. To support this trend, the career page could show the different employee profiles and showcase their experience, not only in automotive retail, but other branches as well. Interested companies can see that the competencies do not only lay in the car sector, but include a wide range of experience in different retail industries. With showing this perspective on the homepage, the work of our new accounts practice group can be supported.

1.3 Approach and Structure of the Thesis

My Bachelor thesis is supervised by Sabine Hanke of rpc and Shaidul Kazi at TAMK. In close communication with both of them a plan was developed which could help with the development of the page (content and design). After short consideration it became clear that the input and opinions for the page should be delivered by five different sources plus my own ideas that should be considered as well.



FIGURE 3 – Thesis Approach

First I will gain knowledge and an insight in the opinions and ideas of each of the five factors above, secondly I will analyse them and at last will develop content and design ideas based on the factors discussed.

With literature, a more theoretical part can be examined. Explaining the theory of recruiting as well as marketing instruments for a successful HR department.

We also agreed on the impact of the management team and the consideration of their ideas. Corporate Identity guidelines have to be followed and are especially important as the page can be opened by anybody and no privacy settings are applied.

To gain an insight in how the page can be used by applicants, the idea of questioning the newest employees was developed. As newcomers, they were the most recent employees to visit the website with fresh eyes to gain information and insight to rpc, therefore those people can give us information about what they missed and what they would have wished for. Older employees can not be questioned as the page had a relaunch in late 2014 and therefore people that joined rpc before this point would not have used the page in the current design and the current content to the needed extent. Questioning employees gives us the chance for an intersperspective approach.

Last but not least is the result of the competitor analysis. In the war of talents it is important to convince the right people to join the company. In this contest we also have to consider companies that compete with us for those talents. The page is the first thing that applicants normally see from an organization, we have to ensure that the advantages

from rpc are presented correctly and convincing in order to win those people. The competitive advantage rpc has by successful and satisfied employees should also be presented on the page, showing available skills and therefore also convincing possible clients.

After consideration of the facts stated above, a short plan was developed:

1. Questionnaire for new employees
 - a. Development
 - b. Request new employees to fill out survey
 - c. Analysis
2. Interview with management team
3. Literature research
4. Competitor analysis
5. Connecting the surveys and their results
6. Development of ideas always in regard to results of surveys
7. Finalizing the concept

1.4 Status Quo of the Page

The page in its current status can be seen in appendix 1.

It already includes pictures of current employees, as well as a short description of what rpc has to offer. A clear picture of a typical work day or projects that can be focused on are currently unavailable.

The page only includes the current job openings, a short description of rpc as the working place and the management team plus some additional information for unsolicited applications.

Some elements that make the page dynamic are included, but rpc management agreed that further developments on the page were necessary. The HR department wants the page to appear in a new design and with further information, therefore the internal source (for which the page has to fulfill the requirements) is not satisfied with the current status of the page.

2 Theory & Generating Knowledge

2.1 Challenge: War for Talents

The term “war for talents” was established by Steven Hankins, who already examined a change in recruiting in 1997¹. It describes the current situation that highly educated students have smaller problems finding a good position than companies have with finding the right employees². The production factor human labor has become the challenge³.

On the other hand, this environment provides the students with better chances in the job search and a better negotiation situation⁴.

Some reasons for this development are stated below⁵:

- More competition leads to more quality and quantity with open markets and global networks. Companies do not only have local competitors, but also international competitors. To ensure competitiveness companies have to find the right employees and connect them tightly to the organization.
- Demographic change: The birth rate has been decreasing for a long time, which has to lead to a shortage of trainees. The chances for graduates are increasing because of smaller competition. For specific professions, companies start to recruit early and connect to future employees during students’ time in university.
- In the constantly growing knowledge-based society the competencies and knowledge of the labour force grow in importance. The employees do not only have to know more, they have to be fast learners to ensure sustainable success.
- This increase in knowledge leads to more jobs. Hundered years ago specific professions were not necessary. On the other hand other jobs were needed that are not of such high importance now, especially regarding jobs in production that are now taken over by robots and other machines.
- The change in values is also a reason for the war for talents. Earlier generations aimed for security and a high salary. The current generation requests other factors from their employer, such as flexible working time, creativity, working pro-

¹ <http://www.absolventa.de/karriereguide/tipps/war-for-talents>, 27.07.2015

² <http://www.absolventa.de/karriereguide/tipps/war-for-talents>, 27.07.2015

³ <http://www.absolventa.de/karriereguide/tipps/war-for-talents>, 27.07.2015

⁴ <http://www.absolventa.de/karriereguide/tipps/war-for-talents>, 27.07.2015

⁵ <http://www.absolventa.de/karriereguide/tipps/war-for-talents>, 27.07.2015

cesses while considering working psychology. The benefits for employees have to be changed so that employees can be convinced to start at the company and stay there for long.

- High flexibility of possible employees: People tend to go abroad more for jobs, however people from other countries are willing to move abroad as well. The higher the flexibility of the young professionals, the more companies have to engage in the recruiting process.

2.2 Recruitment Theory

Four challenges can be seen when looking at the issue of recruiting and personal marketing.

First is that companies have to offer immaterial benefits that will convince a future employee to join the company⁶. These days, with an increase in the war for talents and objective attributes being similar at each company, these things will shape the decision of an applicant⁷.

Next is the motivation problem. When salary and working time lose their influence as motivational factors, other things have to be developed to ensure motivation⁸.

The war for talents itself presents one of the main challenges for companies as the market for employees is very competitive.

The last challenge is to ensure a long lasting relationship with the employee and stable loyalty⁹.

Even though those challenges have arisen, the methods of personal marketing have not changed that much¹⁰. The expectations of high quality employees are higher and there-

⁶ Personalmanagement, Pg. 485

⁷ Personalmanagement, Pg. 485

⁸ Personalmanagement, Pg. 485

⁹ Personalmanagement, Pg. 485

¹⁰ Personalmanagement, Pg. 485

fore the philosophy of marketing has to be developed accordingly¹¹. A good example is the job interview. It is important that even when the applicant is not chosen as the new employee, he or she still has a positive attitude towards the company as it is quite possible that he or she might get hired in the future. Additionally, negative comments from a poorly-treated applicant about the organization can influence future applicants and customer relationships¹².

All together, it can be said that personal marketing means a constant practicing of the basic marketing rules: The company, including the physical working place, has to be sold to current and future employees. For this purpose, the company culture plays an important role¹³. To achieve this aim, it is quite relevant to fulfill most of the needs and requirements of the employees so that they will engage as much as possible in the company. All of this leads to the idea of the employee value proposition. It describes the idea of the unique selling proposition in the marketing field of HR departments¹⁴. This term is defined by intrinsic motivational factors, quality of the management, relationships to co-workers as well as the salary¹⁵.

The employee value proposition can be strengthened by the development of an employer brand by offering a field of activity that includes autonomy, independence and challenging activities and by the payment of an appropriate and performance-oriented salary¹⁶. Connecting those parts to a consistent whole is the central challenge next to finding out those points attractive to target groups¹⁷. It is one of the permanent tasks of a manager to communicate the employee value proposition in one form or another, but directly to the employee so that it can be ensured that the central selling argument of the workplace is known¹⁸. A homepage, as it will be developed for rpc, can act as a way of communicating this employee value proposition and can therefore strengthen the picture of rpc on the labor market.

Axel Haitzer describes in his book “Application Management” how recruiting the right people is becoming harder and harder with an increasing war for talents and how cur-

¹¹ Personalmanagement, Pg. 485

¹² Personalmanagement, Pg. 486

¹³ Personalmanagement, Pg. 487

¹⁴ Personalmanagement, Pg. 490

¹⁵ Personalmanagement, Pg. 490

¹⁶ Personalmanagement, Pg. 490

¹⁷ Personalmanagement, Pg. 490

¹⁸ Personalmanagement, Pg. 490

rently companies apply to the potential employee rather than the other way around¹⁹. Other factors and systems have become more important also. Things like work-life-balance come into focus, leading to a change in HR marketing strategies as well as in recruiting processes²⁰. As one of the greatest changes in the past years, the Internet can be named – it changed everything: the way we work, the way we live and the way we think. Therefore, the generation that grew up with it has completely different expectations, skills and different media and communication usage²¹.

We have to take things like this in consideration when planning on reconstructing the page. Despite this, we might not only want to attract Digital Natives but also more senior employees with a longer working experience. We still have to make sure that we are a state-of-the-art company as are the products that we are selling. Our career homepage must convey that our innovate ideas allow customers to train their employees as well as possible, optimize their processes with the newest available technologies, coach their managers of tomorrow, and recruit the perfect employees for them. This will allow us to hire the right people so that we may continue to offer these things to our customers.

In his book, Axel Haitzer names some things that should be considered when recruiting. I picked several points that will be of importance for this thesis as they influence the design and/or content of the page²²:

- Descriptions of job openings: clear descriptions of what the company is looking for and what the position really includes/means
- A detailed description of a week in the position is included in the job description.
- Instead of job descriptions the company publishes projects. The company shows how applicants can successfully engage in projects and not just have a secure job.
- A picture of the responsible manager and their name makes the application process more personal.
- A short message for mobile phones on the day of the job interview reminding the applicant of the interview in connection with a nice welcome message.

¹⁹ Bewerbermanagement, Pg. 9-11

²⁰ Bewerbermanagement, Pg. 11

²¹ Bewerbermanagement, Pg. 11

²² Bewerbermanagement, Pg. 11

- Virtual tour through the company: Take the opportunity to show the applicant around by offering a YouTube video in which the workplace, the team and the management are presented.
- Social-Media-Application: Instead of a Google search that will be done by the company in most cases automatically, applicants are asked to send their Facebook/Xing/LinkedIn profiles. It shows that the company is open for new technology and at the same time is not secretly looking at the profiles.
- Call-back service: Applicants can type in their number and will be called back by the responsible person, who will answer their questions regarding the chosen position.
- An online tool in which the applicant can find out more about his current status. Through a login you can see where your application currently is and/or if you are not accepted for further interviews.

2.3 Literature: CUBE

The company homepage presents a form of media used foremost by external people that want to gain knowledge about the organization, therefore it has to be constructed and developed carefully²³. Questions that can be asked in connection to this topic are:

- How can we make the homepage appear successful?
- What should the page focus on?
- What should be avoided?
- How can you attract High potential candidates?

There are different approaches for finding answers to those questions as well as to the more detailed design and content-focused development of the page. One of those systems is the **CUBE**. Another possibility is for example the criteria catalogue from Moser et al²⁴.

For this thesis the CUBE concept will be used for the construction of the page. It will provide ideas and theory to different parts of homepage design and content. The CUBE

²³ Personalmanagement, Pg. 508

²⁴ State of the Art des Personalmarketings, Pg. 87

concept also provides input to the topic of Branding, which is not dealt with in the Moser et al concept²⁵. Especially with the new trend (war for talents) this topic is of extremely high importance²⁶.

CUBE stands for Content, Usability, Branding and Emotion and is used to maximize the success of the website in the target group²⁷.

In the appendix a link to the analysis of the BMW career homepage with the criteria of the CUBE concept can be found. Please note that this information is only provided in German.

2.3.1 CUBE – Content

The highest priority for a career page lies on the support the content offers to an applicant regarding his search and application process²⁸. Foremost this means that the applicants can find all required information needed on the homepage²⁹. Useful information could be requirements for a specific position, different working-time models and information about different work places³⁰. It is essential that these topics are updated regularly otherwise it does not offer any value to the applicants³¹. Also the homepage offers the possibility for more information in contrast to a paper-based company description³².

2.3.2 CUBE - Usability

If the website cannot be easily used, applicants will exit the page instantly, therefore the interface should be easy to use and offer the possibility of intuitive assessment³³. For example, it is easier to offer a summary or search function for open job postings because

²⁵ State of the Art des Personalmarketings, Pg. 87

²⁶ State of the Art des Personalmarketings, Pg. 87

²⁷ Personalmanagement, Pg. 508

²⁸ Personalmanagement, Pg. 508

²⁹ Personalmanagement, Pg. 508

³⁰ Personalmanagement, Pg. 508

³¹ Personalmanagement, Pg. 508

³² State of the Art des Personalmarketings, Pg. 88

³³ Personalmanagement, Pg. 509

a page full of job postings would appear overly complex³⁴. It is also important to note that the page can be used by everyone – for example, applicants should be able to enlarge the font so that the text can be read easily³⁵. With all the possibilities for homepage design, it is essential that the HR department pays attention to the usability while still showing the dynamic approach of the company with interactive parts on the page³⁶.

2.3.3 CUBE – Branding

Branding is the essential goal of the company career website. It is often forgotten when developing a page. The current war for talent started a competition between the companies, as there is always another firm that offers higher payments and/or offers additional services³⁷. Companies must consider how they can convince qualified professionals to first apply and then continue working with them in the future³⁸. This can be done especially well with the employee value proposition, as companies have to build a clear identity, create a brand and enable a branding³⁹. For the last step, companies can use the system of a corporate identity: same fonts, colors, logos and also the communication of a recognizable, unique selling proposition⁴⁰. Branding therefore includes the entire image of a company, inside and outside⁴¹.

2.3.4 CUBE – Emotion

An emotional support of the page is required to ensure applications⁴². The image the company wants to send out to the applicant has to be supported by the homepage. If the organization would like to be perceived as a dynamic company with a friendly atmosphere, the homepage should not spread a cold, distant vibe⁴³. Visitors should find the page fun, yet professional. Fun can be possible also in a more serious context⁴⁴. The

³⁴ Personalmanagement, Pg. 509

³⁵ Personalmanagement, Pg. 509

³⁶ Personalmanagement, Pg. 509

³⁷ Personalmanagement, Pg. 510

³⁸ Personalmanagement, Pg. 510

³⁹ Personalmanagement, Pg. 510

⁴⁰ Personalmanagement, Pg. 510

⁴¹ Personalmanagement, Pg. 510

⁴² Personalmanagement, Pg. 510

⁴³ Personalmanagement, Pg. 510

⁴⁴ Personalmanagement, Pg. 510

Internet offers a more flexible approach to design and content, but phrasing should also be used to create an emotionally-reactive website⁴⁵.

The book Personalmanagement offers a table which shows the different dimensions of the theme emotion in the CUBE-formula⁴⁶:

Emotion	Example
Layout	Diverse, avoidance of imitations
Picture design	Number of pictures, image motifs
Emotional address of the applicant	Key stimulus, trust
Additional features	Videos, music

CUBE formula – Emotional factor examples

TABLE 1

According to these parameters, any career page can be graded and discussed⁴⁷. In the year 2011, this was done with the career websites of BMW, VW and Daimler. Each of these companies hit the high score in a different section. Here are the key learnings of the three company websites summarized:

1. Right at the beginning, the applicant can choose to which peer group she/he belongs, high school student, university student, young professional or professional. He/she will be directed to the appropriate page and can find relevant and interesting information for the specific group (answers to questions about the right application and the application process).
2. Pages load quickly and are structured appropriately.
3. Size of the page can be influenced by pressing the keys “Strg” and “+”.
4. Specific target groups are approached by connecting the employee’s role and the product.
5. Pictures shown on the page are appealing and seemingly authentic. Feelings are strengthened further through videos.

The career homepage is one of the essential parts of the internal and external communications. Therefore, it is surprising that this aspect is ignored by so many companies.

⁴⁵ Personalmanagement, Pg. 510

⁴⁶ Personalmanagement, Pg. 511

⁴⁷ Personalmanagement, Pg. 510

2.4 Management Analysis

2.4.1 Questions

In the early stages of the thesis, it became obvious that the interests, requirements, criteria and opinions of the management team had to be taken into consideration. This would ensure that suggestions would not be dismissed in the final stage, when proposed to the leading management team. For the meeting with the management team questions were prepared.

The questions asked included:

- What are the requirements for a new career page (in your opinion)?
- What is important to you?
- What is the message that should be delivered?
- Do you see a difference between the homepage and the actual atmosphere?
- Do you have any ideas of what could be added to the page?
- What is your opinion on the subject of separating the job advertisements by target group?
- What do you think about video applications?
- Are there any no-goes?
- What do you think about having a page highlighting community activities that rpc-employees are engaged in?

2.4.2 Results of Survey

Category	Results
Design Requirements	<ul style="list-style-type: none"> - High degree of functionality: easy to use and to oversee - Fewer clicks are required to get to the goal (state of the art) - Modern (in regard to projects that work with modern techniques, for example apps, iPad) - Appealing: Attracting the right employees - Fits to our products: using modern technology to achieve goals and showing how we develop modern solutions. Therefore, the page has to deliver this as well

	<ul style="list-style-type: none"> - Professional: Showing modern work atmosphere and team support, but not a page just delivering “fun” - Not just for young professionals. For more experienced consultants as well. - Young, modern people and generation 50+ - Structure, attractiveness, navigation, videos, etc.
Content – Requirement	<ul style="list-style-type: none"> - Explanation of “what we do exactly” - What we stand for (values, start-up-atmosphere, etc.) - Company profile (size, offices, etc.) - Positive aspects current page: Specific markets for each subsidiary → international recruiting represented on one page <p>→ Status: The page fulfills its purpose but does not offer more than that.</p> <ul style="list-style-type: none"> - Easily understandable - Up-to-date news and information - Conflict to consider: innovation vs. tradition - Consider target audience (young students, experienced consultants) - Intelligent links (Google results, social media connections) - Consider competitors - Publish convincing quotes
Importance	<ul style="list-style-type: none"> - Career Page as a kind of filter to find people that fit in with rpc - Not just a list of jobs, more character profiles - Intuitive, appealing design (world map instead of listing offices) - Better structured job search - Site is alive, representing innovation and fast growing atmosphere <ul style="list-style-type: none"> o Activities (information, chats, videos, etc.) o Difference between today and tomorrow o Too static → does not represent the creation of innovative retail solutions - Fits strategic requirements of rpc and the applicants - Show challenges, project presentations, information about other branches to create excitement - “Be a part of the team”, with examples - “Fascination retail” → deliver the fascination - More excitement through pictures (not just people) - Newsletter can be subscribed

	<ul style="list-style-type: none"> - Updated, interactive information for applicants - Show the career path on the page <ul style="list-style-type: none"> o Management Career o Department Career - Attract different people with different ideas - No applicant portal
Delivered picture	<ul style="list-style-type: none"> - Start-Up - Innovation (orientation BMW) - Dynamic & pragmatic - Deliver competencies that we look for but also those rpc already has to offer - Present profiles (videos) from various departments - Human proximity, dynamic - Diversity, very different age groups, but young atmosphere inside → should also be shown in pictures posted on website - Clear picture of joint venture in very different industries (not only BMW) - Balance fun with professionalism – cool, exciting subjects, reliability
Atmosphere difference	<ul style="list-style-type: none"> - Homepage is too neutral - More positive surprises (modern, etc.) Start-up atmosphere is not delivered. For example, fast growth could be shown through up-to-date news - Pictures as an experience - Values - Power of rpc is not delivered - Difference between atmosphere at rpc and design/content on the page: Authenticity vs. fraudulent labeling <ul style="list-style-type: none"> o Who do we want to be and does this fit with the picture presented on the page? o How can we become what we want to be? In contrast to the picture presented on the page.

Results of the Survey – Management Analysis

TABLE 2

2.4.3 Summary

The management team agreed on several topics in regards to content themes of the page and also considered design requirements.

2.4.3.1.Content

Topic-wise the management team agreed on delivering the values and company culture to a higher degree. A more detailed description of what rpc is actually doing, including a more detailed explanation of some of the major problems that the company had faced in the past were also touched upon. By allowing deeper insights into successfully completed projects, applicants can gain a more detailed picture of what their role in the company is going to be. To enable a better preparation for interviews more data and facts can be provided, for example number of employees and project details.

The management team highlighted the importance of regularly updated news and information so that the picture which applicants see from rpc is as current as possible. It also helps to encourage the dynamic environment that new employees expect to have there. Given by the start-up atmosphere and processes it is natural that rpc has a fast moving company structure, including hiring innovative employees, becoming involved with new projects, and, also embracing the influence that each employee can have on the success of the company.

Also included in further development of the page should be smart links, such as social media buttons at the end of pages to enable sharing the website with friends, family or former co-workers, which could open another possibility for recruiting when attracting a target group of people with similar profiles.

The sensitive setting for a Google search of rpc should be considered. Also considering the right setting for Google results to ensure the right usage of links and a high recognition is of importance for the rpc management team.

2.4.3.2.Design

When summarizing the conversations with the three managers, a unanimous decision to include the following topics made clear that these topics are critical to the success of the company.

The next suggestion from the management team is to update the general design of the website so it will be modern and dynamic. By doing so, the fast growth of rpc and the start-up atmosphere will be represented in a more user friendly way. Rpc provides companies with solutions, often by implementing state of the art technologies. On the other hand the homepage represents a more conservative company. Updating the website and offering an innovative design will give viewers a greater sense of the modern technologies rpc uses.

Even though a modern design is suggested, it should not be forgotten that the page is meant to represent rpc as a consulting company and attract professional applicants. It might be challenging to ensure the fine line between dynamic/ modern and unprofessional is not crossed, as every viewer may glean different information from what they are viewing.

One of the most important topics is the functionality and the navigation through the page. It was suggested that the new career page should enable the user to glean all the information required by following his or her own logical approach. The website should have a high satisfaction rate of user friendliness by offering a high degree of self-explaining features. The website should possess detailed information about the company and convincing material to encourage an applicant that rpc is the right employer for them.

Another important point is that a clearer structure should be developed for the updated page. This should include the capability to perform a job search, making the website more user friendly. Currently there is no ability to search for a job by selecting filter options. The managers would prefer some kind of sorting function to be added to the website which would make looking for a job in a certain region or discipline easier.

The management team found the idea of including some quotes, videos or pictures of rpc employees a good idea and supported this suggestion. By using this feature people could gain a deeper insight into the daily happenings at rpc and this would foster employee satisfaction at the company.

Next to the idea of personalizing videos and other materials on the page by using actual employees, the idea of showing pictures of cars and other retail products was mentioned. This ensures a tighter connection to the retail business and also for business not connected to BMW.

2.5 New Emplyoees

2.5.1 Questionnaire

2.5.1.1. Definition of Questionnaire

A questionnaire design is a concept of quantitative research. Quantitative research aims to explain phenomena through collecting numerical data that will be analyzed through mathematical practices, mainly statistics⁴⁸. An example of a qualitative research method is to conduct interviews. Qualitative results cannot be described statistically, though they enable us to get an insight into meanings, ideas, beliefs, values, etc.⁴⁹

In some situations it can be helpful to combine both research methods. For example, to first collect data via a questionnaire and then later continue with interviewing the same group of people, both quantitative and qualitative data can be gathered.⁵⁰

The design of a questionnaire is of high importance. If the questions are not asked correctly, the research cannot be performed properly and significant results may not be obtained⁵¹. As it is difficult to collect this information from everybody using the page,

⁴⁸http://www.sagepub.com/upm-data/36869_muijs.pdf, 07.02.2015

⁴⁹<http://www.palgrave.com/studentstudyskills/page/choosing-appropriate-research-methodologies/>, 07.02.2015

⁵⁰<http://www.palgrave.com/studentstudyskills/page/choosing-appropriate-research-methodologies/>, 07.02.2015

⁵¹<http://www.palgrave.com/studentstudyskills/page/choosing-appropriate-research-methodologies/>, 07.02.2015

the goal would be to ask new employees who have just used the homepage for informational purposes to participate in the questionnaire. To gain an even deeper insight, the combination of both methods could be used to foster suggestions about design ideas and potential content of the website, as well as, resolve issues with the current homepage. The information (from quantitative and potentially both quantitative and qualitative research) can be used to improve the career homepage of rpc and highlight some important facts that have to be taken into consideration for the new design and content.

2.5.1.2. Question Types

Questions are divided into two different categories, known as closed-ended and open-ended questions. Each category can be divided into different question types⁵².

2.5.1.2.1. Closed-ended Questions

There are different types of closed-ended questions, for example dichotomous questions. These are questions that can be answered with two possible responses. For example, a dichotomous question is asking for the gender (female/male) or any request that can be answered with "yes" or "no"⁵³. It has to be carefully considered, when asking "yes/no"-questions, if enough required information can be collected⁵⁴.

On the other hand, multiple-choice questions offer several answers that can be chosen and enables the person filling out the questionnaire to choose from more options than just two⁵⁵.

Likert Questions are another type of closed-ended question that offers the possibility to gain information. They are named after their inventor, Rensis Likert. Instead of a question and possible answers, the person filling out the questionnaire reads a statement and has to indicate to what extend he or she agrees with the stated sentence. The 'answers' typically fall on a spectrum from Strongly Disagree to Strongly Agree.

⁵² A Guide to Questionnaire Design for Business / Management Studies

⁵³ A Guide to Questionnaire Design for Business / Management Studies

⁵⁴ A Guide to Questionnaire Design for Business / Management Studies

⁵⁵ A Guide to Questionnaire Design for Business / Management Studies

Also very common are Rank order questions, in which the respondent needs to rank and rate each option that applies, typically selecting a number from 1 to 5. With this type of question information about preferences and importance can be collected. To ensure usable data, long lists and unclear wording should be avoided.

2.5.1.2.2. Open-ended Questions

Open-ended questions are questions in which the person answers on his/her own, without suggested replies. Therefore the person can fill in the form without constrained responses by the researcher. In contrast to closed-ended questions, this type of question has to be coded to ensure that the replies can be analyzed⁵⁶

2.5.1.3. Structure of Questionnaire

Highly important is an explanation of how the questions should be answered and how many replies are expected. Additionally, if choosing one specific reply leads directly to another question, it should be ensured that this is mentioned clearly⁵⁷ in the directions.

In contrast to common thinking, questions regarding demographic information, such as like age, should be kept to the end of the survey, as respondents tend to refuse cooperation if uncomfortable questions are asked at the beginning⁵⁸.

There are certain issues that are common when conducting a questionnaire. Some questions can touch a sensitive topic for the respondent resulting in a biased response, or the researcher which can result in a biased question. A high degree of attention has to be paid to the wording of the questions so that the respondent understands the meaning of the question. Also questions should be worded in a way that the majority of respondents understand, therefore words like “regularly”, “often”, etc. should be avoided as everybody has a different definition of them. Additionally the questions should not be too

⁵⁶ A Guide to Questionnaire Design for Business / Management Studies

⁵⁷ A Guide to Questionnaire Design for Business / Management Studies

⁵⁸ A Guide to Questionnaire Design for Business / Management Studies

long, as respondents might not read the entire question and instead concentrate on the beginning or the end of the question.⁵⁹

2.5.1.4. Piloting the questionnaire

Before submitting the survey to participants, it is important to test the functions of the questionnaire according to preset requirements. It is recommended to run the pilot on a group similar to the one that will perform the study on the final level. The results of the pilot study should not be included in the presentation and analysis of the final results. This phase can be used to make improvements to the questionnaire such as, the time that was required to fill it out and also the clarity of instructions.

Piloting the questionnaire is an important factor to make the final survey more successful and for collecting “better” data.⁶⁰

2.5.1.5. Use of method for my Bachelor Thesis

As mentioned previously, the questionnaire was administered to newly hired employees at rpc. This is important as we want the new hires to have an insight to the daily business at rpc while still remembering the picture they gained from the homepage in contrast to the reality they are experiencing now.

The questionnaire was administered to fifteen people. Those selected started their career at rpc between January and March 2015.

2.5.1.6. Development of Questionnaire at rpc

The questionnaire has ten questions that have been created with support from Sabine Hanke and Shaidul Kazi. The first version was done by me and from thereon, with different degrees of change; we adapted the questionnaire to the current level.

⁵⁹ A Guide to Questionnaire Design for Business / Management Studies

⁶⁰ A Guide to Questionnaire Design for Business / Management Studies

The version was sent to the employees over an online tool (see screenshot in appendix), in the following I will explain the final questions and the informational goal we approached with it.

Refer to the appendix for the final questionnaire that was sent to the participants.

Question	Answer Options	Aim
1. When you applied at rpc, did you use the rpc homepage (career homepage) to find any information about the company?	yes/no	<ul style="list-style-type: none"> • How was the career homepage used (gain information, find out more, etc.)? • Increase the rate of readers • Hope: High amount of new employees have used the page
2. At which state of your application did you use the rpc homepage?	<ul style="list-style-type: none"> • Before application, • To find out about job postings, • Before job interview, • Not used at all 	<ul style="list-style-type: none"> • Usage: Finding about position, Preparation for job interviews & first days at rpc • For what phases in the application process should information be prepared?
3. Which key points that represent rpc in your opinion should be reflected in one way or another on the page?	Open Question	<ul style="list-style-type: none"> • What are the main values and atmospheric elements that new employees are aware of that are not shown on the page at all so far? • Not all elements can be represented on the page, but question has a great value for the further implementation.
4. Which questions remained open after looking at the rpc homepage? What would you wish for?	Open Question	<ul style="list-style-type: none"> • Which information is not delivered so far? • What can be done to include this detail in the new version? • What do new employees miss at

		<p>rpc?</p> <ul style="list-style-type: none"> • Ensure that new employees are fully informed • Present main decision points for employer rpc on the page • Minimize requests from applicants
5. What picture of the rpc culture did you gain from the current design of the homepage?	Open Question	<ul style="list-style-type: none"> • Gain an impression of the perspective that people have when looking at the current page • Expectations toward rpc through considering the page (Difference between delivered atmosphere of page and actual working team spirit) • Design and Content supporting each other (difference between delivered message and situation)
6. Do you think that through a different design and content rpc could be represented better?	yes/no	<ul style="list-style-type: none"> • Insight into people's opinion about a relaunch of the homepage • Improvement of the picture delivered from rpc career homepage • If answer is yes, he/she can clarify why in his/her opinion this would be necessary
7. What aspects of rpc as an employee that you know now since you have joined rpc do you wish you would have known earlier?	Open Question	<ul style="list-style-type: none"> • What information should be shown on the homepage to convince people that rpc is the right employer for them? • Explanation of daily business (Apple products, etc.) • Inform about extra offers for employees to increase motivation • Ensure that there is more information about rpc job postings so people can grow with the company

<p>8. What aspects of an employer/position are relevant for you personally?</p>	<p>Open Question</p>	<ul style="list-style-type: none"> • More general question to get an idea of what employees are looking for • Improve aspects that have been postponed/not introduced and are missed by employees • Factors influencing decisions for/against rpc • Deeper insight into the expectations toward the specific positions • Difference in expectations and aspects represented in such a diverse group
<p>9. Would you enjoy contributing to the rpc homepage (pictures, videos, interviews)?</p>		<ul style="list-style-type: none"> • More dynamic version of homepage requires participation of employees • Representation of team spirit and atmosphere by pictures, videos, interviews and more information • Motivated staff that want to be part of the page • Consider customers that visit page as well
<p>10. Has a career page ever really impressed you? Please feel free to name the page and what made it so good.</p>	<p>Open Question</p>	<ul style="list-style-type: none"> • Collect websites that have been impressive and of high usage for the new employees • Idea of elements (content and design) that are appreciated • Consider in development of own page

Questionnaire for new employees - Development

TABLE 3

2.5.1 Questionnaire Result Analysis

Especially for open-ended questions, the answers have been very diverse. To ensure a better analysis of the responses, I tried to summarize diverse answers with similar meanings into categories. This approach is called quantitative content summary.

As the page will be redesigned in my Bachelor Thesis I assumed that changes will be done, even though the opinion of some might be that the page has been done in the best possible way. For reasons of simplification I will only closer analyze the answers of people that will be helpful for a further reconstruction.

The research was sent to all new employees who were hired in the first 3 months of 2015. Thirteen new hires replied back and shared their opinions about the career page.

The table summarizes the questions and a short analysis. Refer to the appendix for graphs representing the answers to each question and the analysis of those tables.

2.5.2 Questionnaire Result Summary

The questionnaire was sent to the new employees who were hired in January, February and March. Most of the new employees participated in the survey to ensure that more information about the homepage and especially the missing details could be collected. Interesting insights about the content expectations have been discovered as most questions aimed to find out what could have been helpful.

Concerning the career homepage design, it was tried to not collect as much information as there are several points that have to be taken into consideration. In addition, the design depends more on personal preferences as opposed to this content information that can be collected in the questionnaire. In the interview with the management team I tried to focus more on the specific design concept.

The following points have become clear through the survey concerning the content:

- More detailed information about the company itself

- More detailed information about the career / development path
- More detailed information about projects
- More reviews from customers
- Experiences, CVs and Decision Process from rpc-employees
- “The Daily Life” at rpc

The following points have become clear through the survey concerning the design and what is needed:

- More dynamic design to deliver atmosphere
- Pictures of employees and the team to show how working at rpc has also team factors
- Modern: Showing that rpc is a modern place to work, using modern technology and up-to-date work approaches

General points:

- Updated page: Ensure that news are regularly updated, job postings published are really open, information is current about the company and projects, etc.
- Active: Attracts the right people, people for rpc have to be active and self motivated this should be apparent to some extent on the page

2.6 Competitor Analysis:

To get a better idea of what competitors offer in regards to their career page, a way of comparing pages of two other consulting companies (also offering services in the area of retail) was developed.

In the online questionnaire we asked for possible competitors or companies that career page were convincing. The input of this survey was considered for the competitor analysis.

In the online questionnaire we asked for possible competitors or companies that career page were convincing. The input of this survey was considered for the competitor analysis. At the same time it was required that this company was one of our competitors.

Also in respect of the CUBE-method, the following criteria have been created:

- Finding and Opening of Career page
- Usability
- Design
 - o Innovative
 - o Enables the user to still have an overview from the page
 - o Degree of activity
- Content
- Emotional Factor → Convincing the visitor of the Career page to apply for position

Lessons learned include possible content for us, as well as, allow further conclusions regarding the handling of the page and the position of the links. We hope to gain a deeper insight into the advantages and disadvantages a page can offer and how we can benefit from the positive aspects and therefore design a well-structured and convincing page.

2.6.1 Competitor Result Analysis

Category	Capgemini	Porsche Consulting
Finding and Opening of the Career Page	<ul style="list-style-type: none"> • Third point on the main menu is the point Career • Easy opening of the career page 	<ul style="list-style-type: none"> • Homepage is kept simple • Career Page can be found on the left side and with a click opens menu
Content	<ul style="list-style-type: none"> • Working at capgemini <ul style="list-style-type: none"> o Life at capgemini o 10 reasons to join o Respect for diversity • Your Career Path <ul style="list-style-type: none"> o Students o Young Professionals o Senior Professionals 	<ul style="list-style-type: none"> • Current career opportunities • Entry opportunities <ul style="list-style-type: none"> o Entry with job experience o Entry as a graduate o Entry as an intern/student o Information on applicant process o Contact

	<ul style="list-style-type: none"> ○ Young Business Expertise ○ Learning & Development Overview ○ Group University ● Recruitment Events ● What our people say ● Job Search ➔ Convincing and creative content ➔ Texts can be easily understood and are well structured ➔ When finishing a page in the end there is the headline "related content" offering you other pages with similar content 	<ul style="list-style-type: none"> ● Career development <ul style="list-style-type: none"> ○ Training ○ Mentoring Program ○ Career stages ○ Further development and qualification ○ Training with the sports car manufacturer ● Corporate culture <ul style="list-style-type: none"> ○ People at Porsche Consulting ○ Lean Office ● Career Events ● FAQs ➔ Longer, well-explained texts about topics interesting for applicants from the application process to the following personal development etc.
Usability	<ul style="list-style-type: none"> ● Clear Structure ● Job openings can be easily opened on the right ● Other topics are stated above and are summarized in different topics which work as a menu ● Videos and pictures are well connected into the page ● Elements seem to fit together 	<ul style="list-style-type: none"> ● Texts might be too long for some readers and topics ● Clear structure ● Topics are easy to find ● Menu on the left is not the same than on the main page, first points are same but the last two ones are missing on the drop-down menu on the left
Branding	<ul style="list-style-type: none"> ● Fonts, colors, logos and an appropriate communication of the company's features ● Many pictures of people in teams or smiling → connection happiness and capgemini 	<ul style="list-style-type: none"> ● Fonts, colors, logos and content is appropriate for brand and are continuously adapted ● Connection to Porsche cars is delivered on the pictures and also in the text
Emotion	<ul style="list-style-type: none"> ● Sends out the picture of a well 	<ul style="list-style-type: none"> ● Picture delivered is very profession-

	<p>structured company</p> <ul style="list-style-type: none"> • By giving information about work life balance etc. wants to connect with potential applicants • International flair is well delivered • High intensive projects and subsequent requirements for employees come across • Emotional connection by showing insights into daily business and actual employees life (can be filtered by "emotion") • Numeric design (What our people say) opens an easy and fun perspective insight, can be understood and seen in one look (see Appendix Nr. 3.2) • Convincing people that capgemini is the right employer for them 	<p>al and more conservative</p> <ul style="list-style-type: none"> • Images used on page show cars and people in business environment (all levels of work at Porsche) • Strong emotion of high level position and very strong connection to Porsche
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Competitor Analysis – Results

TABLE 5

2.6.2 Competitor Result Summary

Summarizing and also comparing the two sides it becomes clear that those pages are very different from each other. Porsche Consulting follows a very clear approach and only provides the necessary information, therefore may not be following the newest design ideas and is not competing with a great atmosphere as much as capgemini is.

Both sides offer their advantages and disadvantages. The professional approach is followed by both of them. Capgemini is delivering more a picture of a modern company,

being aware of the “war for talents” and it seems they know better how to advertise their work place.

On the other hand, Porsche Consulting stands with their name for themselves. They have been in business for a long time and have supported a luxury brand since years. They might want to attract mainly seniors with a longer work experience, while Capgemini also wants to build up and recruit younger people for building up on their own, competitive work force.

The two companies are very diverse. For our career page it will be a good mixture of the two. Following the very professional approach from Porsche Consulting, while at the same time convincing the potential employees with a deeper insight in their working days and showing them the possibilities they have at rpc.

Combining the two approaches by still representing rpc the best possible way will allow us to attract the right people for rpc.

2.7 Overall Result Summary – Content & Design

The following table summarizes all the surveys undertaken for this thesis, showing which subjects have been important to all of the different parts of the thesis. Following is an overview, which shows how those topics will be put into practice.

Points have been summarized in the headlines. The summaries after each chapter describe the ideas further, but for structural reasons and the purpose of a clear overview, those subjects have been summarized.

Some parts might have not been named by every manager or every employee, and when looking at competitor sides not every content here marked as provided will be offered. The subjects here are summarized and presented in an overview containing the topics that are most relevant.

Ideas	Management	Employees	Literature/ CUBE	Competitors
Up-to-Date News and Information about company (size, offices, etc)	X	X		X
Information about career/development path		X		X
Information about projects		X		Very general
References from Customer		X		
"Daily Life" - Insight in rpc-day (also detailed week description)	X	X	X	X
Values, Start-Up-Atmosphere, etc.	X	X		
Up-to-Date news and information	X			X
Clear Description of Job openings			X	Depending
Entry Opportunities				X
Career Events				X
FAQ				X
10 reasons to join				X
Short message on the day of the interview			X	Unknown
Virtual tour through the company			X	To some degree
Social-Media application			X	X
Call-Back Service			X	Unknown
Online-Status-Tool			X	Unknown
Modern techniques (videos, etc.)	X			X
Smart Links	X			X
Sensitive Google-Search-Function	X			
Functionality & Navigation	X	X		X
Modern, Dynamic & Profes-	X	X		

sional Design				
Details on Application Process		X		X
More personal & modern approach	X	X		
Growth of rpc should be highlighted		X		
(Easy) job search		X		X
Easy to understand text design			X	X
According to Corporate Identity	X		X	X
Pictures and Videos of Employees		X		X
Design fits to innovative products rpc provides	X			
Design delivers professional approach	X			X

Overall result - Most relevant topics

TABLE 6

The ideas stated above will be put into practice with the following methods and concepts:

Result / Factor	
Up-to-Date News and Information about company (size, offices, etc)	The general page will be updated and will offer this content in a more general perspective.
Information about career/development path	This content will be provided on the new career page with a detailed description of the career/development path (see 3.2.4).
Information about projects	The general page will be updated and will offer this content in a more general perspective, but quotes of employees will allow a small insight in projects and the influence of employees on those.
References from Customer	The general page will be updated and will offer this content in a more general perspective.
"Daily Life" - Insight in rpc-day (also detailed week description)	A detailed weekly description will not be provided, a video will be offered which allows a

	short insight.
Values, Start-Up-Atmosphere, etc.	By the new design and new contents we hope to deliver the atmosphere to a better degree.
Up-to-Date news and information	The general page will be updated and will offer this content in a more general perspective.
Clear Description of Job openings	The former descriptions for jobs will be upheld. There is no reason for adapting those as HR and management have been satisfied with the results up to this point.
Entry Opportunities	Opportunities will be structured better to allow a better overview. They will be organized in groups.
Career Events	rpc is not attending career events at this point in time, therefore offering this content will not be necessary.
FAQ	The hope is to answer any possible questions with the new contents provided. A separate topic of FAQ's hopefully will not be necessary.
10 reasons to join	By publishing quotes and videos, rpc hopes to convince many applicants. The content will not be offered with 10 reasons to join, but we hope the atmosphere, team work and other convincing factors will be delivered to a high degree by other contents.
Short message on the day of the interview	For rpc this idea is not practical and will not be put into practice.
Virtual tour through the company	By the video "one day at rpc", we hope to show the company as well as the atmosphere. A specific content point is not seen as necessary.
Social-Media application	This technical detail will be defined at another point in time.
Call-Back Service	Unfortunately rpc will not be able to provide this service as our workload does not allow this additional feature.

Online-Status-Tool	The technical approach of this service is not included in our current budget.
Modern techniques (videos, etc.)	Modern techniques will be used, for example the video for “One day at rpc”
Smart Links	We hopefully will be able to provide this service.
Sensitive Google-Search-Function	This detail will have to be discussed in the IT group as well as the internal development group.
Functionality & Navigation	We hope to increase the functionality and navigation by our new design. Rpc hopes to increase the satisfaction when using the career page.
Modern, Dynamic & Professional Design	The new design will present rpc better also taking those ideas into consideration.
Details on Application Process	A separate topic “Our application process” will be offered on the page.
More personal & modern approach	By showing the responsible manager and quotes and videos from the team, the hope is to satisfy this requirement.
Growth of rpc should be highlighted	The general page will be updated and will offer this content in a more general perspective.
Easy job search	The job search will be better with our new design.
Easy to understand text design	Texts are short but include all the information required.
According to Corporate Identity (CI)	The CI of rpc will be uphold and all parts will be according to CI.
Pictures and Videos of Employees	Even though the page already includes this feature, we want to further develop. The video will be a new part. Pictures will show employees.
Design fits to innovative products rpc provides	We hope to act accordingly by our new design and ideas.
Design still delivers professional approach	We hope to act accordingly by our new design

	and ideas.
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Overall result – Practical Approach for Criteria

TABLE 7

2.8 Usability, Branding & Emotion

To ensure a high degree of usability, the text and pictures will be easy to understand and increase the wish to join the rpc team. If texts are easy to read and understand the user can find the necessary and important information more easily and it can be ensured that applicants can read about the company even in the stressful process of application writing

By delivering the picture of the modern and dynamic atmosphere the applicant will learn more about the type of company that rpc is. He/She can therefore already – supported by the picture gained from the website - decide about the motivation to really join the team.

A high degree of usability is required, while at the same time the picture of rpc should come across and not be entirely lost under the criteria of functionality. The applicant should be supported in his desire to apply, if rpc is presented in the right way.

At the beginning of the thesis, the CUBE concept was discussed, which suggested five topics that should be taken into consideration when developing an emotional career page. In the following the subjects are listed again, next to them can be found how the new career website of rpc will take this points into consideration.

<p>Right at the beginning, the applicant can choose to which peer group he belongs, high school student, university student, young professional or professional. He/She will be directed to the appropriate page and can find relevant and interesting information for the specific group (answers to questions about the right application and the application process).</p>	<p>Job Openings will be published first structured after each market and in the following with the system of Student, Young Professional, Professional, Professional with HR experience. The application process is in general the same for each group and therefore will be presented on the general page.</p>
<p>Pages load quickly and are structured appropriately.</p>	<p>This rather technical requirement will be taken care of, the old page was loading quite fast. The hope is to uphold this high level of technical approach. The structure of the page is clearer than before.</p>
<p>Size of the page can be influenced by pressing the keys “Strg” and “+”.</p>	<p>As far as rpc is concerned this feature will be addressed.</p>
<p>Specific target groups are approached by connecting the employee’s role and the product.</p>	<p>Fascination retail will provide convincing and complete information about the work at rpc in connection with passion for retail.</p>
<p>Pictures shown on the page are appealing and seemingly authentic. Feelings are strengthened further through videos.</p>	<p>Pictures show employees and retail products, authenticity genuine. The employee feeling and what working at rpc is like will be strengthened through videos.</p>

Usability, Brand, Emotion – Approach on new career site

TABLE 8

3 Result: The new rpc career page

3.1 Design Creation

The design developed connects a fresh new approach with professional requirements. It contains the following elements:

- Pictures of employees connected with quotes when clicking on pictures
- Video “One day at rpc”
- Pictures of retail products
- Blue elements with white headlines
- Clear structure
- Easy Navigation
- Job Search structured by a world map with highlighted markets and specific job levels
- Dynamic elements (clicks on text fields open new sides)

In appendix a clearer picture of the new page can be gained.

3.2 Content Creation

After considering the survey of management, new employees, competitor research as well as my own ideas, the following points will be included content wise on the new homepage:

Some of those topics will be developed and presented on other parts of the new page as the Marketing team has planned a relaunch of the page as well. Points marked with an O will be not presented on the final stage in this thesis, but as mentioned at another place.

- Application process in more detail
- Material for interview preparation
- A more detailed description of rpc (history, brand, organization, international, culture, who we are/what we do, USP, expertise, experience, vision, values, what we stand for, future goals)
→ O & delivered through career page through quotes

- Insight in projects (achievements, topics)
→ O & delivered through career page through quotes
- Team & work atmosphere (employer mix, team, diversity) → delivered through insights on day-to-day-work by presenting interviews/videos of employees
- Description of career possibilities & opportunities, trainings, tasks
- Job openings with a clearer structure
- Quotes
- Current updates from the company → O, will be posted under the headline “News” on the new page
- Deliver fascination retail

Please note that the version shown in the appendix is the most current version at this point. Further changes are still up for discussion.

3.2.1 Quotes

As mentioned before rpc wants to present the chances and possibilities at rpc better by giving an insight in the thoughts of people already working at rpc.

To collect different perspectives also in different age groups and positions, an email was sent to employees with the request to explain and describe their time at rpc.

The ones shown in this thesis (appendix) are the final choice of the quotes. More have been submitted but the ones shown in appendix will be shown on the page. Quotes will appear when clicking/going with mouse over pictures in which people appear.

3.2.2 Our Application Process & HR Team

To make the actual process of how the applications are handled and what interviews will take place clearer, content on this topic will be provided. It shows how rpc handles the application from the moment we receive it until the point when the applicant and rpc agree on an offer.

Insight into the process was gained by interviewing the HR Team closely. The wording below the pictures demonstrating the process in more detail was developed in several steps and now hopefully makes the process clearer to applicants.

As this content was not presented so far on the page, we hope to minimize questions about the specific process, provide insight, and prepare the applicant for the process.

Below this point the HR Team will be presented. The exact content and design can be seen in appendix 8.2.

3.2.3 One Day at rpc

To represent the innovative, fast moving and dynamic perspective at rpc it was agreed on presenting a video which will be done with time lapse.

The following points will be shown in one way or another in this video:

- Entering the office
- Greeting co-workers and management
- Sitting down at one of the working stations
- Opening a WBT (?)
- Getting a phone call & entering one of the phone boxes
- Greeting a customer & sitting down for a meeting
- Saying goodbye

Supported by this video should be an insight to the working atmosphere, the team vibe and the diverse and fast-moving environment and also contents of the current working position.

It will attempt to show many different co-workers and people to highlight the people factor at rpc.

The video will be supported by music to support the picture of a fun working day with challenges and benefits. Technically we will try to do the video internally and might use

the device of a Go-Pro. As the development of a professional video will be time consuming, the final video cannot be presented at the moment of submittance.

3.2.4 Career Path

The career path is a new element of the page. In general, the path was just developed. Before rpc did not have a specific way of how a career will elapse. This information is highly requested by new employees/applicants, competitors normally publish theirs to some degree as well.

An advantage of this topic and the new input for the users of the page will be the minimized amount of requests at the rpc HR department. The career path was a reason for most of the requests.

3.2.5 Current Offers

To enable a better and structured way of publishing the offers, it was decided to structure them first by markets. When choosing the appropriate market a list of different levels open, by choosing this the current openings can be viewed.

With this approach it is ensured that the openings are presented in a less confusing manner than on the old page and make it easier to find the appropriate positions in a specific level more quickly.

3.2.6 Fascination Retail

To convince future employees and applicants from the topic of retail, it was decided to publish a short insight about the fascination retail. It should motivated people to work in this industry and join rpc. Also to support the idea of finding other customers besides BMW, rpc's motivation to also work in other retail industries should be highlighted and therefore ensure also further clients in the future.

The input for this topic comes from different sources, such as a member of the management team as well as a Project Manager and also a new employee that worked for different retail branches.

The actual status of this content is presented in the appendix. For further references please consider this.

4 Conclusion

From the beginning of the thesis until the final developed page different sources have been used to ensure a prepared and considering page. As resources the following informational input was used: the management team of rpc, two competitors, a literature research and the new employees at rpc.

A more detailed description of the processes and decisions for each informational resource can be found in the specific chapters. Various sources deliver a high amount of input. The methods used to filter and prioritize the input were diverse. For further information the specific chapters can be used. Those parts give a deeper insight in the development of ideas and how those have been finally put into practice.

The decisions of which input should be put into practice on the page was made in close co-operation with the people responsible at rpc. Own ideas were taken into consideration and it was tried to put as much input and thoughts into the page as possible. Atmosphere and emotional factors were tried to be delivered through different design elements and additional content.

As the input was diverse and a lot of opinions were collected, the decision for which subject should be named on the page was sometimes complicated.

The new site is modern by offering videos, pictures, quotes and insights to rpc and therefore also showing the dynamic working field of rpc. The new contents help applicants to prepare better for their letter of application and interviews, also showing them how much time the process will take.

With the new design and content the hope is to show the atmosphere, the teamwork and the diverse working environment and to convince the right people to apply. The end status of the page as shown in my thesis satisfied rpc and therefore hopefully will provide the services that it was designed for.

The final state of the page presented in PowerPoint and in the appendix of this paper has been supported by management, HR department, new employees, the Marketing Team and took the CUBE concept into consideration. The factors Content, Usability, Brand-

ing and Emotion and their practical application at the page will successfully support the new rpc career page.

As the main page will be refreshed, some contents that were seen as highly important will be taken care of at another part of the page. In combination with this general re-launch, the career page will offer more information, presenting rpc better and helping the HR office to find the right fit for rpc.

It will be exciting to see how the page offers new possibilities for the company as well as the applicant or employee. It should help to motivate already hired employees by letting them support the page as well as motivating others and showing them their team and company and presenting their team.

The new career page offers many advantages and opportunities for rpc. Maintenance of the page will increase as more content is offered now, and contents will have to be updated more regularly. This increase in workload has to be taken into consideration to ensure a more dynamic, modern and appealing page.

This thesis describes the detailed process from the first idea of a new page, over the sources used, the points that rpc agreed on which should be included on the page as well as the final design. The chapters deliver a more detailed insight in the process and the appendix enables the reader to see the current status thought for design and content.

The new page represents rpc better design wise and offers a deeper insight into the company by delivering a more accurate picture through a well-developed and additional content.

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<http://wirtschaftslexikon.gabler.de/Definition/joint-venture.html#definition>, 05.03.2015

OVERVIEW TABLES

TABLE 1	Emotional factors example
TABLE 2	Results of the survey – Management Analysis
TABLE 3	Questionnaire for new employees - Development
TABLE 4	Questionnaire for new employees – Analysis
TABLE 5	Competitor Analysis- Results
TABLE 6	Overall result – most relevant topics
TABLE 7	Overall result – practical approach for criteria
TABLE 8	Usability, Brand, Emotion – Approach on new career site

OVERVIEW FIGURES

FIGURE 1	Joint Venture rpc structure
FIGURE 2	rpc locations map
FIGURE 3	Thesis Approach

APPENDICES

Appendix 1. "Old" Version – Career Homepage



THE RETAIL PERFORMANCE COMPANY



A joint venture by BMW Group and h&z

UNTERNEHMEN
LEISTUNGEN
KARRIERE
NEWS
KONTAKT



WAS WIR BIETEN
STELLENANGEBOTE
INITIATIVBEWERBUNG

The Retail Performance Company ist ein dynamisch wachsendes Unternehmen mit hervorragenden Entwicklungsmöglichkeiten. Bei uns arbeiten Sie in einem interkulturellen Team, das in einem herausfordernden internationalen Umfeld neue Wege beschreitet.



Wir sind ein attraktiver Arbeitgeber für Menschen, die mit uns die Faszination am Retailgeschäft teilen. Sie lieben es, ambitioniert und pragmatisch neue Ansätze zu entwickeln und umzusetzen, um die Leistung des Kunden zu steigern? Dann sind Sie bei uns genau richtig.







WAS WIR BIETEN
STELLENANGEBOTE
DEUTSCHLAND
BELGIEN
FRANKREICH
GROSSBRITANNIEN
ITALIEN
SPANIEN
USA
INITIATIVBEWERBUNG

Praktikant Consulting (m/w)

Im Team schnuppern Sie erste Beratungs-Luft und unterstützen unsere Consulting-Teams bei spannenden Retail-Projekten.

Fachkraft Lagerlogistik (m/w)

Zur Verstärkung unseres dynamisch wachsenden Teams suchen wir Fachkräfte (m/w) für den Bereich Lagerlogistik.



WAS WIR BIETEN
STELLENANGEBOTE
INITIATIVBEWERBUNG

Gerne können Sie mit uns Kontakt aufnehmen und auch Ihre Initiativbewerbung an uns schicken:

karriere@rpc-partners.com

Appendix 2. CUBE – Concept BMW Recruiting Homepage

<http://www.cube-formel.de/fallstudie2006/MKMI%20Fallstudie%20SS06.pdf>

Appendix 3. Survey

Career Homepage

1. When you applied to rpc, did you use the rpc homepage (career homepage) to get information about the company?

- Yes
 No

2. At which state of your application did you use the rpc homepage?

- before applying
 before interviews to get information
 to find out about open job postings
 no, did not use it at any time

3. Which key points that represent rpc in your opinion should be reflected in one way or another on the page?

4. Which questions remained open after looking at the homepage? What would you wish for?

5. What picture of the rpc culture did you gain from the current design of the homepage?

6. Do you think that through a different design & content rpc could be represented better?

- No

Yes, because

7. What information on rpc that you have now that you have joined rpc would you have wished to get even earlier in order to strengthen your picture of rpc as an attractive employer?

8. What aspects of an employer/position are relevant for you personally?

9. Would you enjoy contributing to the rpc homepage (pictures, videos, interviews)?

- Yes
 No

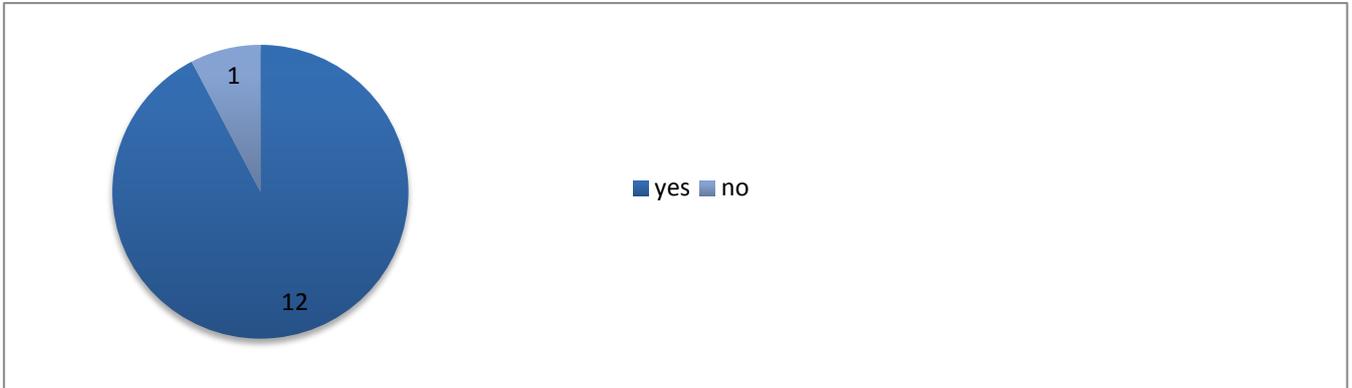
10. Has a career page ever really impressed you? Please feel free to name the page and what made it so good.

Appendix 4. Results Questionnaire New Employees

Responses to questionnaire thirteen, multiple answers possible

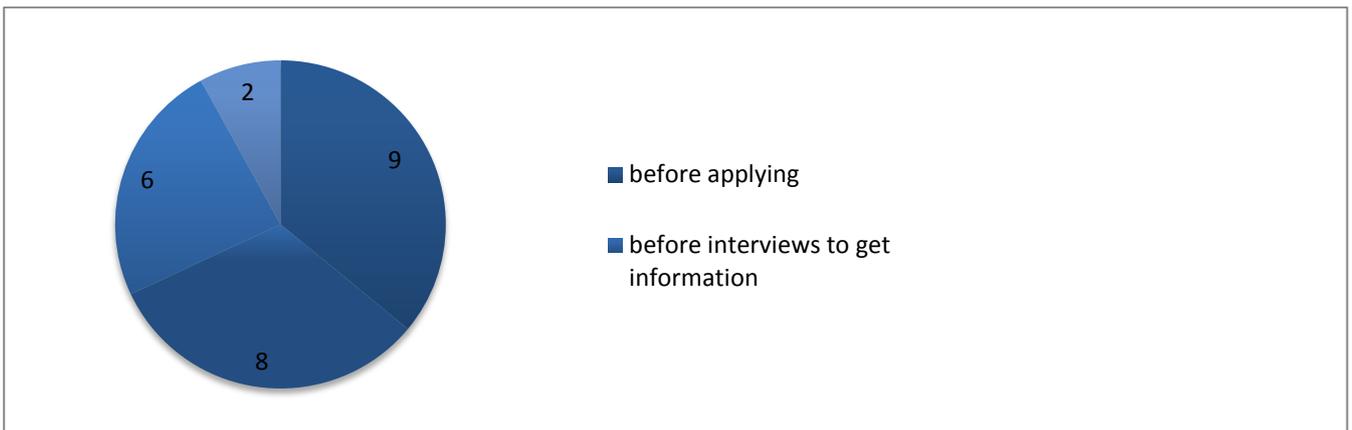
Question1 :

n= 13



Question 2

n= 13

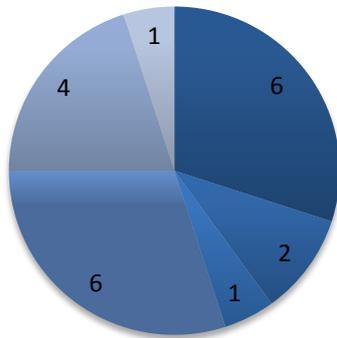


Question 3:



n= 13

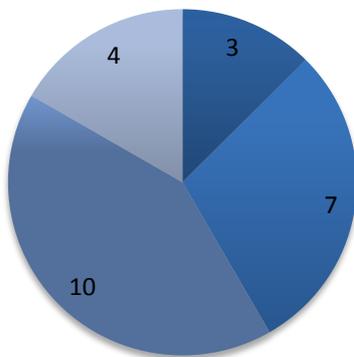
Question 4



n=13

- projects (insights, descriptions, examples, references, customers)
- interviews & videos of employees (job descriptions, experiences, personal level, reasons for joining rpc)
- insights on day-to-day work
- application process & career opportunities, also thesis possibilities & trainings
- information about rpc (company portfolio, services, number of employees, values)
- more dynamic

Question 5



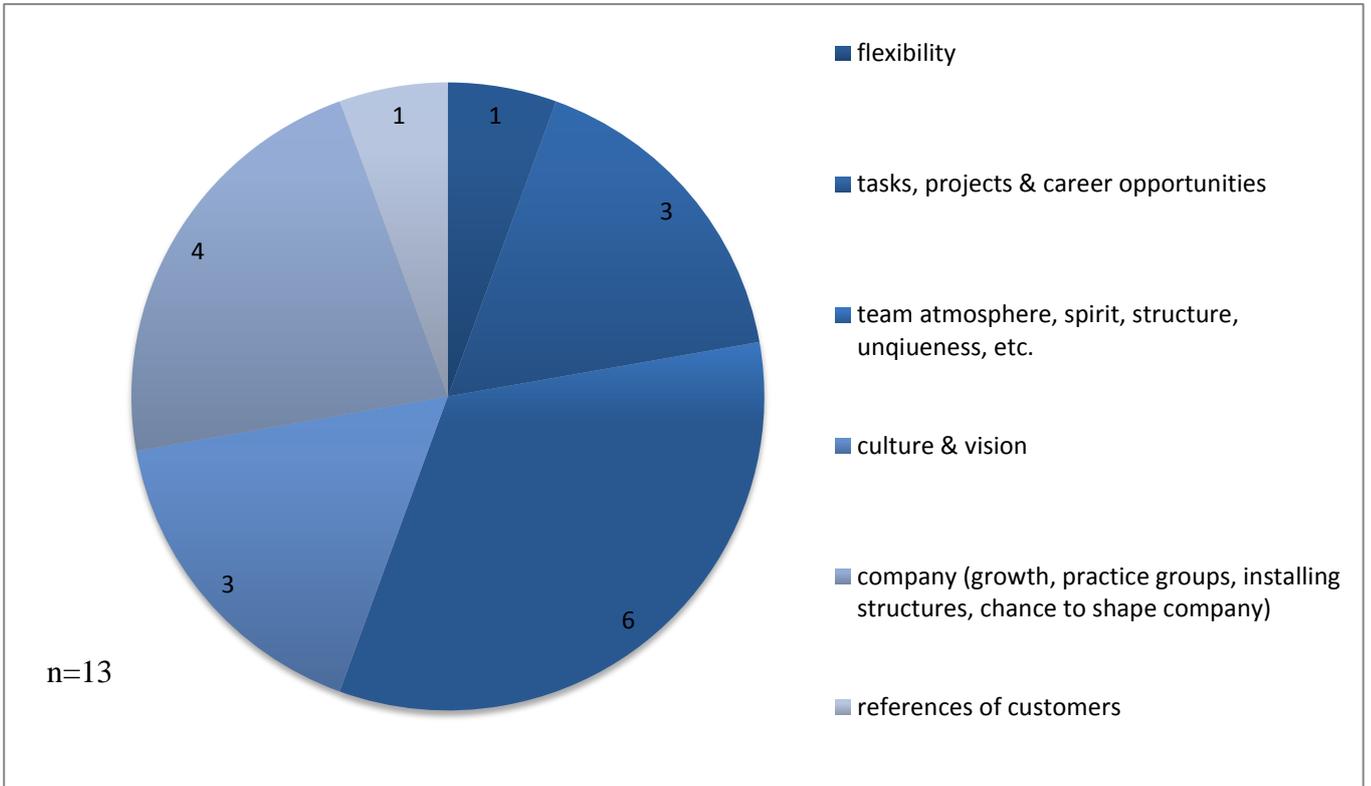
n=13

- modern, serious, design oriented, premium/high-profile
- no insights to rpc (life & projects), development opportunities, focus on automotives, connection of service lines is questionable, too conservative, outdated
- young, flexible, dynamic team, start-up, non-hierarchical, team work, multicultural
- professional, fast-growing, strength through strong partner, progressive

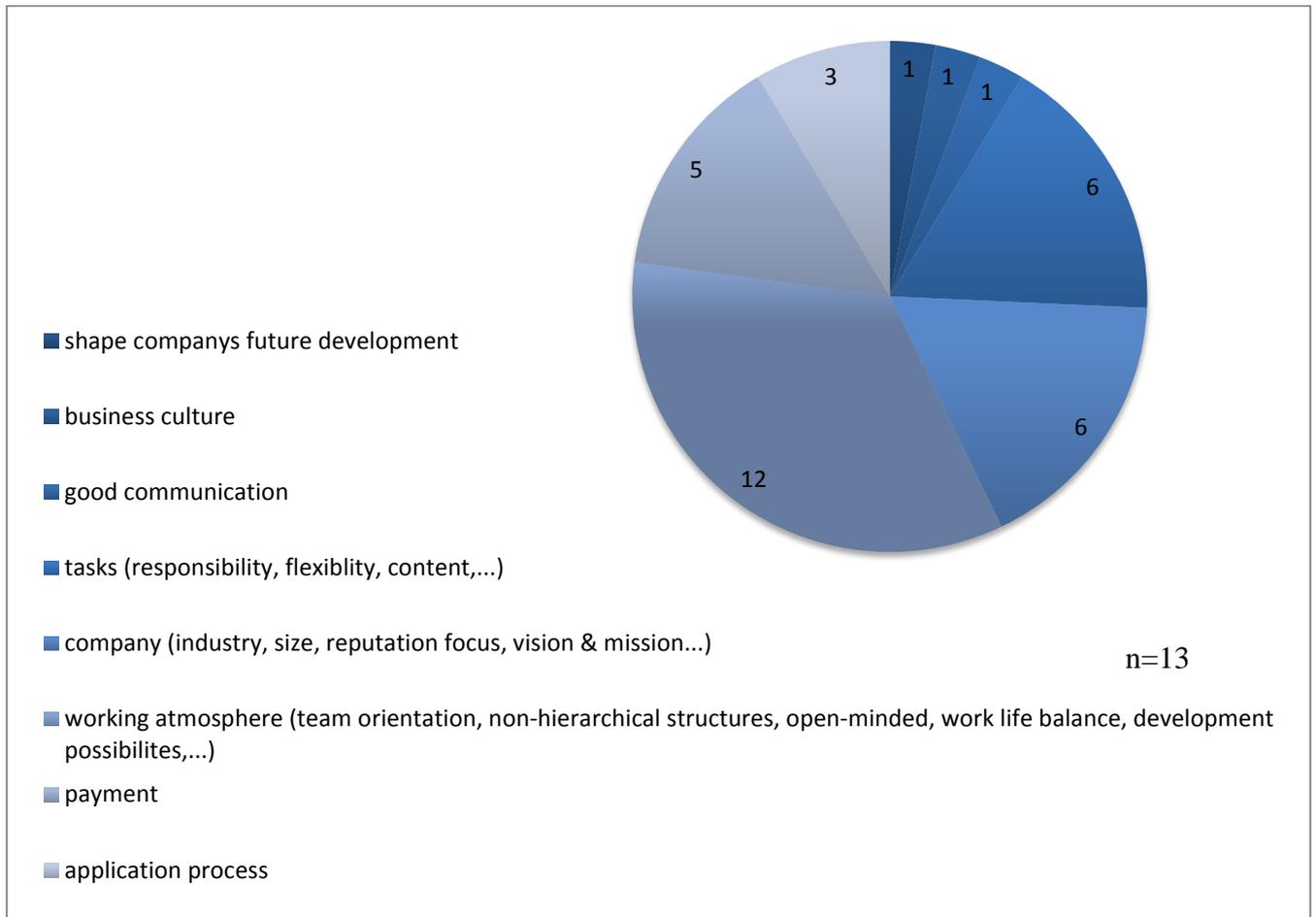
Question 6

Please see Appendix 5 for results, no graphical approach

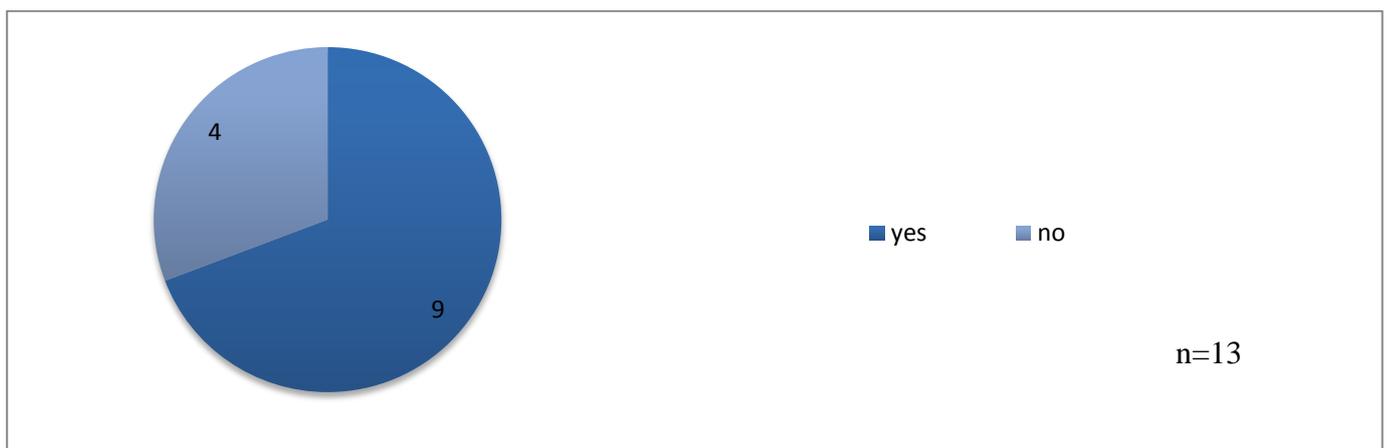
Question 7



Question 8



Question 9



Question 10

Diverse responses. No graphical solution, just list of named companies:

Kea & Partners website: <https://www.kea-partners.com/carrieres/>

bcg.de

Bosch

Roland Berger, Procter&Gamble

Audi

General overview at linkedin

prosieben, www.capgemini.com

Appendix 5. New Employees – Analysis Description

Question	Results
1. When you applied at rpc, did you use the rpc homepage (career homepage) to find any information about the company?	Only one person that has started in February or March did not use the information provided on the page/visited the homepage in their time before the application.
2. At which state of your application process did you use the rpc homepage?	<ul style="list-style-type: none"> • Develop information depending on which phase the visitor is in, Example: Eight new employees tried to gain information for the job interview → information for preparation for interview and further career options and paths • Advertisement for rpc
3. Which key points representing rpc, in your opinion, should be reflected on the page?"	<ul style="list-style-type: none"> • Company information such as history, brand, organization, culture, more details about who we are and what we do, the USP, expertise and experience • More descriptions about current and completed projects to gain insight in possible own projects • Work atmosphere at rpc presented through different elements on the page showing interpersonal relationships, diversity and other soft factors
4. Which questions remained open after looking at the rpc homepage? What would you wish for?	<ul style="list-style-type: none"> • Missing information and details out of own perspective of applicants • Key points of information: details on projects, references from customers (BMW and external) • Details on development and career possibilities • Details on application process • More information about rpc in general (number of employees, values and services) • Wish for interviews & videos with employees • More information about daily business and their reasons for joining rpc • More personal level for approaching potential new employees

<p>5. What picture of the rpc culture did you gain from the current design of the homepage?</p>	<ul style="list-style-type: none"> • Most responses: design represents a young, flexible and dynamic team, which is non-hierarchical and multi-cultural. • Strongly dependent on person and their expectations • Other opinions: No insights into rpc (missing development path, misleading connection of the service lines, the perception that the design is too conservative and not kept up-to-date) <p>Modern, serious and design oriented perception on one side and professional, fast growing, progressive and BMW perspective on the other</p>
<p>6. Do you think rpc could be represented better through a different design and content scheme ?</p>	<ul style="list-style-type: none"> • Eight people agreed that in their opinion rpc is presented well by the current layout • Very diverse opinions about the current approach and named ideas <ul style="list-style-type: none"> ○ For example, the innovative, professional and diverse working experience could be shown in more detail, as well as the growth from rpc (conquering new branches and markets) ○ Mixture of retail and automotive more supported by design ○ Easier search for job openings ○ USP is not noticeable and can be hardly recognized on the page ○ Design is too clean and conservative • rpc has more to offer than is shown online
<p>7. What aspects of rpc as an employee that you know now as you have joined rpc do you wish you would have known earlier?</p>	<ul style="list-style-type: none"> • Show team atmosphere and the people at rpc to convince more about rpc and their future there • More information about rpc in general: internal organization (practice groups), influence on the future of company, start-up atmosphere (lack of structures and processes, etc.) • Minimize amount of people not signing the contract or being pleasantly surprised by what rpc has to offer • Customer references and flexibility as important topics
<p>8. What aspects of an em-</p>	<p>Most important facts:</p>

<p>ployer/position are relevant for you personally?</p>	<ul style="list-style-type: none"> ○ Working atmosphere (team orientation, structures, work life balance, development possibilities) ○ Strengthen rpc image and encourage ideas connected with those topics <p>Company itself (industry of the organization, size, reputation, focus, vision and mission)</p>
<p>9. Would you enjoy contributing to the rpc homepage (pictures, videos, interviews)?</p>	<ul style="list-style-type: none"> ● Active participation to achieve a more active and dynamic homepage through pictures, quotes and videos of employees (daily life, passion, professional development, points of considerations) ● Nine people would be willing to contribute content in different ways to the new page, only four answered no.
<p>10. Has a career page ever really impressed you? Please fell free to name the page and what made it so good.</p>	<p>Get an idea of which pages were useful for employees. One of them named capgemini, which will be taken into consideration at another point of time.</p>

Appendix 6. Career Page – Capgemini Consulting (6.1)

The screenshot shows the top navigation bar with links for Expertise, Careers, About Capgemini, Newsroom, and Investors. Below this is the Capgemini logo and a secondary navigation menu with links for Working at Capgemini, Your Career Path, Recruitment events, What our people say, and Job search. The main content area features a large video player with a play button and the text 'Our People' and 'Capgemini's Architecture Capability'. To the right of the video is a 'JOB OPPORTUNITIES' section with links for 'View all job opportunities in US', 'Labor Condition Applications', and 'US Government Solutions Jobs', along with a 'select another country' dropdown. Below the video are three smaller sections: 'Global Internship Program' with the text 'Are you a Business major in Management Informat...', 'Respect for Diversity' with the text 'We believe working with talented individuals from ...', and '10 Reasons to Join' with the text 'Thinking about joining us? Here are the top ten re...'. A woman is shown holding a sign with the number '10' in the '10 Reasons to Join' section.

Become an Expert

Almost 145,000 **people** | 40+ **countries** | 2950 **job opportunities**

LATEST JOB OPPORTUNITIES

020889-SAP MM SCM Managing Applications Consultant >
Texas

020883-Business Analyst 2 - Data Analyst >
California

020845-SAP PP PI MES Applications Consultant 2 >
Texas

020841-SAP MM IM PTP Applications Consultant 1 >
Texas

Appendix 6. Career Page – Capgemini Consulting (6.2)

Expertise **Careers** About Capgemini Newsroom Investors

Working at Capgemini Your Career Path Recruitment events What our people say Job search

Capgemini
CONSULTING. TECHNOLOGY. OUTSOURCING

Careers

Meet our people

A typical day at Capgemini:

5,027 Hellos per minute	10,576 Cups of tea	
396 Oops!	10 Birthdays celebrated	22,951 Cups of coffee
854 Spilled cups of coffee	62 Stuck in traffic jams	83,195 Well done!

Have a look at what your future teammates are up to...

Filter by experience
- Any -



"There is a war for talent going on. And having more women in the workforce, for longer, clearly gives us a competitive edge... It just makes plain business sense!"



"I work with a highly diverse and collaborative team. Despite the various departments, we work as though we are one team, reaching across departments to ensure responsibilities are met and gaps have be"



"Capgemini offers tremendous opportunity to grow your career. Each account is different and working for a dynamic, growing, and global company provides many options and potential paths to success."



"Working at Capgemini I have been given the opportunity to grow as an IT professional, enabling me to change my career goals from a technician to a leader of teams."

Appendix 7. Career Page – Porsche Consulting (7.1)

PORSCHE

Porsche Consulting

- Company ▶
- Range of services** ▶
 - Industry expertise
 - Functional expertise
 - Porsche Consulting Academy
- References ▶
- Careers ▶
- Press ▶
- Contact ▶

Deutsch

English

Italiano

Português

中文

Search site ▶

USA
Porsche Consulting, Inc.
Atlanta, GA.

News
Consulting Magazine 16
is out now

Career Opportunities
We are looking
for talented consultants

Academy
Installing the culture of
continuous improvement

Appendix 7. Career Page – Porsche Consulting (7.2)



PORSCHE

HOME ▶

▼ CAREERS

- Current career opportunities
- Entry opportunities
- Career development
- Corporate culture
- Career events
- FAQs

Deutsch

English

Italiano

Português

中文

Search site ▶

Careers



▶ **Current career opportunities**

Search online for jobs at Porsche Consulting GmbH.



▶ **Entry opportunities**

For information on your way to Porsche Consulting GmbH look here.



▶ **Career development**

Porsche Consulting GmbH consistently promotes the development of their employees. Because they are our most important potential.



▶ **Corporate culture**

At Porsche Consulting GmbH, people are the actual motor.



▶ **Career events**

Would you like to meet face to face? You can meet our HR specialists at the following events.

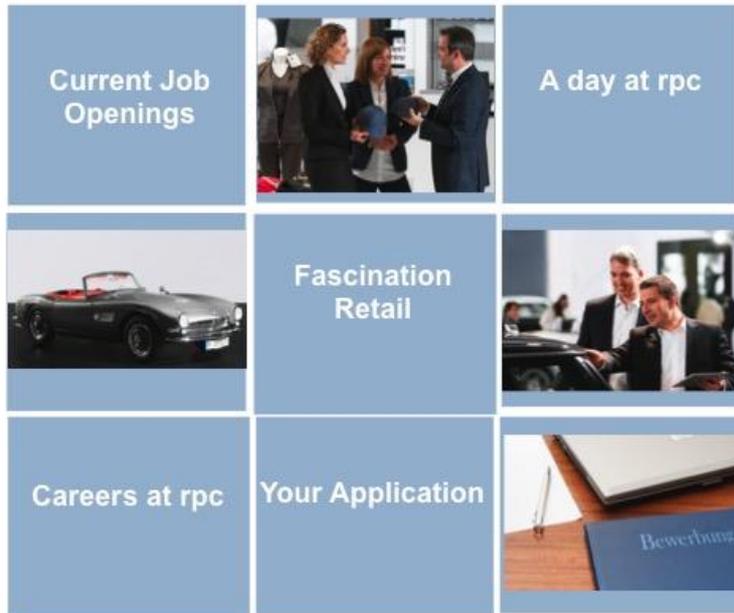


▶ **FAQs**

Here are the answers.

Note: In order to improve the readability and clarity of the text, no feminine forms have been used. The masculine forms used in this document refer to both genders.

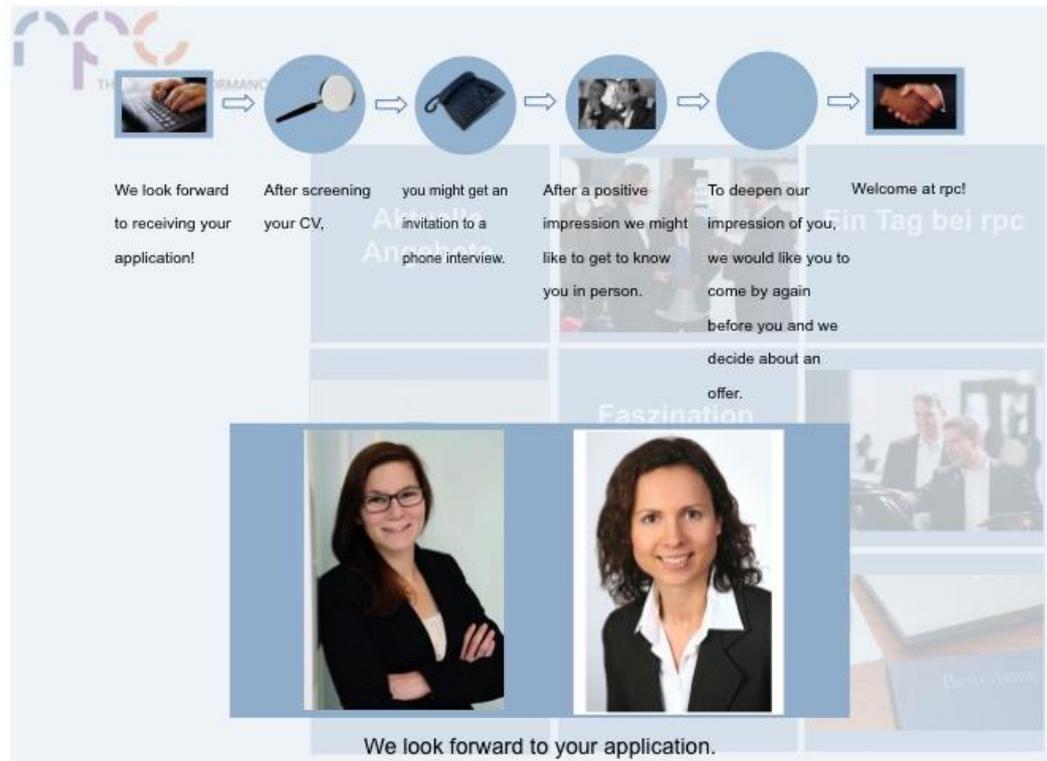
Appendix 8. Career Page – The new career page



Appendix 8. Career Page – The new career page (8.1 Quotes)

- I feel that rpc focuses a great deal on personality thereby enabling their staff to independently work on projects; Creative and Flexible to me is the essence of a positive work environment – **Alexander K.**
- For my job at rpc/the projects at rpc characterized by the words trust, competencies and flexibility. - **Christin R.**
- The quality of the management, highlighted by flat hierarchy and short communication ways as well as the wholistic service from rpc enable the employee to a wide possibility of decision making and diverse options for working fields. Through this every employee has the chance to add own ideas and develop professionally and personally. – **Matthias B.**
- Rpc is not just modern, innovative and focused on partnerships, but also recognizes the talent of its employees and actively supports and develops it. – **Verena S.**
- Exciting challenges with the courage for responsibility in various projects. – **Kerstin T.**
- Working at rpc enables each one of us to work in an independent working environment in which everyone can develop individually and take part in the future development of the company. Through a team atmosphere and the willingness of each of us to support the other, we can develop the best solutions for our customers. – **Sandra L.**
- Each of us has several diverse opportunities for development, supported by Management and the HR department. - **Daniel J.**
- The work itself enables the employee to get to know very different areas at rpc and to develop service line overlapping concepts and strategies that cover the entire supply chain of retail. – **Martina L.**

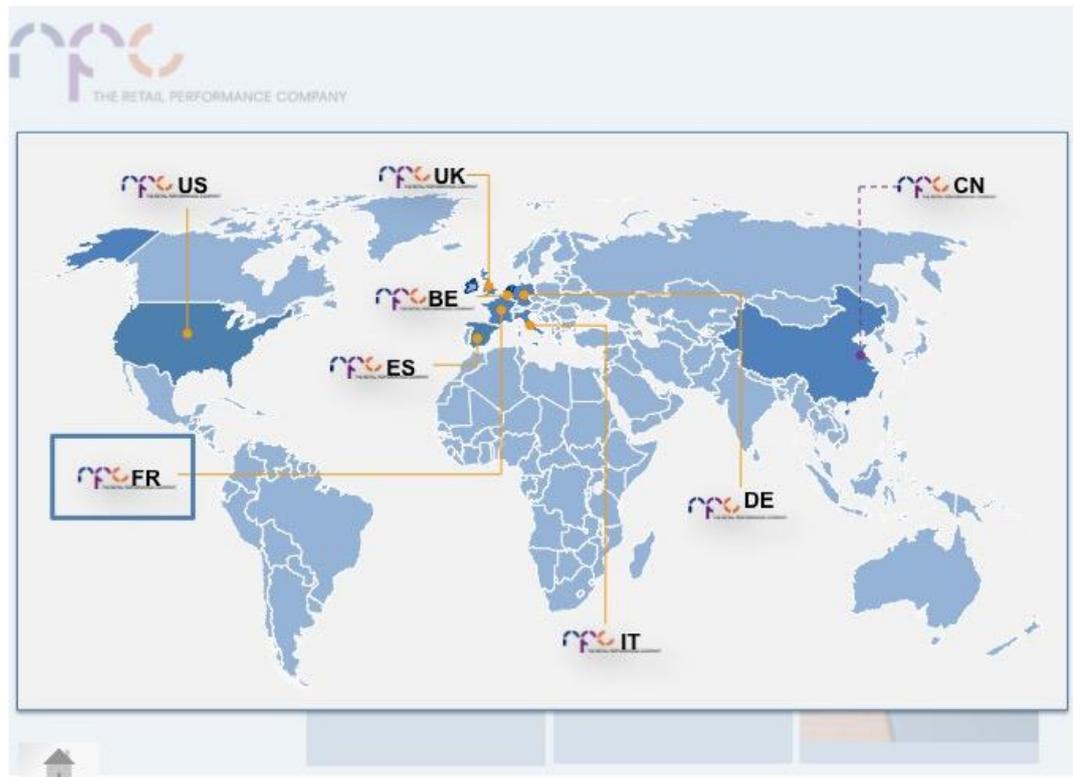
Appendix 8. Career Page – The new career page (8.2 Application Process & HR Team)



Appendix 8. Career Page – The new career page (8.3 Career Path)



Appendix 8. Career Page – The new career page (8.4 Current Offers)

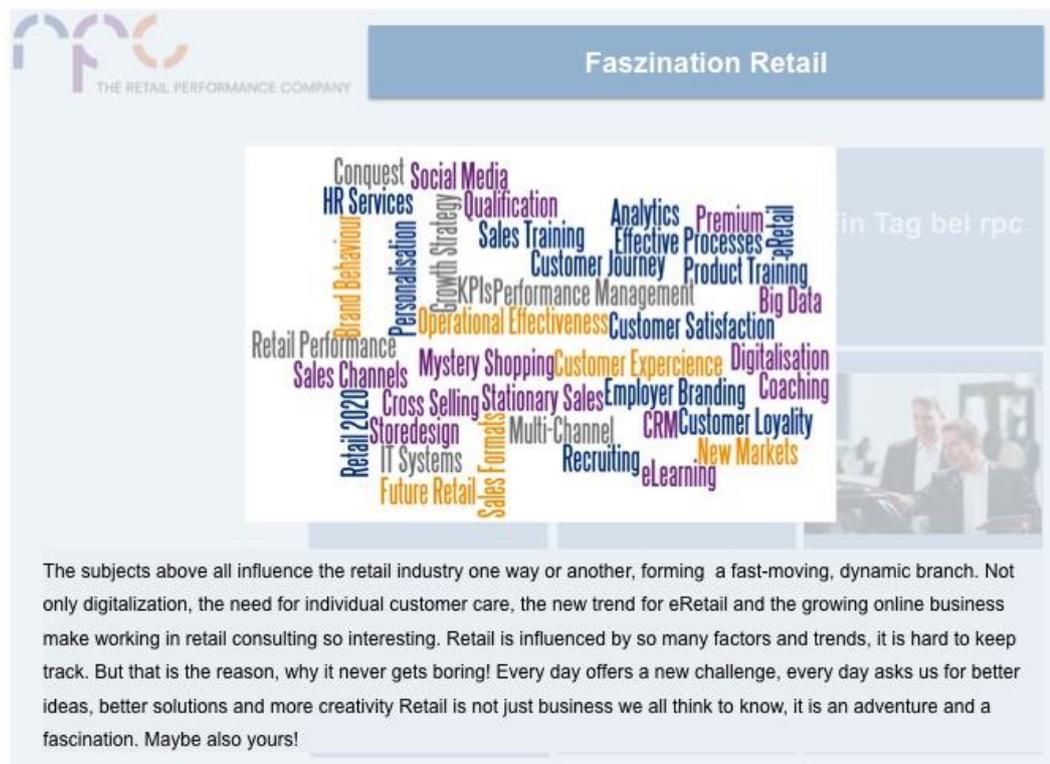


Our Job Openings in UK

Studenten		Young Professionals
	Professionals	
Professionals with HR experience		

A home icon is visible in the bottom left corner of the job openings section.

Appendix 8. Career Page – The new career page (8.3 Fascination Retail)



THE RETAIL PERFORMANCE COMPANY **Faszination Retail**

in Tag bei rpc

Conquest Social Media
 HR Services Qualification
 Sales Training Analytics Premium
 Brand Behaviour Personalisation Growth Strategy Customer Journey Product Training
 Retail Performance Operational Effectiveness Customer Satisfaction Big Data
 Sales Channels Mystery Shopping Customer Experience Digitalisation
 Retail 2020 Cross Selling Stationary Sales Employer Branding Coaching
 Store design IT Systems Multi-Channel CRM Customer Loyalty
 Future Retail Sales Formats Recruiting eLearning New Markets

The subjects above all influence the retail industry one way or another, forming a fast-moving, dynamic branch. Not only digitalization, the need for individual customer care, the new trend for eRetail and the growing online business make working in retail consulting so interesting. Retail is influenced by so many factors and trends, it is hard to keep track. But that is the reason, why it never gets boring! Every day offers a new challenge, every day asks us for better ideas, better solutions and more creativity Retail is not just business we all think to know, it is an adventure and a fascination. Maybe also yours!