Employer branding through social media platforms in financial consulting companies

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The purpose of this thesis is to analyse the use of social media and its effects on enhancing Employer Branding, as done by 5 case companies in the financial consulting industry. The five case companies have been chosen based on employee size and industry: J.P. Morgan, Deloitte, EY, KPMG, and PwC. Each case company has been matched with a focus country in Northern Europe to better understand the efforts put into local Employer Branding.

The social media platforms used for data collection are Facebook, Twitter, Instagram, LinkedIn, and YouTube. These platforms were chosen because of their market share and userbase, but also because of their interactive nature. Likes, comments, and shares were used to analyse the success of each company post, and each profile. The time frame for data collection was 1 January 2017 until 30 April 2017.

While all companies have quite different strategies (from J.P. Morgan's uniform content to EY's diverse pages), none of them are particularly tactical. Though Facebook is clearly the platform companies put most effort into, it remains either unfocused, or has very low user engagement rates.

The value sought through the thesis is to create a set of guidelines for companies in the financial consulting industry who wish to develop their social media presence in order to enhance their Employer Brand.

| **Keywords** |
| Employer branding, external employer brand, social media, proactive recruitment, candidate experience |

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1 Introduction

Social media has been taking over everyday life, not just for individuals, but for enterprises also. It can be a company's greatest ally, or worst enemy – everything and anything that an individual experiences while interacting with a company can be shared for thousands of people to see within just a few minutes. Companies need to keep up, and maintain a certain quality to their social media profiles.

Throughout this thesis, we will first cover the theory related to Employer Branding, social media, and the combination of the two, with a deeper look at proactive recruitment and talent attraction. We will then move onto data collection and analysis of the five case companies, and their presence on various social media platforms. We will continue from there with discussion, conclusions, and recommendations for further studies.

1.1 Objectives

The thesis objectives are to understand the presence of the five case companies on various social media platforms, and analyse their profiles for content that enhances, or hurts, their Employer Brand. The research question is: How do companies in the financial consulting industry enhance their employer brand through social media platforms? The success, or lack thereof, of the case companies will be used to create suggestions for improvement for other companies also in the financial consulting sector.

The investigative questions for this research are:

> IQ1: What interactive social media platforms are used by the case companies?
> IQ2: What social media strategies are used by the case companies?
> IQ3: How do these companies compare with the efficacy of their social media platform strategies?
> IQ4: How can they develop more effective social media content to enhance their employer brand?

1.2 Delimitation

The case companies were chosen based on their ranking on Universum's 'Europe's Most Attractive Employers' 2016 list, as well as by employee size. All case companies were listed in the top 20. Each company was then matched to a country to better understand the local efforts of Employer Brand enhancing, as opposed to measuring the success of

the global pages. The company-country match was based on each respective company's 2016 student ranking by country. As Estonia is not part of Universum's research countries, it was automatically assigned KPMG, as Estonia is the head of KPMG's Baltics division.

For the purpose of this thesis, only interactive social media platforms have been taken into consideration for data collection, as user engagement and interaction (likes, comments, etc.) are the clearest way to measure the success of social media content. The companies' own websites were not included for this reason. Snapchat, though interactive, was also left out, as public content is automatically removed after 24 hours, making data collection from earlier posts impossible.

As will be later discussed further, the financial sector was chosen because the difference between job brand and Employer Brand are quite small. Jobs in consulting companies, specifically in finance, are quite homogenous, without a lot of space for variation between positions.

1.3 Introduction to Case Companies

The J.P. Morgan brand consists of four separate client franchises: consumer banking, corporate and investment banking (CIB), commercial banking, and asset management (JPMorgan Chase & Co. 2017, 7), and employs over 240,000 people worldwide. They ranked 16th on the 'Europe's Most Attractive Employers' list, but only 26th on Sweden's most attractive. J.P. Morgan didn't' make it to the top 100 of any other focus country.

Deloitte, one of the Big4, has transitioned from an audit-focused business to consulting being their main source of revenue, and employs over 244,000 employees worldwide. Ranked 8th in Europe overall, business students of Denmark ranked it the 6th most attractive employer of 2016.

EY (Ernst&Young) is a global leader in auditing, tax consultancy, mergers and acquisitions, and provides business law services. They employ over 230,000 people worldwide, of which about 700 are in Finland. (EY 2017.) The company ranked 5th in the European list, but was ranked only 11th in Finland.

The head of KPMG Baltics is in Estonia, where they have been in operation for 25 years. KPMG offers a wide range of audit, tax, and advisory services, and employs over 188,000 people worldwide. KPMG ranked 6th on Europe's list of Most Attractive Employers.

PwC's (PricewaterhouseCoopers) services include management consulting, business transaction services, tax consultancy, legal services, risk management, auditing, and other certification services. They employ over 223,000 employees worldwide. (PwC 2017.) Ranking 4th in Europe overall, the business students of Norway gave them their highest ranking of 2nd most attractive employer of 2016.

1.4   Key Concepts

Employer branding is the process of creating an image of a company, through various means and processes, as the employer of choice to a specific audience of candidates which the employer intends to recruit and retain (Universum 2017).

External employer brand is specifically the focus of what candidates and consumers not currently involved with a company (such as employees and shareholders) think of it as an employer (Sundberg 2016).

Social media refers to all forms of online communication which allow users to share information, and connect with each other (Merriam-Webster 2017).

Proactive recruitment means seeing to recruitment issues before the need even exists. This requires companies to take the first step by reaching out to candidates, as opposed to the traditional scenario. (Decipher Group 2017.)

Candidate experience is the candidates' perceptions of a company's entire recruitment process, from sourcing to onboarding (Roberts 2016).

2 Understanding Employer Branding

In this chapter, we will set a theoretical basis for the thesis. We will define what is Employer Branding, and the history of research on the topic. The theoretical model used for analysis, and the role of social media in enhancing the employer brand will be laid out. This chapter is the basis on which the research will be conducted, and the results analysed.

The idea of an Employer Brand (EB) developed in the early 1990s, rooting from two main concepts: recruitment communications and occupational psychology. Recruitment communications are tied to the rise of the corporate brand, whereas occupational psychology is embedded in the idea of the psychological contract. (Rosethorn 2009, 4.) The psychological contract is what the employee/candidate expects from the employer, and what the employer offers the employee. An unwritten agreement, the psychological contract is largely open to interpretation by both employee and employer. (HR Zone 2017.)

The combination of these two aspects set jobs in the same strategical position as a product that the employer is offering. Thus, similar marketing insights must be made – how is marketing strategized, is the target audience being reached, how do they perceive the product. This raised need for the concept of an Employer Brand, something that can be planned and managed.

2.1 Defining Employer Branding

As mentioned, Employer Branding is the combination of Marketing and Human Resources Management (HRM). In this subchapter, we will examine Employer Branding further, focusing also on related concepts, such as external EB, and Employer Value Propositions. This subchapter lays forward the definition of EB and the relevant concepts as will be used throughout the research process.

Though many literature sources generally use 'corporate brand' and 'employer brand' interchangeably, for the sake of clarity throughout the thesis, the terms will be kept separate. A corporate brand is a promise made by a company to its key stakeholders – including, but not limited to, its (potential) employees. This is where the two terms overlap. Though it is generally agreed that the two terms have many similarities, corporate brand commonly focuses on a company's promise to its customers, whereas employer brand refers to a promise to a company's prospective and existing employees (Foster et al. 2010, 403).

According to Universum in their 2016 survey, 'Employer Branding Now', most companies use EB to boost awareness of their business and possible available positions. However, they should be focusing their efforts on using EB to differentiate themselves from their competitors, as awareness alone isn't enough to draw in and retain future employees. According to the results of the survey, differentiation, as a key factor of EB, is much more common among larger companies (2016, 15), presumably due to their more extensive resources.

2.1.1 Employer Value Propositions

Employer Value Proposition (EVP) is a term used to describe the key aspects of what an employer offers their employees (Wagner 2017). This is much more than just financial compensation, but can include anything from promised working environment to personal development. These propositions are not the same for all employees within the company, but vary between function and position. (Barrow & Mosley 2005.)

EVPs are gaining more ground as a part of the business strategy and as an asset, instead of a separate recruiting tool (Universum 2016, 11). EVPs build the foundation for Employer Branding, as it sets the basic features of what the employer has to offer. The EVP comprises of five key components (CEB Global 2017):

1. Rewards
2. Work
3. Organisation
4. Opportunity
5. People

By considering all five components, employers can benefit from having a stronger, more effective EVP. An effective EVP can decrease annual turnover, minimize the compensation premium for hiring, and even reach passive candidates by penetrating the labour market further. (CEB Global 2017.)

Though EVPs do not require constant update, it is useful to measure one's own EVPs against those of competitors, as well as making sure EVPs are relevant to current and potential employees. The key step is to measure differentiators among EVPs – not just offering a better salary or more free days, but offering something that competitors don't.

Throughout this thesis, EVPs are the base stone for collecting data from company social media pages. They are the keys to the company's advertising of their EB, and can be compared to the components of the Employer Brand Mix (see Chapter 2.3) which will be used as an analysis tool.

2.1.2 The Psychological Contract

Rousseau first defined the psychological contract as "an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party" (1989, 123). This, by definition, is a personal belief of a company formed by an individual, and thus the company needs to be careful while setting an image of themselves, as by "breaking" the psychological contract, the company's EB can be damaged.

There are two commonly acknowledged types of a psychological contract; relational, and transactional. A relational psychological contract is socio-emotionally based, for which an individual's belief of what is trustworthy and fair are central. A transactional psychological contract, on the other hand, is more straight forward, focusing on economic features. Both of these notions are directly related to EB, and how candidates perceive potential employers, but it is debated which is the primary concept – the psychological contract, or Employer Branding. (Edwards 2009, 14.)

Martin and Hetrick (2006) put forth the idea of a third type of psychological contract: the ideological currency. This is the belief of an individual, that by working for a certain company, simultaneously pursues a cause, or a principle. Other terms of the psychological contract may give way to ideological currency, as employees may consider working for an employer with similar values to their own as reward enough (Edwards 2009, 14). This can be seen in non-profit organisations, for example.

The psychological contract, while difficult to measure and analyse objectively, can be used as a supporting tool in data analysis by comparing the EVPs and shared content of a company. How would candidates respond to the content of a company's social media pages? Would the reaction be positive or negative, or would the candidate react at all?

2.1.3 External Employer Brand

External employer branding focuses specifically on the employer brand as viewed by applicants or prospective employees, focusing largely in improving the quality of the recruitment process (Hatch & Schultz 2003, 1060). Ideally, a successful external employer brand aims to attract candidates who have similar, if not the same, values as the employing company. Internal employer branding, on the other hand, focuses specifically on a company's upkeeping of the psychological contract with their existing employees and, most importantly, new recruits (Foster et al. 2010, 402). The general Employer Branding concept is focused on the combination of both internal and external, but throughout the thesis the focus will be on external aspects.

The benefits of investing in an external EB is four-fold: talent attraction, financial savings, negotiation power, and stability. Talent attraction, perhaps the most apparent of these, is based on open information; the more information there is regarding the company and working environment, the easier it is for candidates to apply. This give the company a competitive advantage when searching for a niche of specialised talents, at the very least.

A unified EB strategy can allow for marginal financial savings on what are otherwise separate recruitment advertising and media expenses. By better matching company and candidate, companies can save money in turn-over related costs. However, EB does require continuous maintenance and support, so should not be considered as a one-time investment.

Touching on financial savings, the company can gain stability within their workforce by better advertising their working environment and themselves as an employer, and making a smart match between candidate and company.

Should the EB be strategized with differentiation, appealing to candidates as a more desirable place to work, the company gains leverage over the applicant in regards to starting compensation and benefits. Companies with a negative EB need to invest significantly more in new employees to reel them in. (Sundberg 2017.)

2.2   The Employer Brand Mix

The employer brand mix was put together by Barrow and Mosley, which consists of twelve components – divided into two main categories – which make up an employer brand proposition. In the following subchapters, we will look into the details of each component. Although it is extremely unlikely for some of these components to be represented in the company's social media platforms, no components will be excluded from the research process.
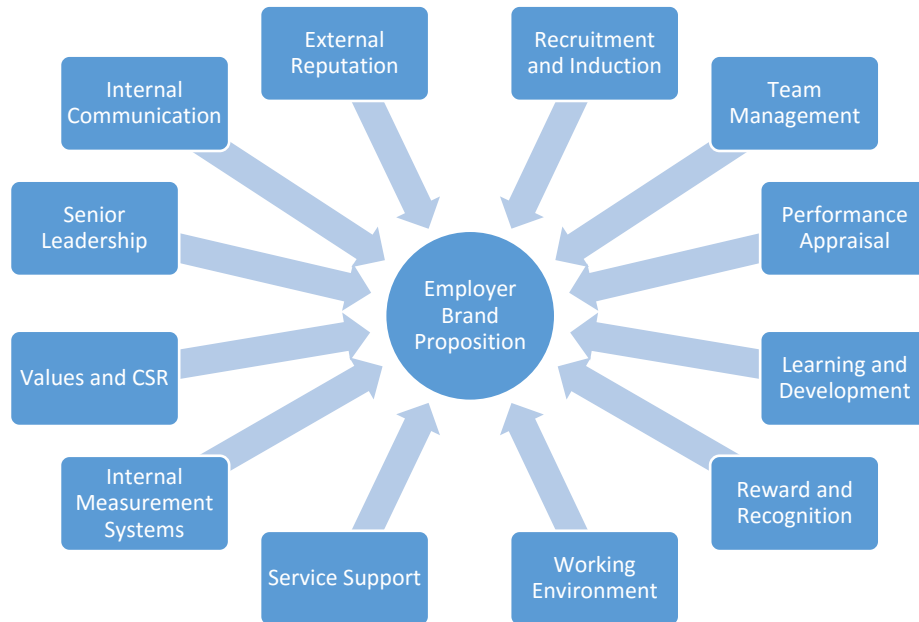
Figure 1. The Employer Brand Mix. (Barrow & Mosley 2005, 150.)

At the centre of the model, made up of all twelve components, is the Employer Brand Proposition. This is the company-specific offering from employer to employee and candidate. Each component of the mix does not need to be equally represented, as each company can decide for itself which factors are more important to focus their efforts on to match their own needs. That said, each component should be at least represented and to some extent implemented in the company's strategy, as each component of the EB mix has the potential to be a unique EVP.

2.2.1 Big Picture: Policy

The six policy components of the employer brand mix are used to create and support the set of principles as defined by and for the company. (Barrow & Mosley 2005, pp. 149-160.)

External reputation is what consumers are saying about the company and its services and/or products. People make a connection between a company as an employer and as a product/service provider: it is often assumed that a company with a well-received service or a reliable product, will also be a good employer.

Internal communication is how a company interacts with their existing employees. This includes not only how the employer speaks to their employees, but also if and how the employees are heard in return. Barrow and Mosley recommend all internal communication be considered as EB communication, as the Employer Brand is created in every day working

life for existing employees. However, here we see the main difference between the Employer Brand and job brand, as different departments tend to form and develop their internal communication to match their needs, which may differ from that of other departments.

Senior leadership is central to the implementation and success of any policy. Regardless of how employees enjoy working with their colleagues, their final image of the company comes from senior leadership, the largest representatives of the employer. Senior leadership needs to be consistent with their messages: communication and actions cannot differ too much from each other, as employees will ridicule the employer as "fake".

The values of a company, although often hard to measure, are usually a few clearly stated practices and ideals which the company aims to meet. CSR (Corporate Social Responsibility) is what the company gives back to the environment and the people. The modern trend circulates green actions, fair trade, and human rights. Research shows that employers who have stronger values and are more active with their CSR are more attractive to candidates. This is especially strong in terms of diversity, and work-life balance, as generally people enjoy working for an employer who cares about them as individuals.

Internal measurement systems, such as employee surveys, are often overlooked or underappreciated. Many companies fail to act based on the results of the surveys, in terms of both transformations made to change negative feedback, and supportive action to maintain positive results. Internal measurement systems give the employee a chance to voice their opinions, making them feel valued. If these systems are overlooked, it could have terrible effects on the company's EB.

Service support centres around what the employees are expected to deliver to the customer. This, in turn, raises the question of how employees are being helped to better serve the customer.

2.2.2   Local Picture: Practice

Recruitment and induction are an important part of portraying the company's EB to new recruits and candidates. Employers need to make sure the image they present of themselves is realistic, and won't cause a culture shock for the new recruits. Job advertisements are the main source of EB portrayal for candidates.

Team management, especially immediate management, is an important aspect in making sure employees feel valued and involved at work. Employees feel most satisfied in an environment that focuses on people, instead of results. Bad relationships with immediate managers are the main reason long-term employees leave a company.

Performance appraisals are the main mirror to evaluating how values can be seen in every-day working life. This can be used to encourage organisational values by rewarding performance supporting them. Management should take note on the quality of the appraisal process and how it is applied locally – what may work for one branch, may not work for another. It also sets the corporate culture of how poor performance is dealt with.

Learning and development should be applied for both new recruits as well as long-term employees. If an employee feels they are not developing, they will sooner leave the company. This is an effective way for the employer to show that they notice the needs of their employees.

Reward and recognition are the main competitive aspects for attracting talent, with recognition being the most critical factor in employee motivation. This also retains talent and forms long-term relationships in which both parties benefit.

The working environment mainly affects employee satisfaction, and can be seen in many ways – furnishing, accessibility, and the building and layout itself. This reflects strongly on the company culture, as on open office space is usually used to enforce the casual relations between management and employee, whereas a company with strong hierarchy might have senior management on higher floors, working down the building to entry-level employees.

2.3   EB and Social Media

Generally categorised, there are four types of social media: social networks, such as Facebook or LinkedIn; corporate blogs and microblogs, such as Twitter and Present.ly; multimedia content-sharing websites, for example Youtube and Flickr; and wiki-based knowledge sharing tools for example ZenDesk (Eurostat 2016). The focus during the thesis will be on social media platforms which people outside the company can use to be in contact with, or keep updated about, the company. For this purpose, wiki-based knowledge sharing tools will not be taken into consideration, as those are only used to connect directly with other individual users.

In the 'Employer Branding Now' research (Universum 2016), it is emphasized that companies should invest in quality social media content, as opposed to quantity. Their profiles and content should be tailored to attract the demographic they are trying to reach – for example, professionals, psychographic-based, or industry-based candidates. Companies using social media platforms to attract talent should do so through a mix of recruitment marketing, talent management, and HR analytics.

In the following subchapters, we will go through the use of social media throughout Europe, as well as the central reasons behind companies implementing social media into their practices and strategies.

2.3.1   Use of Social Media

Social media; the internet-based form of communication. Thousands of platforms allow users to share information and create connections. Originally intended for the use of individual consumers, companies have quickly adapted and set up pages of their own, either for internal, or external communication purposes.

Table 1. Use of Social Media by Enterprises. (Eurostat 2017.)

	2013 (% of enterprises)	2015 (% of enterprises)
EU28	22	31
Denmark	30	46
Estonia	17	25
Finland	31	42
Norway	36	41
Sweden	30	51

As seen in Table 1, the use of social media by enterprises has risen quite significantly in just the space of two years. Sweden has taken bounds, with enterprises increasing their social media presence at over double speed of the EU28 average, while Norwegian enterprises have only increased their presence by 5%. Nevertheless, the growth is apparent.

Facebook is by far the most popular social network in Europe. Second place varies by region: Western Europe prefers Twitter, most other countries prefer Instagram, with a few odd ones out, such as Norway and Denmark, who favour Reddit. (Vincos Blog 2017.)

2.3.2 Implementing Social Media into Strategy

Essentially, the main appeal for companies to use social media, and implement it as a part of their strategy, is because it's cost effective, quick, and far-reaching (Page 2017). It also makes it easy to track the success of your company, even with certain groups and demographics, through interactive features, such as likes, comments, and shares. Headworth (2015, 20) also states that by integrating social media platforms into the strategy of HR, companies can strengthen their employer brand, and create a more effective, efficient, and, perhaps most importantly, measurable recruitment process.

The key for quality content is in strategic planning for each social media platform. Companies must focus on what the users of each platform expect, as each platform serves a different purpose. For example, LinkedIn is used as a professional networking platform, on which users expect to see professional content, whereas Facebook is more interactive, and can give a personal insight to the pages created by companies. (Araujo 2016.)

Social recruiting – recruitment through/enhanced by social media platforms – should be used by companies to separate themselves from their competitors. The interactive platforms give companies the possibility to welcome applicants and candidates to experience the everyday environment of their company, giving the process a personal touch and allowing more open communication (Araujo 2016). EB communication done through social media has few guidelines, and those that exist are quite vague. The main challenge with planning social media posts is that it is done (near) real-time. Companies should aim to create guidelines that uphold consistency and minimize risk of negative repercussions. (Universum 2016, 17.)

2.3.3 Proactive Recruitment

With the help of digital tools, recruitment today should be easier than ever. However, this can only be so if companies make smart implementation decisions. Most social media platforms will automatically make page visitor data available for the administrator of the page. This allows the company to know who they are reaching, and tailor their content accordingly. (Stephan et al. 2017.) Proactive recruitment is becoming a must for recruiters, with less than 20% of the workforce actively looking for a job, and employers' demand for talent rising. Recruiters must change from their reactive habits to being proactive in order to reach the passive candidates. (Srinivasan 2014.)

The main argument against proactive recruitment is that its success cannot be tracked. This gives many companies a reason to not invest, when there is no promise of returns, or

any way of knowing if they've reached the target audience. In their 2012 paper 'Stable allocations and the practice of market design', The Royal Swedish Academy of Sciences refers to stable arrangements, meaning the party who reaches out, gets the best deal. When a candidate applies to many companies, they may be accepted to many, and thus get to choose the best one for them, whereas the companies must pick from the candidates who have chosen them. When a company turns it around, and reaches out to candidates, they put themselves in the better position, finding those who would be best for the company.

Companies are largely looking for a culture fit; regardless how talented and competent a candidate is, the relationship won't work without a matching culture. More so, the cultural fit is an important factor in building a company's EB and ensuring good candidate experience. This requires a tactical approach to tracking how the candidate first finds the company, identifies an opportunity, and then applies. There are three ways to frame the levels of engagement in candidate experience.

The Low Touch model is purely reactive on the company's part, with the only goal being to post a job description, including skills and responsibilities, compensation, etc., and wait for the candidates to apply. These candidates are those who need a job immediately, and job ads are mainly found through application portals. This is a very company-centric model, as it only looks at the job from the perspective of the recruiter, and the only motivation for the company is to fill a position.

The second model, Medium Touch, has talent acquisition on mind, through promoting the company, sorting through the candidates, and making a hire. Supply and demand are the main drivers of the use of this model. The recruiter posts as many job ads on as many channels as possible in order to reach the maximum number of candidates. This leads to a quantity-over-quality result, bringing in hedonistic candidates.

The last model, High Touch, is a proactive model looking for both a business and cultural match. It's based on attracting candidates, with aspirations of who they can become through the company. Most importantly, the recruiter sees the process through the eyes of the candidate. (Barrow 2017.)

It is apparent that candidate experience plays a significant role in executing effective EB strategies through social media, with the goals being talent attraction and ensuring the best outcomes for the employer, even with the added difficulty of the cultural fit. The candidate experience model will be examined further in the following subchapter.

2.3.4 Candidate Experience Model

Though there is not yet a model that is commonly agreed upon, as the field is quite new, a number of approaches have been proposed by industry specialists. One model is of particular interest for the purpose of this thesis, however. Set forth by Gledhill, a talent acquisition manager, this model is one of the most extensive known general models of candidate experience.

The model consists of 7 stages: brand awareness, interest, application, assessment, selection, hire, and onboarding. Each stage has set touchpoints, and what the candidate wants throughout the process. The first stage is brand awareness, with touchpoints such as social networks, review sites, and employee referrals. What candidates want at this point of the process is an honest view of the company's culture and values, and promotion of experiences from engaged and motivated employees.

As we move through the stages of this model, the touchpoints become closer to the company, and the candidates want more consistent communication regarding the status of their application as well as feedback or how to prepare for the next steps. The candidate experience during stages 2-5, support or disrupt the company's external brand. Regardless of rejection, if a candidate feels they have been respected and acknowledged, they will continue to speak well of the company. The external brand, in turn, affects stage 1 – brand awareness. (Gledhill 2017.)

In terms of using social media, as well as communicating the foundation of the EB, the key stages to consider are brand awareness, interest, and application. These will be the focus of this thesis's mapping of social media strategies.

3   Assessing Social Media Practices of Employer Branding

The objective of this thesis is to analyse the social media presence of the 5 case companies, and to analyse how they are representing their EB. Based on the results of the analysis, a checklist will be made to give general guidelines on what companies should do to enhance the maximum reach of each platform.

3.1   Data Collection

The company-country match is based on the 2016 Universum ratings of 'most attractive employers' ranked by business students. J.P. Morgan ranked 26th in Sweden (Sweden being the only country to have J.P. Morgan in the top 100); PwC ranked 2nd in Norway; E.Y. ranked 11th in Finland; Deloitte ranked 12th in Denmark. Estonia is not represented in Universum's ratings, but has been paired with KPMG as Estonia is the capital for KPMG's Baltic operations.

The time scale is from 1 January 2017 – 30 April 2017. Given this time frame, automated data collection was overlooked in favour of manual selection. This also averts any possible issues with natural language processing that can arise from automated social media analysis.

3.1.1   J.P. Morgan's Social Media Profile (Country Focus: Sweden)

The J.P. Morgan brand consists of four separate client franchises: consumer banking, corporate and investment banking (CIB), commercial banking, and asset management (JPMorgan Chase & Co. 2017, 7). The financial services subsidiary, J.P. Morgan & Co., is mainly responsible for the operations in the CIB branches, employing more than one fifth of 250,000 FTEs (full-time equivalent) of the entire JPMorgan Chase & Co. holdings. The advisory practice has a higher need for entry-level candidates, with the financial services subsidiary spending a significant portion of the overall recruitment budget (50,000 USD). The significance of this is to scale and compare the recruitment efforts and needs of the subsidiary to the holding company as a whole. Such a large portion of the recruitment budget going into one subsidiary should be seen in either high efforts to attract candidates, or focusing on customer attraction rather than EB.

Both J.P. Morgan's Facebook (https://www.facebook.com/jpmorganchase/) and LinkedIn pages mainly serve to repost content featured on the company's Twitter page, showing

uniform strategy between platforms, and thus a lack of interest and effort. While the company may do so with the aim of consistency, they fail to take into account the differences between the expectations of the users of each platform.

Table 2. J.P. Morgan's Facebook posts overview.

Total post count:	82	New post every 2-3 days
	Post count	Share (%)
Client/investor targeted content:		
News (company events, economic/political)	29	35%
Original research/corporate reports	9	11%
Candidate targeted content:		
Employment programmes/job ads	7	9%
Candidate advice	14	17%
Workplace promotions	23	28%
Of those:		
No link	2	2%
Featuring employees	12	15%
Featuring management/executives	26	32%
Direct 'apply now' links	2	12%

The company has no separate Facebook pages for countries, careers, consumers, or corporate banking; everything is all under the one united page. This indicates that Facebook is primarily used for targeting clients and consumers. However, while news is the most posted content, the majority of posts are targeted at potential candidates and/or existing employees. This shows little to no foresight, as the Facebook page is the only platform that features any actual job ads – not even LinkedIn, a platform designed specifically for professionals, shows any job ads in the company's activity history. However, in favour of J.P. Morgan, their Facebook updates are almost daily, showing some level of content planning, and reminding followers of their presence without overwhelming them. Otherwise, there is no content that has not been reposted on some other social media platform, with only 2% of posts being regular updates lacking links to 'read more'.

Almost every third post features a leader or an executive – twice as common as lower-level employees. This should be considered carefully, as the Facebook page incorporates both Morgan and Chase subsidiaries, and seems to aim at glorifying their higher management while leaving the regular employees behind. While heavily featuring management

and executives can be positively received as strong and decisive leadership, all the executives have to say is the reason the company is successful is because they're J.P. Morgan, as opposed to giving tailored and detailed content, examples of how the company has been successful and what steps are being taken to maintain and improve that status. In addition, the management featured in posts are one-timers, never to be seen again unless in a repost, leaving followers without a recurring theme or deeper message. While a large portion of the posts are dedicated to promoting the working environment, there is no tangible information provided, such as benefits, career opportunities, etc.

In conclusion, the company posts regularly on their Facebook page, but are lacking focus. The response is underwhelming and disengaged: hardly more people have liked the page than there are FTEs across all of the company's subsidiaries. The shares of an average post rarely reach more than single digits. They have little strategy regarding content, focusing mainly on regular posts.

Table 3. J.P. Morgan's Twitter tweets overview.

Total post count:	295	New post twice a day
	Post count	Share (%)
Client/investor targeted content:		
News (company events, economic/political)	272	92%
Original research/corporate reports	19	6%
Candidate targeted content:		
Employment programmes/job ads	0	0%
Candidate advice	0	0%
Workplace promotions	4	1%
Of those:		
No link	84	28%
Featuring employees	0	0%
Featuring management/executives	51	17%
Direct 'apply now' links	88	30%

J.P. Morgan has 350,000 followers on Twitter (https://twitter.com/jpmorgan), with 0-50 likes per tweet. Shares, as with Facebook, stay in the single digits. Considering their persistent activity, it's quite ineffective. The company, yet again, fails to take into account the concept of tailored content for each platform. Twitter offers a much different experience

than just a sharing tool. The content is heavily ad hoc, with no links or promotion updates, and is targeted almost only at corporate clients.

Table 4. J.P. Morgan's LinkedIn posts overview.

Total post count:	42	New posts every 3 days
	Post count	Share (%)
Client/investor targeted content:		
News (company events, eco-nomic/political)	18	43%
Original research/corporate reports	15	36%
Candidate targeted content:		
Employment programmes/job ads	0	0%
Candidate advice	1	2%
Workplace promotions	8	19%
Of those:		
Retweets/reposts	42	100%
Featuring employees	2	5%
Featuring management/executives	8	19%
Direct 'apply now' links	0	0%

The company's LinkedIn (http://www.linkedin.com/company-beta/1067/) is a huge missed opportunity. The page has over 800,000 followers, yet there is no unique content (100% reposts), and no targeting of candidates. The page barely receives any visits, and other user activity is limited to 200-500 likes per post, and comments remain in the single digits. As with the other platforms, the company is lacking strategy, and seems to try to make up for this by posting more regularly.

Table 5. J.P. Morgan's YouTube uploads overview.

Total post count:	22	New post every 5 days
	Post count	Share (%)
Client/investor targeted content:		
News (company events, eco-nomic/political)	7	32%
Original research/corporate reports	5	23%
Candidate targeted content:		
Employment programmes/job ads	0	0%
Candidate advice	8	36%

Workplace promotions	2	9%
Of those:		
Reposts	13	41%
Featuring employees	8	36%
Featuring management/executives	3	14%

J.P. Morgan's YouTube channel (https://www.youtube.com/user/jpmorgan/featured) is, yet again, lacking true quality of content. However, the efforts of attracting candidates is finally visible. The total number of subscribers is at 8,000, with each video having around 1,000 views. The company has, for reasons beyond fathoming, disabled ratings, and comments by viewers, ultimately communicating lack of interest in any feedback. The company only reposts the news videos from their YouTube channel to their other social media pages, whereas the videos aimed at candidates and advice for them is left unshared.

Table 6. J.P. Morgan's Instagram posts overview.

Total post count:	21	New post every 6 days
	Post count	Share (%)
Client/investor targeted content:		
Events	10	48%
Original research/corporate reports	1	5%
Candidate targeted content:		
Candidate advice	1	5%
Workplace promotions	3	14%
Of those:		
Reposts	4	19%
Featuring management/executives	5	24%
Employee-taken	6	29%

The Instagram account (https://www.instagram.com/jpmorgan/) is yet another case of poor use of social media strategy. In theory, having photos taken by employees and featuring events in your posts brings a natural, relaxed feel to the account. However, it doesn't take long, or a lot of digging, to see how heavily edited the content actually is – event photos either show something neutral, or are simply reposts from Twitter, while the employees' photos are only credited to senior associates. As with Facebook and Twitter, the executives are in the spotlight, with almost 25% of posts being just about executives and/or higher management.

J.P. Morgan is smaller and caters to fewer clients than the Big 4, so it is understandable why this is the only case company that doesn't have country/region specific social media pages. This could also be an indicator that J.P. Morgan isn't as invested in a local focus, because they don't necessarily deal with smaller clients at all. While J.P. Morgan does have content focusing on the work environment, they paint a very elitist picture.
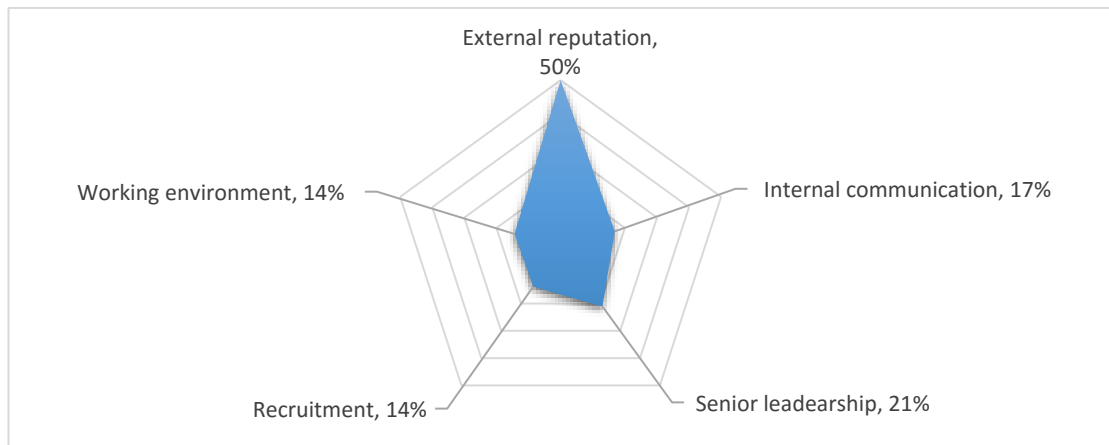

Figure 1. J.P. Morgan's EB mix

Figure 2 lays out the five aspects of the EB mix that J.P. Morgan presents through their social media channels. External reputation makes up 50% of the total representation throughout all platforms, leaving the other four components behind. Senior leadership comes in second, though barely leading by 4% compares to third place internal communication, mainly seen as communication with investors or stakeholders.

J.P. Morgan doesn't quite seem to grasp the concept of social media strategy, and that each platform needs a different strategy. However, their aspirations are clear with the uniform of their posted content. At the very least, this case goes to show what not to do – avoid posing, and focus on real work and real action, as well as focusing on the tangible benefits of the work place. Deeper insights, such as employee satisfaction and job ads, are missing all but completely.

3.1.2 Deloitte's Social Media Profile (Country Focus: Denmark)

Deloitte is a key example of how the Big 4 has transitioned from an audit-focused business to consulting being the main source of income, including the acquisition of a number of consultancies. This arose need for a new approach to EB. Deloitte employs a total of 250,000 employees worldwide, of which just less than 1,400 are working for the Danish practice. The company is using great variety in terms of their social media.

Table 7. Deloitte Denmark's Facebook overview.

	Post count	Share (%)
Total post count:	40	New post every 3 days
	Post count	Share (%)
Client/investor targeted content:		
News	11	28%
Original research/corporate reports	15	38%
Candidate targeted content:		
Workplace promotions	5	13%
Employee stories	9	23%
Of those:		
Featuring management/executives	6	15%
<u>Deloitte advisory</u>	21	New post every 6 days
Candidate/student events	17	81%
Employee stories	2	10%
News	2	10%
Featuring management/executives	2	10%
<u>Deloitte Auditor Trainee</u>	10	New post every 12 days
Employee stories	10	100%

The main page, Deloitte Denmark (https://www.facebook.com/deloittedanmark/), offers some of the mainstream content similar to the global page, posting news and reports, but has some typical workplace promotion, and some not-so-typical employee stories from employees of all levels, not just management and executives. The posts are made to fit the Facebook environment, and serves well to introduce the candidates and employees from other practices to the Danish practice.

The Deloitte Advisory page (https://www.facebook.com/deloitte.consulting/) follows up the trend with focusing primarily on attracting students; most of its content is student/recruitment event descriptions, as well as some examples of how work is done at Deloitte. Although, as with most companies, the content is a bit amended, Deloitte still has a very hands-on approach.

Deloitte's Auditor Trainee page (https://www.facebook.com/revisortrainee/) seems to be for the sole purpose of sharing employee stories, however ordinary. While this could quite easily be seen as simply boring, it gives the company a certain easy-to-approach feel. The likes and shares of each post are under 100, but given the niche and the size of the Danish practice, it's not a terrible loss. Surprisingly, the posts from Deloitte Denmark's pages

received more likes and shares than those of Deloitte Global, indicating good practice in user engagement.

Deloitte Global's Twitter account (https://twitter.com/Deloitte) is quite generic, and insignificant, featuring client-centric news – much of the content is concentrated on a separate Deloitte Press Panel (https://twitter.com/Pressepanelet). Although the account was probably made to keep Deloitte Denmark's Twitter (https://twitter.com/deloittedanmark) more focused, the Denmark Twitter account consists mainly of retweets from the Press Panel page. Neither account seems to have a clear vision of what to do, which is reflected in almost no favourites or retweets by users.

Table 8. Deloitte Denmark LinkedIn overview.

Total post count:	30	New post every 4 days
	Post count	Share (%)
Client/investor targeted content:		
News	21	70%
Original research/corporate reports	5	17%
Candidate targeted content:		
Workplace promotions	4	13%
Employee stories	0	0%
Of those:		
Featuring management/executives	21	70%

Deloitte Denmark's LinkedIn profile (https://www.linkedin.com/company-beta/2593928/?pathWildcard=2593928) at first seems to have the same content as their Facebook page, only without the employee stories. Virtually every post features a senior manager. However, they are not the central topic of the posts – their pictures are added to otherwise impersonal news and research articles. This is a significant change compared to their down-to-earth Facebook postings, showing the content is tailored more to the expectations of LinkedIn users, who seek professional content. The posts average around 100 likes with comments still rare – not too bad a feat for a small practice. In comparison, Deloitte Global's posts reach over 200 likes, and have quite a bit of discussion in the comments section under the whitepaper posts.

Table 9. Deloitte Denmark's YouTube uploads overview.

Total post count:	16	New uploads weekly
	Post count	Share (%)

Events	4	25%
Research	12	75%

While the Deloitte Global YouTube channel (https://www.youtube.com/user/deloittevideo/) focuses on employee stories from the legal department, Deloitte Denmark (https://www.youtube.com/user/DeloitteDanmark/) has far greater variety – although the quality of the content isn't necessarily better. The videos are mainly made to accompany events or whitepapers, though it doesn't seem to be effective. The channel has under 500 subscribers, compared to the Global channel's 6,000, and the average views per video range around that number. Although the content itself isn't intriguing, the videos are high quality – a few of which are also in English.

As for the company's Instagram pages, Deloitte Global (https://www.instagram.com/deloitte/) doesn't seem to have any separate strategy for this platform, simply using it to complement its usual content. Similarly, the Danish practice (https://www.instagram.com/deloittedanmark/), with a total of 17 photos posted throughout the researched timeline, has the same photos they use for their events on Facebook.
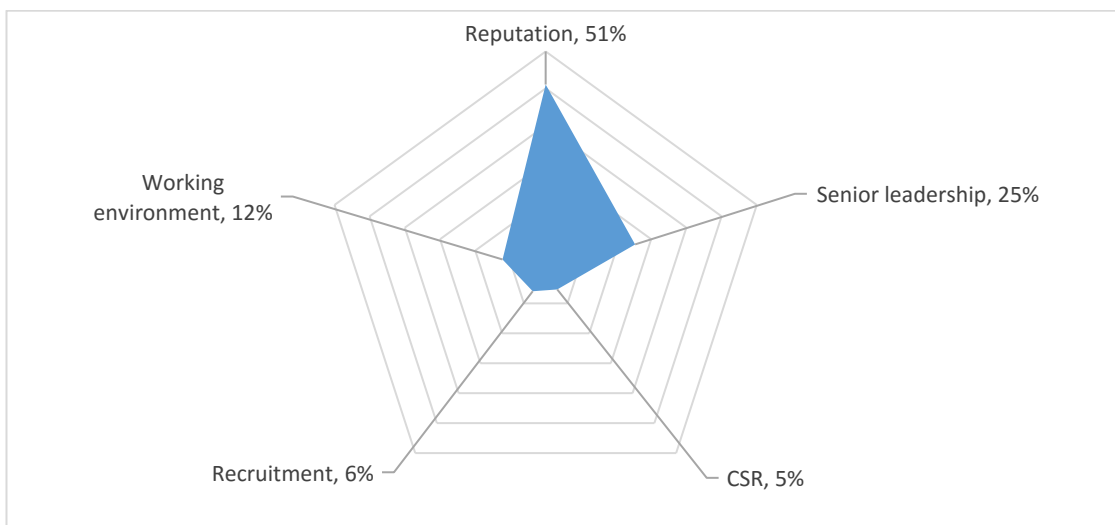

Figure 2. Deloitte's EB mix

Similar to J.P. Morgan, Deloitte Denmark focuses 51% of its social media efforts into external reputation. Senior leadership comes in second with about half of the effort. Recruitment, however, is a minor part of the company's strategy, with a mere 6% representation. The strategy is clear, but its success varies between platforms – Facebook and LinkedIn have tailored content to match the expectations of the platforms' demographics, and the separation of Facebook pages by region seem to be working well for the company.

3.1.3 EY's Social Media Profile (Country Focus: Finland)

Of the Big 4, EY can be seen as the most finance-centred, with most of their revenue coming from the audit/assurance branches. Even so, they have had to conform and adapt to changes in the industry. This suggests that the firm could attempt to make the most of their social media in regard to recruitment efforts, or stick with conservative practices.

While EY Global's Facebook (https://www.facebook.com/EY-195665063800329/) page is quite generic – promotional content, news – the local careers page (https://www.face-book.com/EYCareersFinland/) appears to be focused on its main goal – proactive talent attraction. The page is even set up to redirect the user based on their IP address to the corresponding regional Facebook page. While this shows great forethought in making the most out of internet traffic, it does pose an obstacle for those seeking work abroad, or in multiple locations; especially common with experts and self-employed consultants. However, one might assume that EY is actively searching these people out, rather than waiting for them to be in contact with the company. EY's Facebook pages seem to follow this logic, as their content is focused mainly at entry-level, and student candidates.

Table 10. EY Careers Finland Facebook posts overview.

Total post count:	66	New post every 2 days
	Post count	Share (%)
Client/investor targeted content:		
News	5	8%
Original research/corporate reports	0	0%
Advertisements	5	8%
Candidate targeted content:		
Everyday office life	14	21%
Workplace promotions	9	14%
Job ads	22	33%
Events	11	17%
Of those:		
Featuring management/executives	1	2%
Featuring employees	12	18%

True to its name, the EY careers page is almost exclusively dedicated to posting content regarding either job postings, or inviting candidates to networking events, and other corporate events. The posts target students and entry-level workers, with most job ads having experience requirements of less than 5 years.

A very natural representation of the working environment, and the employees, is given by sharing small pieces of the daily routines in offices, and on some occasions involving employees in the posted content. This is quite a contrast to the previous two case companies, as there is no posted content featuring whitepapers, and with minimal mention of senior leadership. This down-to-earth approachability is supported by the enabling of direct messaging, and even a 'call now' prompt. While the page does feature some ads, for example, a 'Global Quiz' app, and 'Life at EY in Finland' app, it's still targeted at the same demographic, and is relevant to the career page as a whole.

Despite this, users are exceptionally passive on the page. EY first tried to tackle this issue by adding prompts at the end of their posts, such as "tell us what you think in the comments". While the prompts did get some discussion going, it was quite minimal, and only with the added incentive of a free give away to one of the commenters. Although the content is relative and informative, something is still missing to get the users engaged and active.

Similar is the case with EY's Twitter accounts – the Global account (https://twitter.com/EYnews) is quite generic, featuring news and original research. Unfortunately, EY's Finnish Twitter account (https://twitter.com/ey_suomi) did not diverge too much from the example set by Global.

Table 11. EY Finland's Twitter posts overview.

Total post count:	38	New post every 3 days
	Post count	Share (%)
Client/investor targeted content:		
News	15	39%
Original research/corporate reports	8	21%
Advertisements	1	3%
Candidate targeted content:		
Employee content	6	16%
Workplace promotions	8	21%
Of those:		
Featuring management/executives	4	11%

EY uses Twitter to repost content posted originally by employees, and they interact with their employees otherwise by replying to their tweets. However, the same problem appears, as their 1,000 followers aren't engaged almost at all. As opposed to their Facebook page, the content on their Twitter account is messy and unfocused.

EY's LinkedIn (https://www.linkedin.com/company-beta/1073/) is, again, quite generic, and lacks a separation of regional pages. In addition to the main company account, the company also hosts two other LinkedIn accounts: EY Alumni (https://www.linkedin.com/showcase/9360507/), and EY Women Fast Forward (https://www.linkedin.com/showcase/9332189/). The alumni page posts every other day, whereas the Women Fast Forward page is aimed at promoting workplace gender equality, with an average of a new post every day of seemingly forced content.

The Alumni page is an interesting idea which suits the concept of LinkedIn quite well. While the main page receives a few hundred likes per post, and on occasion activates comments and discussion, the Alumni page gets roughly ten times less action. That said, the Alumni's statements still only paint a good picture for the company, as it indicates which companies look to hire "EYmni" (EY alumni, a word of their own creation). The women's page mainly aims to attract certain demographics to the firm with their regular, daily updates. Yet the page seems somewhat limited, which might indicate that gender equality isn't so much an agenda as an issue the company still needs to resolve.

The EY Global YouTube channel (https://www.youtube.com/user/ErnstandYoungGlobal/) has around 12,000 subscribers, but barely receives views beyond 100 per video uploaded. The content is, yet again, generic and unengaging, made up of company news presented by senior leadership, and some original research. At the same time, the Finnish EY channel (https://www.youtube.com/user/EYFinland/) is even less successful, with just under 100 subscribers, and not a single video posted during the research period. Basically, EY's approach to YouTube is a missed opportunity.

EY Global's Instagram account (https://www.instagram.com/ey_global/) is run-of-the-mill quotes and ads. The ads are mostly designed to reach the general public, such as potential candidates and existing employees, rather than their clientele. The ads themselves are typical, and do nothing to pique interest or excite the viewer. EY Career Finland's Instagram page (https://www.instagram.com/eyficareers/) shows more promise though.

Table 12. EY Finland's Instagram posts overview.

Total post count:	63	New post every 2 days
	Post count	Share (%)
Candidate targeted content:		
Events	4	6%
Daily work	51	81%
News	4	6%
Ads	4	6%

In a similar fashion to the other social media pages of EY Finland, there are some general ads and content, but the vast majority consists of photos featuring daily activity, employees, and other posts regarding the working environment. Of 800 followers, each photo receives a regular response of double-digit likes. There is no active engagement in the form of comments or discussion, but still has a higher engagement rate than the global page that receives only twice as many likes per post despite having 10 times the amount of followers.
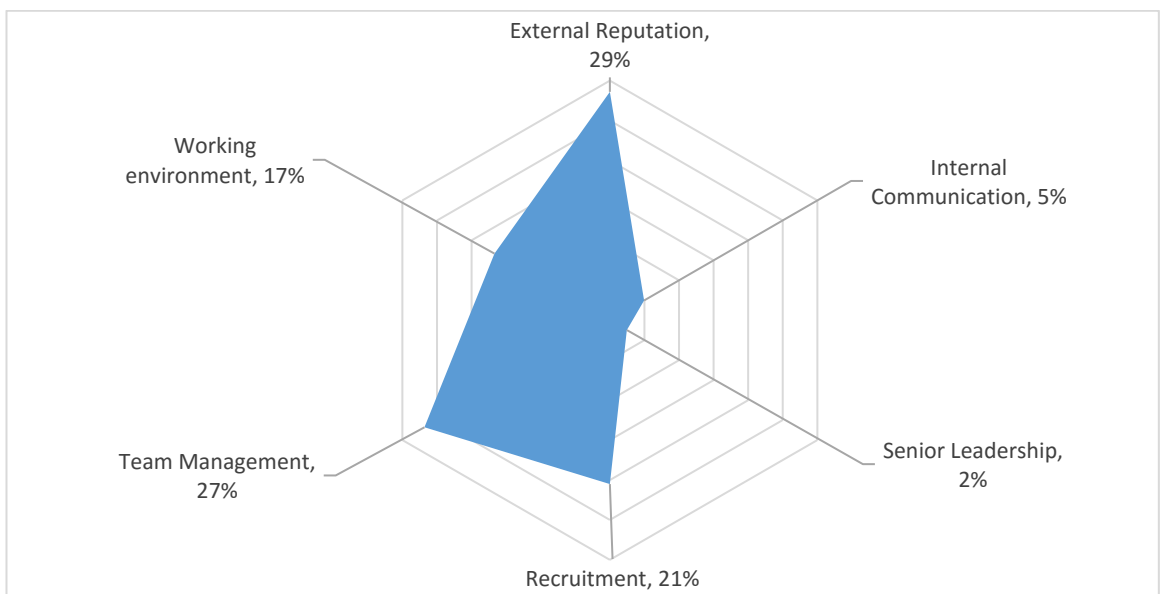

Figure 3. EY's EB mix

EY has a slightly more balanced EB mix than the two previous case companies, with external reputation and team management as the top two by just 2% difference, and working environment not too far behind. Their recruitment focus is clearly addressed with separate career pages that seem to be working quite well at reaching candidates. Being one of the Big 4, external reputation is still a huge asset for recruitment, and reputation-oriented content is still frequently presented on their pages – yet content featuring employees and daily work can be found almost as frequently. This helps to set EY Finland apart, yet isn't of much use unless the engagement rate can be increased.

3.1.4   KPMG's Social Media Profile (Country Focus: Estonia)

For a while now, KPMG has been the smallest of the Big4 in terms of both revenue and FTEs. KPMG shows the most conservative, safest way of progression – in the last three years they've acquired a few SME consultancies with both financial and industry-specific offering. However, the company is better known for their HR transformations, acquiring more than six human capital professional services firms. KPMG can be expected to either continue playing it safe in the recruitment game, or attempt to put some of that acquired HR talent for their own internal use. KPMG Estonia is the head of the Baltic practice, with only a fraction (less than 200) of 190,000 employees globally working for the company.

KPMG's Global Facebook page (https://www.facebook.com/KPMG/) features quite a portion of news and research, with notable originality, and a good few posts featuring employees as well as several posts aimed at audience engagement, for example through comments-surveys. The Global page of KPMG is, in comparison to the rest of the Big4, quite minimal in content, keeping the tone clear and cohesive.

Table 16. KPMG Baltic's Facebook posts overview.

Total post count:	36	New post twice a week
	Post count	Share (%)
Client/investor targeted content:		
News	23	64%
Original research/corporate reports	1	3%
Candidate targeted content:		
Job ads	3	8%
Events	8	22%
Of those:		
Featuring management/executives	10	28%
Featuring employees	12	33%
Featuring daily work	1	3%

As a first thought, the posts have much too much description to them – one or two long paragraphs with each post makes a user lose interest. Also, the company has quite a few repeated posts. Despite this lack of focus, there is a wide variety of featured employees and managers: this seems to be quite sensible for a practice as small as KPMG Baltics.

There is a decent amount of call-to-action recruitment content which incentivises candidates to apply, but for specific job ads. For some reason, many of these incentives have

resulted in the engaged users posting applications or even CVs in the comments section - probably not the desired result.

KPMG's global Twitter account (https://twitter.com/KPMG) doesn't deviate too much from KPMG Global's Facebook page, with generic content, news and studies, a few of which feature employees. The account is incredibly active, with a few posts every day, making it a suitable platform for company news, yet a poor attempt for any recruitment initiatives. The Baltic practice has no account of their own.

Both KPMG Global's (https://www.linkedin.com/company-beta/2525300/) as well as Baltic's (https://www.linkedin.com/company-beta/3486143/) LinkedIn profiles are virtually indistinguishable from their respective Facebook pages – the content is almost identical, except with notably fewer posts, and no posts at all featuring either management or employees. This shows that KPMG does not intend to use LinkedIn's feed for recruitment purposes. Does the company aim to keep talent attraction within the more traditional channels, or do they assume that clients are more likely to visit and follow their LinkedIn pages? Either option is equally plausible.

KPMG Global's YouTube channel (https://www.youtube.com/user/KPMGGlobal/) is there only to support the content of other social media platforms: there are some employees featured at events, as well as news and studies summarised in videos. The user engagement is nothing extraordinary, and the channel seems to lack any kind of strategy. This is more than can be said about KPMG Baltic's YouTube presence, which is non-existent.

KPMG Global's Instagram (https://www.instagram.com/kpmg/) isn't much better, with half of the content being cross-posted videos from Facebook and YouTube, whereas the other half aims to show some daily activities and employees, but lacks both a narrative and context. The uploads seem rare and unscheduled, which only makes the matter worse.
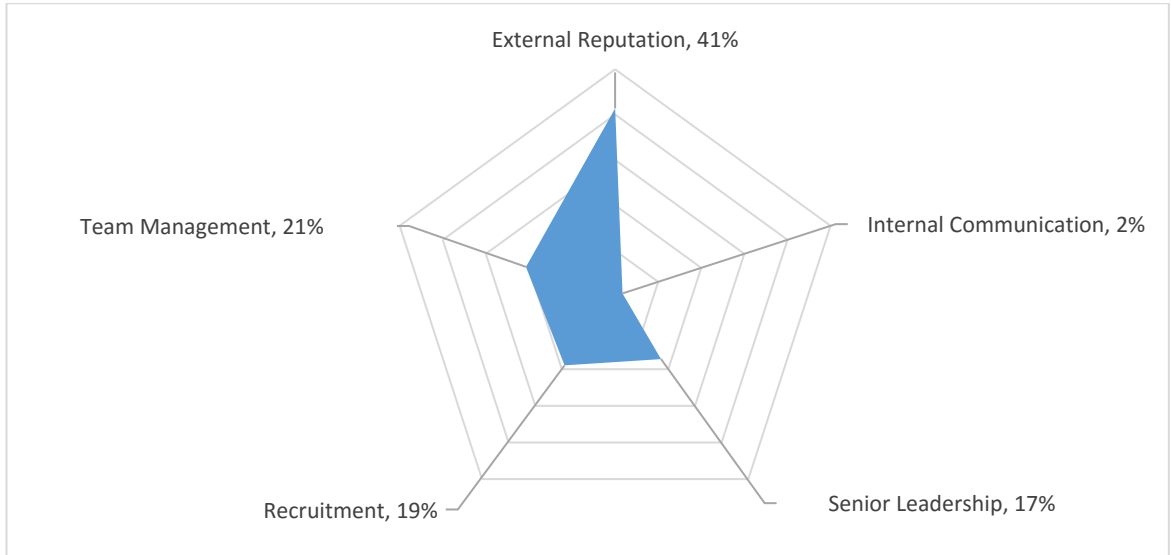
Figure 4. KPMG's EB mix

KPMG's approach to social media seems much more scattered than the others: there is no direct commitment to any direction, and lots of platforms are not being explored for opportunity. While some good ideas do manage to engage the user base, on its own it does not address the issues at large.

3.1.5 PwC's Social Media Profile (Country Focus: Norway)

PwC used to be the biggest money-maker of the Big4, with the audit business using less fixed-term contracts and becoming more project based. Like all the Big4 firms, PwC began efforts to enter the consulting business by acquiring several consulting SMEs. PwC remains the firm with the largest single revenue stream coming from the audit branch.

Out of 220,000 employees, less than 1,000 are employed under the Norwegian practice. Naturally, a fraction of these employees would follow the local social media pages as well. Much like the rest of the case companies, PwC tried to target their pages at this demographic to a certain degree.

PwC Global Careers' Facebook page (https://www.facebook.com/PwCCareers/) has been supplemented with local career pages (https://www.facebook.com/pwc.karriere/) that have a heavy focus on recruitment. The global page almost exclusively reposts content from the local pages which feature recruitment events and job ads.

Table 13. PwC Careers Norway's Facebook posts overview.

Total post count:	16	New posts weekly
	Post count	Share (%)

Client/investor targeted content:		
News	1	6%
Candidate targeted content:		
Job ads	3	19%
Events	10	63%
Employees' stories	2	13%
Of those:		
Featuring management/executives	1	6%

Most of the posts are either job ads or recruitment events, posted plainly and simply. There are a few employee stories, but they're much less direct, aiming at story-telling about the experience of work and the working environment. As with EY, PwC's Facebook page has both a 'call now' prompt, and a direct messaging possibility.

The approach used on Twitter is greatly different, with many different pages under PwC Global (https://twitter.com/pwc/), which itself has content mainly consisting of news and original research. Most of the pages are targeted at clients and the general public, and each serve their own specific purpose, including the local pages. PwC Norway (https://twitter.com/pwc_no) has similar content than that of the global page, but within the regional limits. However, another account under PwC Technology & Media (https://twitter.com/pwc_media/), says they bring "news from PwC Norway related to technology".

Table 14. PwC Norway's Twitter posts overview.

Total post count:	50	New posts twice a week
	Post count	Share (%)
Client/investor targeted content:		
Original research	3	6%
News	46	92%
Candidate targeted content:		
Employees' stories	1	2%
Of those:		
Featuring management/executives	2	4%
PwC Technology & Media	21	New post every 6 days
Original research	4	19%
News	17	81%

Both pages seem to target the clients almost exclusively, as the content is mostly just news. The engagement, thus, is pretty much non-existent.

PwC Global's LinkedIn page (https://www.linkedin.com/company-beta/1044/) has nothing of great interest, only a very common collection of cross-posts, news, and research. PwC Norway's LinkedIn is much more focused, but still quite a mix.

Table 15. PwC Norway's LinkedIn posts overview.

Total post count:	11	New posts every two weeks
	Post count	Share (%)
Client/investor targeted content:		
Original research	1	9%
News	5	45%
Candidate targeted content:		
Job ads	1	9%
Workplace promotion	1	9%
Events	2	18%
Employees' stories	1	9%
Of those:		
Featuring management/executives	1	9%

With a little bit of everything, the page is unfocused and messy, making it difficult to determine the key objectives behind the practice's LinkedIn content strategy, assuming they have a strategy at all.

PwC Global's YouTube channel (https://www.youtube.com/user/PwC) hosts quite a bit of insight from company events and original studies. It seems that PwC aims to raise interests among candidates with select topics, but this doesn't matter to PwC Norway's channel (https://www.youtube.com/channel/UC7E3tXg7SHRYQBNID24KrUQ), which hosts no more than one video, with one subscriber. At the very least, perhaps the channel could repost videos from Global and add subtitles or otherwise modify the content to match the local limits.

The Instagram account (https://www.instagram.com/pricewaterhousecoopers/) is a missed opportunity. Although the pictures are pretty, they're mainly irrelevant to the business and add no actual value. Though it might be that pictures of PwC offices around the world might be interesting for employees, the update rate is about two pictures annually. No regional pages exist either.
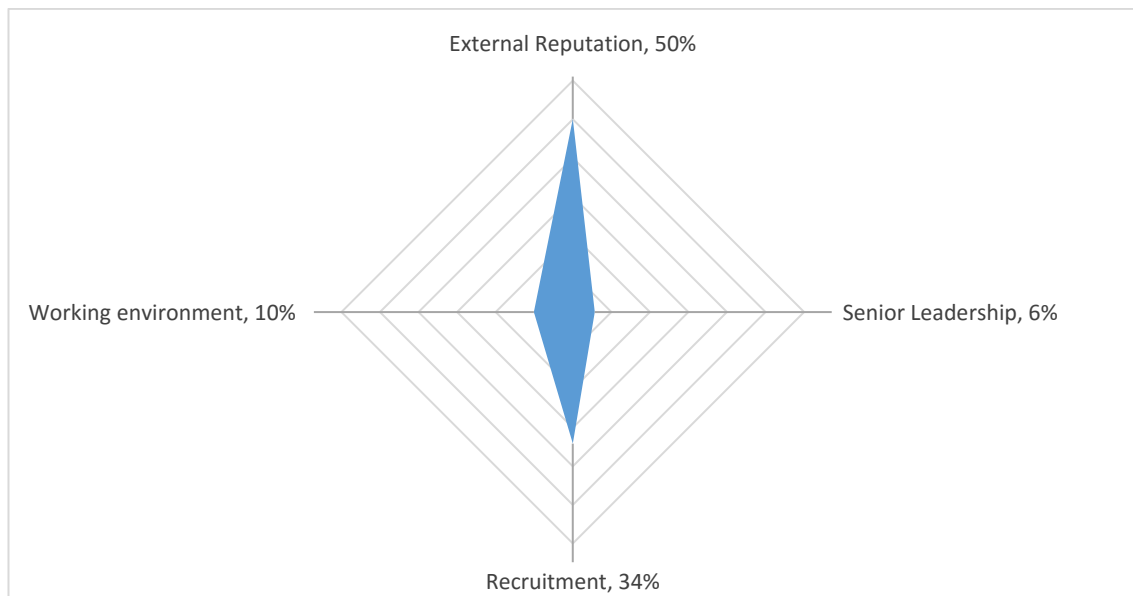
Figure 5. PwC's EB mix

As a whole, PwC sees social media as a means to attract talent, with main focus on external reputation and recruitment. They emphasise the strength of their external reputation, not just on the premise of being one of the Big4, but specifically underlying areas of interest that both the firm and the candidates would share. However, this does not excuse the low user engagement, and, although on some platforms extensive, somewhat clueless content planning.

3.2   Findings' Summary

Upon analysing the case companies, the extent to which talent attraction could be wedged into social media is made apparent. Talent attraction, and even direct recruitment – through networking events, or job ads – while not making up the majority of the content, is still very much present.

Leveraging the external reputation is understandable, as all of the Big4 and J.P. Morgan are well known and widely established, enough so to use reputation alone to make them an appealing employer. So much to the extent of not needing to mention benefits, details about the working environment, or bargain for salaries. The external image seems to follow the logic of spreading the key areas of interest and achievements. Thus, those who would be interested in said particular topics might well end up consuming the relevant content nevertheless, and would make an ideal candidate. This, however, does not address the issue of cultural fit, and even though having users interested in the content seems to be a priority, it may be overlooked by such a widely-established brand.

At the same time, all of the platforms display a huge share of using the general purpose content (news, original research), that is aimed at both sides of the userbase – clients and investors, and candidates and employees. This requires merging of the product brand and EB. This could be turned into a strong tool to attract candidates who share an interest in certain topics and expertise, not necessarily the core competence for a specific position. A well-made publishing, such as a press release, or a study, can also be used to indicate what kind of work is done within the company. This could be the most important element for creating the EB via the product brand. That said, too bland content could easily ruin the already-low user engagement rate.

Senior leadership could play a double-edged sword in a similar fashion: featuring well-known figures in the industry does have an effect of both validating the firm's status, and putting the spotlight on the firm's end-products. Although it should be used carefully: not all leaders are equally marketable, and having an executive displayed for no apparent reason, other than plain promotion, makes the full post seem unnatural and irrelevant. On the other hand, if senior leaders and executives were to talk about their personal projects and visions, or discuss tangible achievements of the company from their expert point of view, it could prompt more interest in the firm's work.

Most any form of employee-authored content – be it a story, or a picture of every-day life at the office – stands out greatly against the rest of the posts. It is the only sure way for the candidates to see not just what work is done, but also how, and what it is like to work for the company. In certain cases, it can also be magnified by having leaders or senior management to present some – only some – of those. The key is to keep the message genuine.

The social aspect of social media is fundamental for the marketed content to have an effect; userbase engagement amongst candidates is difficult to assess, as individuals have different concepts of what is positive, whereas the immediate interaction elements of the medium don't necessarily need to be utilised. The opposite offers a more compelling argument: while not all those who are invested in the firm will be active on social media, most users who are active are likely to be invested enough to spend their time interacting with the company's content. Planning content containing user interaction in company goals not only allows to see the most engaged of the userbase, but can also hint to candidate expectations, FAQs, demands, and other general feedback.

A lack of focusing efforts to emphasise certain elements results in approaches that are less than optimal. Essentially, having a mix of content used to maximise both quantity and

differentiation implies the firm does not use their social media strategically. The overall strategy for enhancing EB via social media both in general, along with specific efforts for talent attraction, can appear in having separate tactics for different platforms – also, with having separate pages on one platform, each having its own objectives to capitalise on.

While no presence in a certain platform might be seen as a worse alternative than having a weak profile with poor content, it is worth keeping in mind that the candidates do not either remain unsure about the EB or become an active promoter of the firm, but can also turn into critics. So, having a well thought-out content plan and platform specific tactics prove to be of superior value than purely spreading the company's presence on the internet.

Below, the key approaches, along with the more infamous shortcomings, are put together in Table 17.

Table 1. Approaches to social media platforms for talent attraction

	Facebook	Twitter	LinkedIn	YouTube	Instagram
J.P. Morgan	One global page Offering candidate advice Hollow workplace promotion Irrelevant leadership features Lacks useful info and concrete facts	One global page Supplying general news Promoting events Referencing partner and client firms	One global page Hollow workplace promotion Showing the kind of work Absent employee activities	One global page Offering candidate advice Showing the kind of work	One global page Employee content Promoting events
Deloitte	Regional and recruitment pages Employee stories Promoting recruitment events Showing the kind of work	Regional and separate news pages Not enough content to supply both	Regional pages Leadership showing the product Showing the kind of work	Regional pages Supplementary role	Regional pages Supplementary role
EY	Regional careers pages Recruitment events Job ads Showing daily work	Regional pages Showing kind of work Employee content	Global specialised pages Telling what work is like Hollow workplace promotion	Regional pages Supplementary role	Regional pages Showing daily work Recruitment events
PwC	Regional careers pages Job ads Recruitment events	Regional specialised pages Showing the kind of work	Regional pages Amassing all content No focus	Regional pages Showing the kind of work	One global page Generic ads
KPMG	Reginal careers pages Recruitment events Employee content Introducing local leadership	Regional pages Showing kind of work	Regional pages Showing kind of work Recruitment events	Regional (or no) pages Supplementary role	One global page Supplementary role No content planning

4 Conslusions

4.1 Platform-Specific Tactics

Although social media, as a whole, reaches most everyone, each platform has its own key demographic and audience that consumes it the most, and thus is easily engaged through platform-specific content.

While using Facebook, a company is most likely to reach those who aren't specifically searching for a job, as the platform is more for casual, every-day use, with its possibility of direct contact via messaging and even calls. It's an ideal platform for setting up regional, careers, and global pages, and gives employees a chance to be seen and heard, either through structured and planned content (such as storytelling, or blog-posts), or through more natural content such as sharing daily experiences. Facebook has space for engagement and discussion, especially with the new 'reactions' feature. This allows for the constant possibility of feedback from candidates, and getting in touch with recruiters. A large benefit for the company is the digital footprint of those who visit and interact with the page.

Twitter is designed to be a timeline of news and events, and the centre of cross-posts between platforms. It brings together product brand and EB, and engages the most audience. Also, since most recruiters are thought to be Twitter-active, many candidates prefer to reach out through there.

LinkedIn is ideal for a company profile in a professional sense: information on both global and local levels, and has easily tracible local employees and management, especially recruiters. The digital footprint is also easy for the company to monitor. Largely, it is similar to Facebook, but easier to target specific professionals based on their competences, rather than just a culture fit.

YouTube allows space for personality and customised content to enhance the product brand, or to delve deeper into hot topics. Instagram is mainly ideal for employee-authored content regarding daily work.

4.2 Leveraging the Regionality

Each platform studied can be used to have pages and accounts specific to each region, allowing the company to focus on local employees. This doesn't mean that the pages need to be completely separate, but can interact with each other, and expose the de-

mographics of a certain country to international opportunities, for example, the London office needs someone fluent in Swedish. This can also be used to set up local events, inviting the locals to network, and especially useful for targeting students, as companies can focus on creating connections for cooperation.

4.3   Social Media Talent Acquisition Plan

Social media is one of the leading bases that can form a company's EB. EB, in turn, is used to build Talent Attraction, although not all of the social media users are viable candidates. This leads to two key objectives of creating a social media talent acquisition plan: identify the best potential candidates and approach them, either directly or with tailored content, while also preventing the rest of the userbase from turning into brand negatives – be it candidates, consumers, or the public. The first objective, a proactive recruitment step, requires the company to be able to ID the kind of people needed, whereas the latter is more heavily focused on merging EB and product brand, and gaining feedback and insight from the userbase.

In determining what are the best practices of social media, the attention is drawn to both sides of the brand building process: the company's ultimate goals, and the candidate experience and journey. As established, there are two objectives: attracting the right talent, and avoiding the creation of brand detractors. Then the candidate journey, as surfaces from social media content planning, is threefold.

Firstly, establishing brand awareness happens mainly outside of social media, and usually before visiting any company pages. General knowledge of the brand can come from internal EB, such as employees sharing work experience, as well as the external product and EB, coming from news, traditional media, and conventional ads. When there is a demand for application, candidates will seek more intel concerning the company: the reason for which being that knowledge is likely limited, especially amongst entry-level candidates or those shifting careers. The goals are to offer relevant general information and limit early discouragement from bad publicity. Two touchpoints are interaction with brand advocates, and open company representation.

Secondly, building interest in the firm and, more specifically, its employees: local teams, leaders, what have they achieved, getting directly in touch with recruiters. Building a concept of the product, and the quality standards of work. This is building the human side of the process.

Thirdly, taking advantage of interest in the job through 'job personalities'. What are the current open positions, and the benefits? What is it really like to work for the firm? What is the work environment, the career growth opportunities, the exit prospects? All this can be made clear through consistent communication.

For both of the objectives, a set of sub-goals can be derived for them: to make clear the importance of certain questions over others. This can be seen further in Table 18 on the next page.

Table 2. "For-The-Candidate" social media strategy development checklist

FOR-THE-CANDIDATE CHECKLIST				
Assign each social media platform a tactical role! Different platforms house different demographics and good for different things!				
Facebook: Employee stories Getting in touch Job posting Candidate stats	**Twitter**: News Getting in touch Cross-posting Engagement	**LinkedIn**: Company info Getting in touch Job postings Candidate stats	**YouTube**: End product Events Support	**Instagram**: Work environm. Employee made

"What's up with this company?"

Talent attraction:

- ☐ Make sure each platform features links to other pages
- ☐ Separate news and career pages
- ☐ Have regional pages with employees listed
- ☐ Set up multiple means of getting in touch: direct message, comments, calls, etc.
- ☐ List open positions

Brand advocacy:

- ☐ Have a detailed company profile
- ☐ Remove links to all the dysfunctional SoMe pages and rework or delete them
- ☐ Schedule regular content updates

"What kind of people do they employ?"

Talent attraction:

- ☐ Feature teams and staff from the local offices on the regional pages
- ☐ Let employees appear in the natural working environment
- ☐ Share employees' stories and experiences
- ☐ Have your recruiters present and easy to get in touch via all the platforms

Brand advocacy:

- ☐ Get the employees discussing or sharing company news
- ☐ Frame employee authored content creation as productively allocated time
- ☐ Offer detailed feedback to rejected candidates

"What's it like to work there?"

Talent attraction:

- ☐ Describe job personae for open positions via storytelling
- ☐ Feature leaders talking about their global opinions or specific achievements
- ☐ Focus generic content to be indicative of the quality standards of the firm
- ☐ Be informative and factual about real benefits and intangible perquisites

Brand advocacy:

- ☐ Promote local recruitment/networking events
- ☐ Provide stories of former employees
- ☐ Offer candidate advice whether they would be a good fit

4.4 Application of the Model and its Limitations

This model sets the basic guidelines for companies wishing to expand or enhance their social media activity to attract candidates or otherwise enhance their EB. By doing so, companies will be able to utilise each platform to its full potential. Having separate pages – global, local, career – enables the company to have tailored content specifically for those particular audiences, leading to a higher user engagement rate.

This model was designed for large platforms, such as the platforms researched in this thesis, and thus can't be 100% successfully applied to niche platforms, such as Glassdoor, or Xing. The question that has remained unanswered though, is who should be in charge of a company's social media pages, creating and enhancing candidate experience and EB? Employees, managers, recruiters, marketing? Would a collaboration between all parties end with messy, unfocused content?

Although the model accounts for using feedback and IDing the candidate segments via the digital footprint, there are no steps in the model that would suggest how exactly a company should go about redeveloping their social media presence. This is partly due to the process being tailored to specific companies, rather than being universal, and partly due to the limitations of the thesis.

4.5 Suggestions for Further Studies

As mentioned, the social media strategy development model can be itself developed further with additional studies into redeveloping social media strategies, when a company is already present and has content uploaded. The model could also be expanded to cover the niche platforms also, where a company's presence could really help them stand out.

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