

Branding an Employer through the Career Website

Case Company Dassault Systemes

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Abstract <p>This research was conducted in cooperation with a commissioning company, Dassault Systemes. The objective was to reveal the preferences of German and French higher education students and young professionals on career website content and features. The results of the thesis are supposed to help the company with the development and launch of a new website in 2020.</p> <p>The investigative questions focus on the strengths and weaknesses of the current career website of the company, on website content, visuals and usability, on the reasons for visiting a career website, and the importance of career websites. The results were used to give recommendations to the case company.</p> <p>The theoretical part of the thesis covers employer branding and breaks it down into external employer brand and employee value proposition. The content, design and usability possibilities of career websites are also discussed.</p> <p>The thesis uses qualitative research to reveal the current state of the career website of the case company with the help of an actual state analysis and a competitor analysis. The results reveal the importance of a new career website for the company as the website performs worse than all others in comparison.</p> <p>A quantitative research method in the form of an online survey was also used. The target group was 18 to 29-year olds living in Germany or France and the survey was filled out by 221 respondents. The results of the survey reveal that the most common reasons for respondents to visit career websites are looking for a job and doing research before a job interview. When it comes to content, there is a preference tendency towards facts and helpful information instead of marketing content that does not add value. The target group also seems to lay focus on efficiency and saving time by consuming content with the help of visuals, clear website navigation and an easy application process.</p> <p>The study confirmed the importance of career pages as an employer branding tool in terms of informing and convincing a potential applicant of the company and as the number one tool for applying to jobs.</p>	
Supervisor Elizabeth San Miguel	
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List of Abbreviations

EB.....	Employer Branding
DS.....	Dassault Systemes
HR.....	Human Resources
HE.....	Higher Education
YP.....	Young Professionals
RQ.....	Research Question
IQ.....	Investigative Question
EVP.....	Employee Value Proposition
AI.....	Artificial Intelligence
CB.....	Chatbot
FAQ.....	Frequently Asked Questions
n.....	Number

1 Introduction

The purpose of this bachelor thesis is to uncover career website preferences in order to develop and launch a new career website for the case company in 2020. This chapter will introduce the thesis topic of “Branding an Employer through the Career Website” to the reader. The background, need and benefit for different stakeholders of the thesis will be portrayed as well as further information on the case company and the key concepts of the theoretical part. This chapter will introduce the research question and the respective investigative questions and explain the scope and demarcation of the research.

1.1 Research Background

The adaptation of the labor market to a more digital and global environment has caused the requirements of the HR department to change immensely. The results are smaller, more specialized teams within the HR department and a “hot topic” called Employer Branding (EB). (Barrow & Mosley 2005, xvi-xvii.) There are not enough skilled people to fill all jobs, especially in Germany. In 2018, there were 82 000 unfilled positions in the IT-sector compared to only 43 000 in 2014. Over thirty percent of companies that were asked about their IT positions stated that they are harder to fill than other jobs. (Bitkom 2018.) This is especially true for the software industry because these companies need top performers with a technical background and people skills. There are limited amounts of people that fit that description and even larger scale companies have difficulties finding enough suitable employees. (Bitkom 2018.) The job market is developing towards an employee market, where the employees have the power to choose their employer and the employers are forced to compete for qualified candidates. This phenomenon was given its own name: ‘War for Talent’. Therefore, it is of the utmost importance for companies to be perceived as a desirable company to work for. To achieve this, companies have started to implement various measures to create not only a company brand but an employer brand. (Barrow & Mosley 2005, 13.) An important tool employers are using to portray this employer brand and convince candidates to work for them is their career website.

The commissioning company Dassault Systemes (DS) is an innovative, forward-thinking and fast-growing 3D software company. With over 17 000 employees worldwide the company definitely no longer belongs to the small or medium-sized companies. (Dassault Systemes 2018.) It is on its way to becoming a global player but hardly anybody outside of France knows about it. According to a Human Resources Manager at DS, people often confuse it with Dassault Aviation, a French airplane manufacturer that is also a subsidiary of the Dassault Group. The company has “suffered” a lot by the Dassault name and the

misconception of the company being a warplane manufacturer. This is a common problem for B2B companies; many people do not know about them. A company-internal employer branding survey conducted by Universum revealed the top reasons why DS is losing talent. Some of the reasons mentioned were lack of knowledge of DS, associations with war and weapons, a negative reputation and limited personal development opportunities. *“Their values are not mine, wars, industry and exhaustion of the planet. There is no environmental perspective”*, says one of the respondents of the survey by Universum (2019). A word cloud that was created as part of the survey results based on associations with the company confirms the mix up with the company Dassault Aviation. Although the words “innovative” and “technology” stand out, there are multiple words that describe a different company, such as “military”, “army” and “defense”. According to an HR manager of DS, most of the competitors of the company have great career websites and have established a good external EB. These issues are further evidence why DS must take action when it comes to the career page. To keep up with the changing market and its competitors DS decided to design and implement a new career website in 2020 and employ me to do research on career website preferences.

I have many reasons for choosing this topic and this company. DS is a very open-minded, creative and sustainable company. These are all characteristics that I search for in an employer. It is important to me to do something that will actually help the commissioning company and I am convinced that I will achieve that with DS. To discuss the needs of the company, I had a call with an HR (Human Resources) manager in France. She told me about the plan of renewing the career website and we agreed that my thesis should focus on supporting the global HR department in creating the new website when it comes to content, features and usability. The topic is a great fit for me and my interests. I am very passionate about HR and digital marketing and the career website creation as an EB measure is the perfect mix of these two topics. I want to gain more work experience and knowledge in the field of EB and the importance of a career website. My goal is to deliver value to the company and learn the most I can in my time at DS so I can become an expert in the field.

1.2 Case Company

Dassault Systemes (DS) is a French 3D software company founded in 1981 with the headquarter situated in Vélizy-Villacoublay in France. The company is made up of 115 subsidiaries and the CEO is Bernard Charlès. DS employs about 17 000 employees worldwide and has grown to be the second-largest software company in Europe. DS works together with 12 600 partners and supports over 250 000 customers in eleven different industries. The revenue in 2018 was about 3.47 billion euros, of which about 3.1

billion euros made up software sales and around 395 million euros made up service revenue. The operating income was 765.1 million euros and the net income 563.4 million euros.

DS has a broad product portfolio that covers the complete product lifecycle. There are twelve software products, which are brought together on the 3DEXPERIENCE platform (Image 1). This includes social applications, 3D modeling applications, simulation applications and information intelligence applications. The most well-known software applications the company offers are CATIA and Solidworks. The purpose of the company “is to provide business and people with 3DEXPERIENCE universes to imagine sustainable innovations capable of harmonizing product, nature and life”. (Dassault Systemes 2018.)

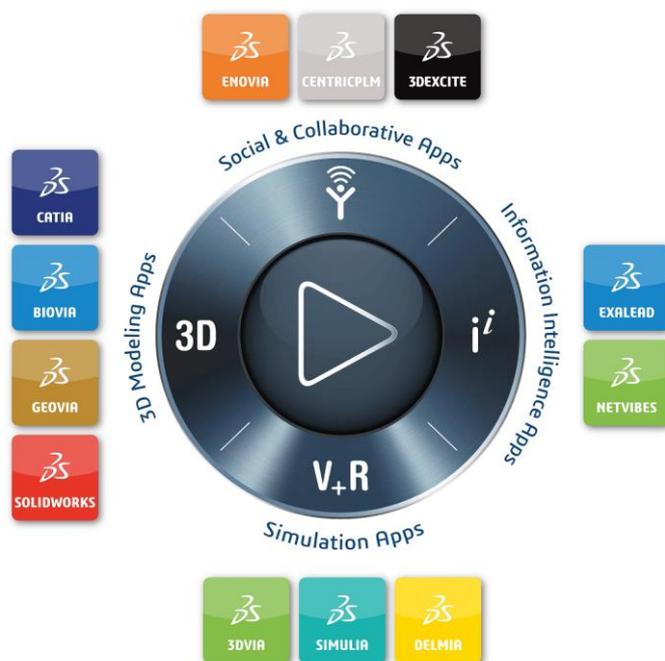


Image 1: The 3D EXPERIENCE platform (Dassault Systemes 2018.)

1.3 Research Question

This thesis aims to reveal the preferences for career website content and features among higher education (HE) students and young professionals (YP) in Germany and France. The outcome of the thesis will be a foundation for the creation, design and implementation of the new career website. The company will be able to use my thesis to start the process of designing a new career page and it will be helpful when it comes to making important decisions and justifying budget needs.

The research question (RQ) can be worded as “**What are the preferences for career website content and features among HE students and YP in Germany and France?**”.

The RQ is divided into investigative questions (IQ) as follows:

IQ 1. What are the current strengths and weaknesses of the career website of DS?

IQ 2. What kind of content should be included on the career website of DS?

IQ 3. What are the preferences of HE students and YP for the visual components of the career website?

IQ 4. What are the main reasons for HE students and YP to visit career websites?

IQ 5. How important are career websites as an EB method to HE students and YP?

IQ 6. What are recommendations for the case company concerning website content and features?

Table 1 below presents the theoretical framework, research methods, results chapters and survey questions for each investigative question in form of an overlay matrix.

Table 1. Overlay matrix

Investigative question	Theoretical Framework Chapters	Research Methods	Result Chapters	Survey question
IQ 1. What are the current strengths and weaknesses of the career website of DS?	2.2 – 2.2.3	Qualitative: Actual state analysis Competitor analysis	4.1.1 4.1.2	-
IQ 2. What content should be included in the career website of DS?	2.2.2	Qualitative: Competitor analysis Quantitative: Online Survey and statistical analysis	4.2.2	9, 10, 11, 12, 15, 16, 20, 21
IQ 3. What are the preferences of HE students and YP for the visual components of the career website?	2.2.3	Qualitative: Competitor analysis Quantitative: Online Survey and statistical analysis	4.2.3	11, 12, 13, 14, 15, 17, 18, 19, 20, 21
IQ 4. What are the main reasons for HE students and YP to visit career websites?	2.2.1	Quantitative: Online Survey and statistical analysis	4.2.4	6, 21
IQ 5. How important are career websites as an EB method to HE students and YP?	2.1.1 2.2.1	Quantitative: Online Survey and statistical analysis	4.2.5	8, 20, 21

IQ 6. What are the recommendations for the case company?	2 – 2.2.3	Qualitative: Competitor analysis Quantitative: Online Survey and statistical analysis	4.2.2 4.2.3 4.2.4 4.2.5 5.2	Questions 1-21
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1.4 Key Concepts

The key concepts that are discussed within the scope of the thesis are employer branding, the external employer brand, the employee value proposition and the role of career websites.

Employer branding (EB) can be defined as “the package of functional, economic and psychological benefits provided by employment and identified with the employing company” (Barrow & Mosley 2005, xvi). In other words, it describes the way a company markets itself as an employer through different methods. The importance of EB has been gradually increasing and companies are starting to notice that EB is a “key driver for talent attraction, engagement and retention” (Gunesh & Maheshwari 2018, 150).

The **external employer brand** is the part of EB directed to stakeholders outside of the company. It focuses on portraying a picture of the company as an employer to the talent market instead of the existing employees. (Stuss & Herdan 2017, 204-205.)

The **employee value proposition (EVP)** is defined as “a unique set of offerings and values that positively influence targeted candidates” (TalentLyft 2018).

Career websites, often also called a **career page** or a **recruiting website**, are often part of a company’s normal website. However, larger companies also have separate career websites in many cases. Companies use these websites to inform possible candidates of open positions by posting job advertisements and receive applications for them through the website. Career pages can also be useful for companies “to position themselves as employers of choice through the design and communication of authentic employer branding strategies” (Gunesh & Maheshwari 2018, 149).

1.5 Demarcation

It is of utmost importance to set boundaries and define the specific areas which will be covered in a research project. This process is called demarcation. This thesis only used answers of survey respondents who can be classified as HE students or YPs. The target group was also narrowed down further by only considering the answers of people aged 18

to 29. This was discussed with the case company as their preferred target group as they will most likely implement a separate career page addressing students and YPs. The company chose this target group to ensure that they will attract young talent and keep up to date with current trends. Additionally, I was more likely to reach more people within this target group through my personal network. This target group includes approximately 21 million people as possible respondents, 9.5 million French 18 to 29-year-olds (Statista 2019 b, c) and 11.5 German 18 to 29-year-olds (Statista 2019 a).

The countries this thesis will focus on are Germany and France. Both countries represent a large percentage of the company as a whole, especially France, being the headquarter for DS (Dassault Systemes 2018). As I will be working at DS Germany when writing my thesis and my connections in Germany are broader, Germany is also one of the focus countries. France represents the largest part of the company and I will be working closely together with the French colleagues on the topic. The thesis will compare these two countries with each other to find out potential differences in preferences. This gives the possibility to potentially adapt local recruiting and employer branding measures and content of the website depending on the location.

The concept of career websites can be placed within the context of external EB. Therefore, the thesis does not cover internal EB but rather focuses on the benefits of the career website for external stakeholders and not the employees themselves.

When it comes to the research itself, I focused on the topics mentioned in my IQs. It will discuss the strengths and weaknesses of the current career website and the importance of career websites in general. The thesis also covers preferences of HE students and YP when it comes to content, visual design and usability of career websites. The reasons for visiting the website are also a topic of interest so that DS can address the website visitors with the most significant content for them. This will make it more likely that the website visitors will find exactly what they are looking for.

It is important to note that I will not be responsible for the actual design of the website, merely for laying out the groundwork for the team to start the process of creating the website. Similarly, the thesis will not cover technical background on how to design websites but merely add some insight on the preferences of usability of websites.

1.6 Benefits of the Thesis

Several stakeholders can benefit from this research. DS itself will be able to create the career website faster and more efficiently, which will strengthen the employer brand and increase the amount of high-quality applications in the long run. In the annual report of 2018, DS states that the aim of the company is “to be acknowledged as an exemplary

actor that contributes to the development of each and every one as well as to sustainable employability in all its forms.” The career page can help DS to achieve this goal. They can set themselves apart from their competitors and attract candidates by implementing and using the information retrieved from my thesis. The thesis will make decision making easier when it comes to content and other features of the website and the statistical results will help justify certain decisions. The results of the thesis will also help to justify budget needs and make the project proposal more believable. Other companies than DS who have not yet implemented a career page or are planning to launch a new website will be able to find concrete action recommendations in this paper and apply the information to their individual needs.

Students and YP will be able to acquire the desired information about DS more easily and will benefit from a well-designed career page with interesting content.

I will benefit from this thesis because I can gain valuable knowledge and hands-on-experience within the field of employer branding and strengthen my time management, research and writing skills. I will also broaden my network even further and put my previous knowledge gained at universities to good use and add value to the company.

1.7 Internationality of the Topic

The thesis requirements state that a thesis topic within the International Business curriculum must include an international aspect. For my topic, there are several reasons why it abides by the guideline. The topic complies with the requirement of an international aspect because two countries, namely Germany and France, are compared to one another. The case company also operates all around the world and the career website will therefore be translated into roughly 13 languages.

My company-assigned thesis supervisor is located in the headquarter in France and I attend frequent meetings with her and other HR colleagues in other geographical regions, such as Japan, the USA, China and Canada. These calls evolve around the topic of the new career website and give the opportunity to brainstorm together and for other countries to give their wishes and inputs. Therefore, I interact in English and German with multiple nations with different cultures throughout the thesis writing process.

2 Career Websites within the Context of Employer Branding

This chapter covers the theoretical context of the thesis. The key concepts, theories and models of relevance will be introduced and discussed. The broader framework or topic for the thesis is Employer Branding (EB), which can further be broken down into the external employer brand. This, on the other hand, includes career websites and their content, design, usability and their importance. This breakdown can be found in Figure 1.



Figure 1. Breakdown of theoretical components

2.1 Employer Branding

Although there had been great employer brands in the past, especially within the military (Barrow & Mosley 2005, 13), the concept of employer branding only developed at the end of the 1990s as a consequence of tightening labor markets. The term was coined by Ambler and Barrow who wrote an article in 1996 called “The Employer Brand”. (Eronen 2012, 15.) An early definition of EB can be phrased as “the package of functional, economic and psychological benefits provided by employment and identified with the employing company” (Barrow & Mosley 2005, xvi). In other words, it is defined as the way companies portray themselves as employers to potential candidates and set themselves apart from their competitors. Bondarouk and colleagues (2012, 26) suggest that EB “is viewed as a long-term strategy of any given company, aimed at both building a unique and desirable employer identity and managing the perceptions of prospective and current employees, in order to gain competitive advantage”. The German Employer Branding Academy (DEBA 2019) states that EB is about the effective positioning of a company as a credible and attractive employer.

Barrow and Mosley (2005, 9) introduced a model called the employer brand wheel (Figure 2) that includes all the factors they thought belonged within the employer brand of a company. The wheel is comprised of the following factors: Vision and Leadership, Policies and values, Fairness and cooperation, Corporate responsibility, External reputation, Communication, Recruitment and induction, Development, Performance Management, Working environment, Reward system and Post-employment.



Figure 2. The employer brand wheel (Barrow and Mosley 2005, 9)

The employer brand wheel gives a good overview of what kind of aspects could be included within the career website. The questions for the quantitative online survey used in this research can be based on some of the concepts mentioned in this model.

2.1.1 The Importance of Employer Branding

The importance of EB has been gradually increasing and companies are starting to notice that EB is a “key driver for talent attraction, engagement and retention” (Gunesh & Maheshwari 2018, 150). This trend of an employer brand is clearly visible in the number of hits when typing it into the Google search engine. While there were only about 3000 hits in 2004 for the term “employer branding” and already 6 450 000 in 2012 (Bondarouk, Ruel, Axinia, & Arama 2013, 26), there are 107 000 000 hits in 2019 (Google 10.12.2019). According to a recent study, 80% of talent leaders agree that the employer brand has a

significant impact on their ability to hire great talent (Kununu 2018). Stuss and Herdan (2017, 211) agree that EB is a tool to build a competitive advantage on the one hand and limit the fluctuation of great talent to a minimum on the other. Bondarouk mentioned EB as a “tool to gain competitive advantage” and a “long-term strategy to construct an authentic and attractive employer personality to handle the opinion of future and existing talents”. A well-developed and well-implemented EB will also have a positive effect on the existing employees by creating a feeling of “loyalty, satisfaction, and emotional attachment” to the company. (Bondarouk et al 2013, 27.) According to a study by Universum (2019), a strong employer brand does not only generate more revenue in the long run, it also lowers turnover rates, increases the quality of applications and makes it more likely for candidates to accept job offers.

2.1.2 External Employer Brand

A further important concept to mention within the scope of the theoretical framework is the external employer brand as opposed to the internal employer brand. The external employer brand is the part of EB directed to stakeholders outside of the company. It paints a picture of the company as an employer to the talent market instead of the existing employees. (Stuss & Herdan 2017, 200-202.) Ideally, the external EB helps to attract the right talent for the company; people who share the same values and identify with the company’s mission. Investing in external EB also benefits the employer in terms of financial savings, negotiation power and stability (O’Brien 2017, 8). Creating this positive employer image to outside parties, potential future employees, in particular, is one of the main objectives of a career website. Although the employer branding strategy as a whole includes external as well as internal EB measures this thesis focuses on external EB because career websites classify as external EB measures.

2.1.3 Employee Value Proposition

While Barrow and Mosley focus on the different components EB is made up of, The Right Group (2015) created an EB Framework, which explains different steps to implement EB measures for a company. The first phase is the audit and analysis phase, where the current situation is assessed, the employer brand is set within the company strategy and an employee value proposition (EVP) is lastly created with the help of the information received. A similar concept is used in marketing, the unique selling proposition (USP), which also describes what makes a product or service stand out from others. In the case of the EVP, the employer wants to become the employer of choice in a highly competitive market and establishes a strong EVP to achieve this. Minchington defines an EVP as “a set of associations and offerings provided by an organization in return for the skills,

capabilities and experiences an employee brings to the organization” (Talent Lyft 2019). Bondarouk and colleagues (2017, 27) describe the EVP as “an image of what the company can offer to its employee” including the company culture, leadership style and the qualities of the employees of a company. Both definitions focus on the different things an employer can offer to future employees. The second stage of the framework mentioned above focuses on defining and perfecting the EVP, whereas stage three aims to test the EVP across divisions and create a communication strategy for it. The fourth stage is the alignment and communication phase and it includes EVP finalization and internal as well as external communication. The fifth and final stage, employer brand management and KPI reporting, uses defined metrics to assess the success of the EB measures. (The Right Group 2015.)

TalentLyft introduced a different framework to the concept EVP in 2018 (Figure 3). It divides the EVP into five sections, visualized by pillars. These pillars are compensation, benefits, career, work environment and culture. Each of these shows a further breakdown of the section in form of bullet points, which describe the section in more detail. The benefits pillar includes holidays, retirement and flexibility, for example, whereas culture consists of the perceptions on colleagues and leaders, the support for the employees, trust and collaboration within the company and general social responsibility.

Compensation	Benefits	Career	Work Environment	Culture
<ul style="list-style-type: none"> • Salary satisfaction • Compensation system satisfaction • Raises and promotions • Timeliness • Fairness • Evaluation system 	<ul style="list-style-type: none"> • Time off • Holidays • Insurance • Satisfaction with the system • Retirement • Education • Flexibility • Family 	<ul style="list-style-type: none"> • Ability and chance to progress and develop • Stability • Training and education at work • Career development • College education • Consultation • Evaluation and feedback 	<ul style="list-style-type: none"> • Recognition • Autonomy • Personal achievements • Work-life balance • Challenges • Understanding of one's role and responsibility 	<ul style="list-style-type: none"> • Understanding of firms goals and plans • Colleagues • Leaders and managers • Support • Collaboration and team spirit • Social responsibility • Trust

Figure 3. Employee Value Proposition (TalentLyft 2018)

A career website is one of the methods used to showcase the EVP discussed in this chapter. This framework was also helpful for the creation of the online survey and it includes multiple concepts from it.

2.2 Career Websites

This chapter will cover the importance of career websites as an employer branding tool and theory on content, design and usability of career websites. A career page (or career website) is a website of a company, where candidates can search and apply for jobs and get information on the company as an employer. So far, there has been a fairly small amount of research on career websites and how they can be used to communicate and deliver the EB of a company (Gunesh & Maheshwari 2018, 149). This is one more reason for the importance of this research.

2.2.1 The Importance of Career Websites

Career websites are a significant part of EB because almost all job applications will go through the career page. In a study conducted in Germany, 96.4% of employers indicated that they use the career page as a recruiting tool, making it the most commonly used tool in Germany (Lilie 2019). A career website is also a significant tool when it comes to striving for long-term goals and developing a long-term EB strategy (Stuss & Herdan 2017, 203). According to research by LinkedIn Talent Solutions (2014), only 25% of employees are actively searching for jobs but 90% are open to hearing more about new job opportunities. When potential candidates hear about jobs, they do not necessarily apply right away. In fact, 59% first look at the company website before applying for a position. (LinkedIn 2016.) Chances are, once they are doing research on the company website, they are most likely going to end up on the career page as well. This underlines the significance of career pages, which need to be effective in informing and converting applicants (Kothe 2018). Greenhouse (2019) states that a company without a great career page is highly unlikely to spark the interest of top talent. Therefore, career websites are “a rich platform for job search, information gathering, and assessing the person organization and person job fit” (Priyadarshini, Sreejesh & Anusree 2015, 729). Furthermore, it is a free recruitment channel that offers enhanced value for potential job seekers by providing “direct, anytime, anywhere access” to job search. (Priyadarshini, Sreejesh & Anusree 2015, 729.)

According to Kununu (2018), the career page is one of the ten parts of the EB framework that make up a company’s brand. They categorize the career page as a factor that can be controlled by the company and state that it is the most important source for candidates to find information on the company as an employer and the jobs they offer. Career websites can also be useful for companies “to position themselves as employers of choice through the design and communication of authentic employer branding strategies” and to establish “sustainable strategic relationship management”. (Gunesh & Maheshwari 2018, 150.) A

positive relationship between an employer and potential future employees is beneficial for the company in many ways. Whether they apply to the company in the future or not, a positive image of a company will reflect the way that person talks about the company in the future. Research published by LinkedIn (2016) revealed that the two biggest roadblocks candidates face when changing jobs are “not knowing what it is really like to work at the company” and “not understanding what’s expected of the role”. Both of these problems are easily avoidable by taking advantage of the career website by posting relevant content and informative job advertisements.

The internal employer branding survey conducted by Universum (2019) gave first insights into the perceptions of young people on DS as an employer and employer branding measures in general. The questionnaire was filled out by French HE students at the beginning of 2019. One topic of the survey was the preferred communication channels when it comes to learning about potential employers. Employer websites were within the top five channels, 45% of students indicating that they visit career websites when they want to learn about potential employers.

2.2.2 Content of Career Websites

Nowadays, it is not enough to simply have a career website. The messages the website conveys about the work culture and working environment of the company are crucial in order to engage and convince potential candidates. The information quality has a direct impact on the attractiveness of the website for the viewer and the perceived usefulness of the website (Priyadarshini et al 2015, 730). Joshi (2019) emphasizes that recruiters must come up with engaging content and a “compelling recruitment strategy” to find and attract desirable talent. Content strategy is an important tool for people designing websites because it is a significant aspect of modern website traffic development and promotion (Builtvisible 2019). Great website content should be differentiated, engaging and easy to follow as well as useful and convincing (Immonen-Seise 2014, 12-13).

Kothe (2018) emphasizes the significance of unique content related to company values, perks and benefits offered as well as employee stories to set the company apart from its competitors. Content like this can act as the ultimate decision driver of candidates considering offers from different companies. Today’s talent lays more and more focus on companies that can offer them a higher purpose, companies that have a clear mission and companies that work in a way consistent with their values. 50 percent of people read a company’s mission statement when they consider applying for a new job. Therefore, adding it is a “chance to inspire like-minded individuals to apply to join” the company. (Sharma 2017.)

The career website is the main communication tool between the employer and the potential employee and should, therefore, be easily accessible and answer the question: “Why should somebody apply at the company?”.

One tool that companies could consider to add to make communication and information exchange easier for candidates is adding a “Frequently Asked Questions” (FAQ) section to the website. This can help to “foster a positive relationship” with applicants (Kothe 2018) and therefore enhance the candidate experience.

Gunesh and Maheshwari (2018, 149-157) conducted a qualitative study on the content and meaning of career websites within the topic of employer branding. Within the context of their study, they interviewed different human resources (HR) practitioners. This resulted in a consensus of the importance of interactivity in forms of employee testimonials, animations and videos. Employee testimonials have proven to be effective as they act as social proof in favour of the company as an employer (Misa 2019). For 56 percent of fully employed people, the most important reason to choose their next employer is whether it has a reputation as a great place to work or not (Linkedin Talent solutions 2014). Therefore, social proof plays an extremely important role in a company’s external employer brand. Further content features that can act as proof of being a great employer are employer awards, quotes from review websites and reviews on external websites (Kothe 2018) such as Glassdoor. This kind of third-party content is perceived as far more credible and unbiased than what a company says about itself (Kothe 2018).

The relevance of the display of core values was also underlined by both Misa (2019), Gunesh and Maheshwari (2018, 163) and Linkedin (2016), where candidates specified that culture and values are topics they want to know most about when searching for a new company. A topic that faced quite controversial opinions was the “sharing of detailed information about the total rewards strategy specifically compensation and benefits [...] via the career websites.” Therefore, the main problem revealed by the study was the need for confidentiality concerning some topics due to the high competitiveness between companies. (Gunesh & Maheshwari 2018, 162.) The article by Misa (2019) does not address the problem of confidentiality but rather encourages to list benefits and perks of the employer to increase application rates. Kothe (2018) agrees and adds that perks and benefits on a career page speak to individuals who are then more likely to apply at the company. In a survey by Linkedin Talent Solutions (2014), which asked 18 000 fully employed people for the most compelling reasons to consider a new job, better compensation and benefits were listed within the top two reasons for active and passive job seekers. Another study two years later (Linkedin 2016) uncovered that 54 percent of

people want to know more about perks and benefits at a company when searching for new job opportunities. Further reasons to consider new jobs were a better work-life balance, better opportunities for career advancement and more challenging tasks. Making this kind of information about an employer public on the career page could be quite significant. Additional content features highlighted by Misa (2019) are employer awards, key numbers of the company and office locations.

In a study conducted by LinkedIn Talent Solutions (2018), 9000 recruiters and hiring managers from 17 countries were surveyed about the state of hiring to reveal current trends. Diversity was one trend, 78% of the German respondents (n = 214) and 73% of the French respondents (n = 375) indicating the importance of the topic for the hiring of qualified employees. However, diversity is not only viewed as important by recruiters; Kothe (2018) argues that “today’s candidates expect diversity in their workplace because it’s a sign [of] an open-minded, forward-thinking company.” One way this could be adopted is to include content on diversity on the career page for people to read about and share with others. The study revealed that “diverse teams are more productive, more innovative, and more engaged” and 78 percent of the respondents are convinced that it can improve the work culture of a company. Diversity can mean many different things but most companies focus on gender, racial and ethnic background and age differences when it comes to promoting a diverse company. Some also focus on the educational background, disabilities, religious differences and other topics. These are all potential topics that could be addressed on a career page as a way to illustrate a diverse and accepting company culture. (LinkedIn Talent Solutions 2018.)

Newest recruitment trends have revealed the possibilities of artificial intelligence (AI) within the field. AI is a “machine’s ability to have human-like intelligence” (LinkedIn Talent Solutions 2018). According to LinkedIn’s survey, one-third of the recruiters classify AI as very important in the recruiting process. One of the hot topics that have been gaining more and more attention is chatbots (CB). CB are software applications that use AI to mimic an online chat with a human being. Some companies have already implemented them on career pages, while others are still weighing and discussing the advantages and disadvantages. One definite advantage is the reduction of workloads for recruiters because many questions of potential candidates and actual applicants can be answered by the CB (Joshi 2019). When used efficiently, CB can provide information on the company, on available jobs, on the work life and the application process. They can also save a significant amount of time and money and remove human bias from the application screening (LinkedIn Talent Solutions 2018). A further advantage is the prompt availability of information (Joshi 2019). CBs will always answer within a couple of seconds, while

recruiters with a full mailbox might take over a week or more to answer questions. Joshi (2019) also argues that CB have the power to improve the candidate experience by getting in contact with candidates right after they apply. However powerful all these arguments sound, new technologies always bring along shortcomings and problems, lack of empathy being one of them. CB are, as the name says, robots that are not capable of human-like emotions. Language barriers such as slang and abbreviations and unpredictable candidate behaviour pose further issues when it comes to using CB for recruiting purposes (Joshi 2019). Lastly, candidates are highly likely to ask specific questions that a CB is not able to answer and might get frustrated by this. This thesis will uncover whether CB are something young people are interested in or not as part of the content on a career page.

As the last point, Immonen-Seise (2014, 56-57) stresses that companies should define a target audience for any kind of website before starting to create content for it. She adds that websites should add value and insights to the website visitor instead of merely stating facts.

2.2.3 The Design and Usability of Career Websites

Kothe (2018) addresses the necessity of a visually appealing website by stating that “the human brain processes images 60 000 times faster than text, so it pays to use text-light and image-filled content on your career page”. An article published by Ongig (Misa 2019) agrees by stating that the most engaging content types are videos and pictures and that they are a “great way to articulate [an] employer brand”. People with busy schedules do not want to read unnecessarily long texts and would often rather watch a short video or look at some pictures to get an image of the potential employer.

The term usability refers to the ease of access and use of a website and a user’s ability to complete their desired task. Usability entails that a website should be intuitive, predictable and functional. (Soegaard 2019.) There are several aspects one has to consider when it comes to website usability. The content and visuals can be top-notch but if the website usability is complicated and lengthy, the probability of candidates leaving the website is fairly high. According to Soegaard (2019), three main aspects should be considered when it comes to usability. The website visitor must be able to become familiar with the website quite fast. In the case of career websites, the job offers should be visible and easily accessible from the homepage of the career site. The second important aspect to ensure good usability is the accomplishment of the reason for visiting the website. If a potential candidate is looking for a job in a specific country and area, the website must guide the candidate to the desired job and through the application process. A tool that can help with

finding exactly what one is looking for is a search bar, which is important to add to a career page (Rawat 2012). Placing the link or icon that leads to the job offers in a visible spot on the website and ensuring it can be clicked at any time enhances the candidate experience (Misa 2019). The third and last thing Soegaard (2019) mentions is that people should be able to recall and remember the usability of the website after leaving it so that they will be able to find their way around just as easy or easier than before.

Further suggestions include using fonts that are easy to read, placing the company logo on the top left corner, including a navigation bar and displaying useful and fun content (Soegaard 2019). Rawat (2012) agrees that clear and easy navigation on a website is crucial and stresses the importance of a meaningful, well-designed user interface that speaks to the target audience.

One of the most important features that the website should possess is mobile-friendliness. The majority of people are using mobile phones to search the internet and some even end up applying for jobs with their smartphones. Thus, turning the career page mobile-friendly should be a top priority. (Kothe 2018.) However, mobile-friendliness does not only entail a design that works on a phone screen. Several further aspects should also be considered, such as writing short sentences and short paragraphs, using light images and including short videos. (Sharma 2017.)

Another usability feature to keep in mind is an easy application process. Companies have to ensure that candidates can find information on where to apply and how to apply very easily. Additionally, the process should not take too long and should be clear and precise. Kothe (2018) highlights that about 60 percent of job seekers “abandon online applications if they are too complex”. Therefore, user-friendliness should be the essence of career pages (Gunesh & Maheshwari 2018, 159). Especially large companies have many open positions and more content to post on the career page. In these cases, it is essential to add a search bar to the website and to categorize job postings so that candidates can save time and look up relevant information quickly.

3 Research Methods

This chapter will introduce the overall research design and the specific research methods used and why they were chosen. It also includes content on the reliability of the thesis.

3.1 Research Design

Figure 4 below illustrates the research methods used in the thesis and how each investigative question (IQ) is related to one another. The figure shows the research methods in the order they were conducted, starting with the qualitative methods and moving on to the quantitative method. One observation that can be made in the figure is that IQ 1, IQ 2, IQ 3, IQ 4 and IQ 5 all needed to be answered before the recommendations for DS (IQ 6) could be fully determined. The competitor analysis supported the creation of the online survey and helped come up with recommendations for the case company.

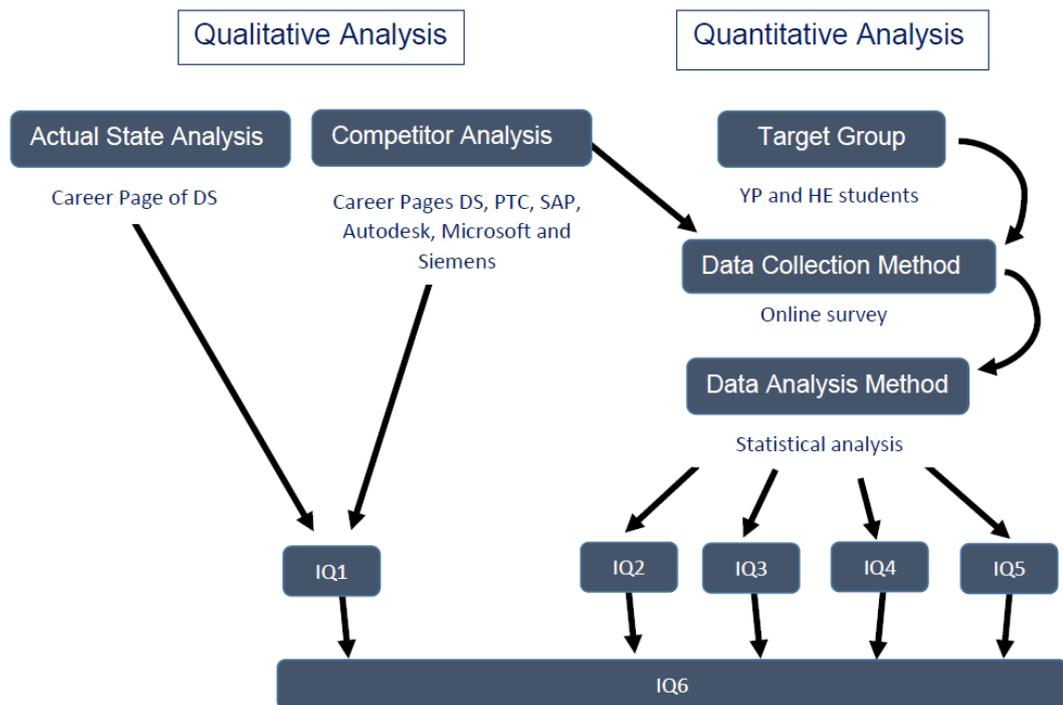


Figure 4. Research methods

In order to properly assess the current state of the career page of DS and to be able to create the online survey, a qualitative research part in form of a career page analysis of DS and a competitor analysis was completed. Both of these research methods were used to answer IQ 1, the current strengths and weaknesses of the career website of DS.

Qualitative research is a study of the whole (Johnson & Christensen 2008, 34), in this case, a study on career websites. The information gained helped in the process of creating the quantitative survey by using other company's career websites as benchmarks and examples. Qualitative research looks at a topic through a "wide-angle lens", examining the breadth and depth of the phenomena and is used to identify patterns, features and themes. (Johnson & Christensen 2008, 34.) My assumption was that this qualitative research would further highlight the importance of this research and underline the necessity to introduce a new career website.

It is important for the company to find out what young people value when it comes to career pages. This can only be done with a survey that includes specific questions and can be sent to a large number of people within this target group. Only conducting a qualitative approach is therefore not thorough enough. Quantitative research is also more objective and can be measured more easily and precisely. (Johnson & Christensen 2008, 34.) It also ensures that the thesis will result in concrete predictions, recommendations and action steps for the company based on statistically relevant research results. Statistical results let us derive different statistical relationships or differences between groups (Germans and French), for example. (Johnson & Christensen 2008, 34.) Walter and Andersen (2016, 7) call statistics "powerful persuaders" that "summarize reality in numbers" and "influence the way we understand society". Lastly, IQ 3 to IQ 5 require a quantitative research approach to be answered (Figure 4). The result of the quantitative research approach is a "statistical report with correlations, comparisons of means, & statistical significance of findings" (Johnson & Christensen 2008, 34.), which will simplify decision making for DS.

It is important to consider possible risks that might occur when conducting research so one can properly prepare for them. One risk was that there would not be enough French respondents to fill out my survey for the comparisons to be statistically relevant. This risk was partially avoided by sending it to as many French people possible, asking them to forward it and using the case company's internal platform to spread the word about the survey. Furthermore, the survey is in English and all respondents answered the survey in their second language. There was a risk of them not understanding some things or not understanding them in the right way. This was avoided by adding contact details to the survey so everybody could contact me if they needed to. Also, using a simple and understandable language and explaining uncommon concepts and defining complex words were part of the risk management methods. Before sending out the survey, it was

also tested out on French and German people and adjusted after they had given feedback.

3.2 Qualitative Research Methods

The first part of qualitative research, the career website analysis, was conducted in form of a detailed description of the current website of DS. This part points out the strengths and weaknesses of the website in order to determine a state of “Where are we now” and to be able to give recommendations about where the website should be headed and how the company is going to get there. This analysis focuses on the content, design and usability of the career website and answers **IQ 1**.

The second part of the qualitative research, the competitor analysis, was carried out in form of studying the career websites of the five companies in detail, assessing the different components of content, design and usability. The five companies are PTC, Siemens, Autodesk, SAP and Microsoft. The results were compressed into an Excel sheet and an “x” was added if a company’s career page possesses a certain feature (Attachment 1). This data collection method enables a systematic analysis and interpretation. The categories analyzed can be found in Table 2. There is a short section covering general information about the companies, followed by content features and design and usability features. This analysis helps answering **IQ 1** by highlighting the differences between career websites and finding out where the strengths and weaknesses of DS’s website lie. It was also a helpful tool for creating the survey. Based on the results of the analysis, I drew preliminary assumptions on what should or should not be included on a career website and backed them up or rule them out based on the quantitative survey results. Both research methods will support the results for **IQ 6**.

Table 2. Extract of Competitor Analysis

General information	Company Information	Number of employees (2018) Revenue (in million EUR) Industry Country of origin
	Target group	Target group specific content Country specific content
	Company related content on the career website	Company information History of company Company culture Values Mission Sustainability at the company Office locations Personnel data News

Content	Employment related content on the career website	<ul style="list-style-type: none"> Job offers Information on job areas Application process information Career opportunities Work environment Benefits Work-life balance Learning and development Employer Awards Employee testimonials Testimonials from third parties Fun Facts Employee stories FAQ Career Events Women/diversity in the company Quizzes Open application option
	Types of content on the career website	<ul style="list-style-type: none"> Short written paragraphs Articles Pictures Videos Infographics Social media posts
	Interactive features on the career website	<ul style="list-style-type: none"> Chatbots Feedback option Subscription option Recruiter contact Quizzes
	Types of videos on the career website	<ul style="list-style-type: none"> Company information Product demonstration Interviews Promotional videos Company culture and work environment Employee stories Events
Design and Usability	Video lengths on the career website	<ul style="list-style-type: none"> under 1 min 1-2 min more than 2 min
	Number of videos	number of videos
	Pictures on the career website	<ul style="list-style-type: none"> Photos of premises Employee photos Event photos Photos of life at the company Photos of the products/services
	Usability	<ul style="list-style-type: none"> Navigation Menu bar Job offers Language selection Search bar Mobile friendliness
	Design	<ul style="list-style-type: none"> Colors Text

3.3 Quantitative Research Methods

The heart of successful research is a great and thorough survey. The survey creation included brainstorming sessions with colleagues, French and German people testing the survey and discussions with my professor and company supervisor. The results obtained from the survey are the basis for answering **IQ 2 to IQ 6**.

According to Vogt (2011, 29pp), “internet interviewing opens up unique, new possibilities for empirical research” and “creates opportunities to measure new or complex concepts”. Additionally, the research can be conducted in much shorter time frames than in more traditional survey research. Data is conveniently presented in an Excel or SPSS file after it is collected and there is no need to fill it in manually. However, internet interviewing also has some drawbacks. The response rates are usually very low and the survey requires respondents to have an internet connection. (Vogt 2011, 29pp.) As the target groups are YP and HE students and most people belonging to this category have internet access at home and on the go, this will probably not pose a problem to this research. Further reasons for using an online survey are a higher reach, to reach people from France and to easily work with the data.

The survey was sent out to possible respondents via LinkedIn, Facebook, WhatsApp, E-Mail and the internal communication system of DS. I also posted the survey in Facebook and LinkedIn groups and on an internal platform of DS to maximize the number of respondents. The survey was online from the 10th of October 2019 to the 19th of October 2019. My personal goal was to reach at least 150 respondents to ensure reliability and to be able to work with the results more easily.

This kind of data collection method is called convenience sampling. Convenience sampling refers to a type of “non-probability sampling method that relies on data collection from population members who are conveniently available to participate in [the] study” (Research Methodology a). This included friends, colleagues and family members who could be contacted via a direct message or post. This kind of data collection means that all primary data is used without special requirements. This simplicity is one of the biggest advantages. It requires the least amount of time and gets many people to answer the survey in an easy way. However, convenience sampling is vulnerable to “selection bias and influences beyond the control of the researcher” and there is a “high level of sampling error”. (Research Methodology a.) This is still a widely used method due to the limitations of researchers (Eronen 2012, 20) regarding money, time and legal reasons (data protection for example).

All variables gathered from the survey questions were either nominal or ordinal. However, the scales used are so-called Likert scales and can be used for different statistical analyses. A Likert scale is a survey scale with multiple answer options ranging from one extreme to the other. They are a reliable way to measure opinions and perceptions such as agreement, interest or importance. The Likert scales used in the online survey were all

unipolar, the range of possible answers going from “none” to the maximum. (Joshi, Kale, Chandel & Pal 2015, 397-401.)

The tool used to conduct the survey is Webropol as every student gets free access to an account and the data can be easily exported. SPSS from IBM was used for the statistical analysis because all tests that are needed for the analysis can be run with SPSS.

Methods used include frequency tables and the comparison of means. Hypothesis testing was conducted with the help of inference tests such as the Mann-Whitney U test and the Kruskal-Wallis test to reveal the statistical significance of certain results. The risk level used was 5%.

The final survey, which was used for the empirical part of the thesis, is comprised of 21 questions (Attachment 1). The first four questions fall under the category of demographical questions, asking the respondents about their age, their position (HE student or YP), the country they live in and their gender. These questions already limit the number of respondents to the desired target group as only people aged 18 to 28, who live in either France or Germany and are a student or YP can answer these first questions.

The second set of questions, questions 5 to 8, can be categorized as introductory questions asking about the familiarity with the topic of career pages. The number of career pages visited, reasons for the visit (IQ 4) and the importance of career websites (IQ 5) for the respondents were asked in this part. Question 8 introduces the four-point-scale which is used multiple times during the survey. Depending on whether importance or interest is the focus, the answer options follow the form “not at all important/interesting”, “somewhat unimportant/ uninteresting”, “somewhat important/interesting” and “very important/interesting”. The four-point-scale was chosen so that respondents would be forced to lean towards one side or the other and not choose the middle option too often.

The third set of questions, questions 9 to 16, are the main focus of the survey, covering the content features of career websites (IQ 2). Different company and employment related features and content types are listed and respondents are asked to indicate their level of importance for a career page. There are several questions covering the media type ‘video’, studying preferences on content, number and length of videos on career websites. Question 16 finalizes this section with 9 statements to which respondents must indicate their level of agreement ranging from “strongly disagree” to “strongly agree” on the same four-point-scale.

The last part of the survey, questions 17 to 21, deal with usability and design features (IQ 3) and wraps up with a voluntary open question, asking for the most important feature of a career website. Question 19 presents two extremes and asks the respondent to select a choice on a scale between the two extremes. For example, respondents could either select that they preferred a colorful design, a monochrome design or an answer option that leans towards one or the other.

To increase the participation and motivation of the respondents, there was a possibility to win a 20 Euro gift certificate or one of three power banks sponsored by DS. Participants could enter by providing their E-Mail address at the end of the survey, which was optional of course. The winners were selected randomly and have received their prizes by now. The e-mail addresses were deleted after choosing the winner.

3.4 Reliability

Relevance and reliability are significant to high-quality research and should be taken into account throughout the whole process. **Reliability** refers to a consistency or repeatability in measurements, meaning that the researcher would get the same results every time they measure a variable (Schnell 2019). "Inter-rater reliability" is one form of reliability within research, where research results are the same for two different researchers (Schnell 2019). To achieve this, I used a quantitative method, which is not very vulnerable to this issue. The answering of the online survey was objective and not dependent on the researcher. Qualitative research, however, gives more subjective results and interpretations. In the case of the career website analysis, the weaknesses and strengths identified were based on theory or based on personal experience, which makes this subjective. However, the competitor analysis was created as an Excel checklist and is therefore mostly objective because a company either has a certain feature or not.

I took my time to intensively read through EB theories and the role career pages play currently as well as looking through multiple career pages of companies of different sizes and industries to get an extensive overview of the topic. I did this before choosing the research methods and therefore before defining the criteria for the qualitative analysis and quantitative survey.

The minimum number of respondents I had set for this research was 150 people, at least 30 of them being French. This sample size would make the research more reliable and would lead to statistically relevant results. To reach as many people as possible, I wrote down all the ways I want to contact people to fill out my survey and held a list of contacts in France I could ask for help.

The companies analyzed for the competitor analysis were chosen after careful consideration and with the help of multiple factors so that it makes sense to compare DS with them. All companies were mentioned as main competitors in the annual report 2018 from DS (Dassault Systemes Annual Report 2018) as well as in the internal survey conducted by Universum (2019). Colleagues from the recruiting team mentioned many of the companies as the main competitors as well.

Questions of the survey were tested out on different people from Germany and France to ensure that they are understood in the right way, making the questionnaire more reliable and less vulnerable to misunderstandings. I made sure to include definitions of specific vocabulary and my contact details, in case respondents had questions and needed help answering the survey.

Finally, I explain my decisions and conclusions in detail and transparently so that the reader can understand why I chose to do things a certain way. The conclusion of the thesis includes a critical viewpoint to show that I thought about limitations to my work.

4 Results

This chapter contains the results of the qualitative and quantitative research methods of this thesis. They are placed in the order they were conducted, starting with the actual state analysis of DS's career website, the competitor analysis and lastly, the statistical analysis of the online survey.

4.1 Qualitative Research Results

This subchapter covers the results of the qualitative research conducted for this thesis and provides answers for **IQ 1** and helps to answer **IQ 6**, the recommendations for DS.

4.1.1 The Career Page of Dassault Systemes

Before starting to think about where the career page should be headed, it is important to analyze the current state of the website and discuss strengths and weaknesses according to previous theory and my own experiences with the website. The website will be described analyzed from top to bottom.

The current website can be found under the following link: <https://careers.3ds.com/>

The navigation of the career website happens almost fully by scrolling. There is no menu bar and only a few links to other pages. (Dassault Systemes 2019.) This kind of navigation works if there is as little content on the website as there is currently but will pose problems if the content scope widens. Links to other websites and a menu bar are helpful tools for navigating from one part of the website to another (Soegaard 2019).

The interface of the website (Image 2) is made up of a picture of a man and a woman smiling at a tablet in their hand, a link to all jobs in the top right-hand corner, a slogan with the words "Imagine new horizons" and a search bar in the center. The interesting catchphrase and the clearly visible search bar are strengths of this website, while the button for job postings is quite see-through and not well visible and can be said to be a weakness. (Dassault Systemes 2019.) In chapter 2, the importance of the search bar was addressed already, supported by the article by Rawat (2012). The jobs themselves can be found under a separate link called "See all jobs", where the different positions can be filtered by department, contract type, country and product.

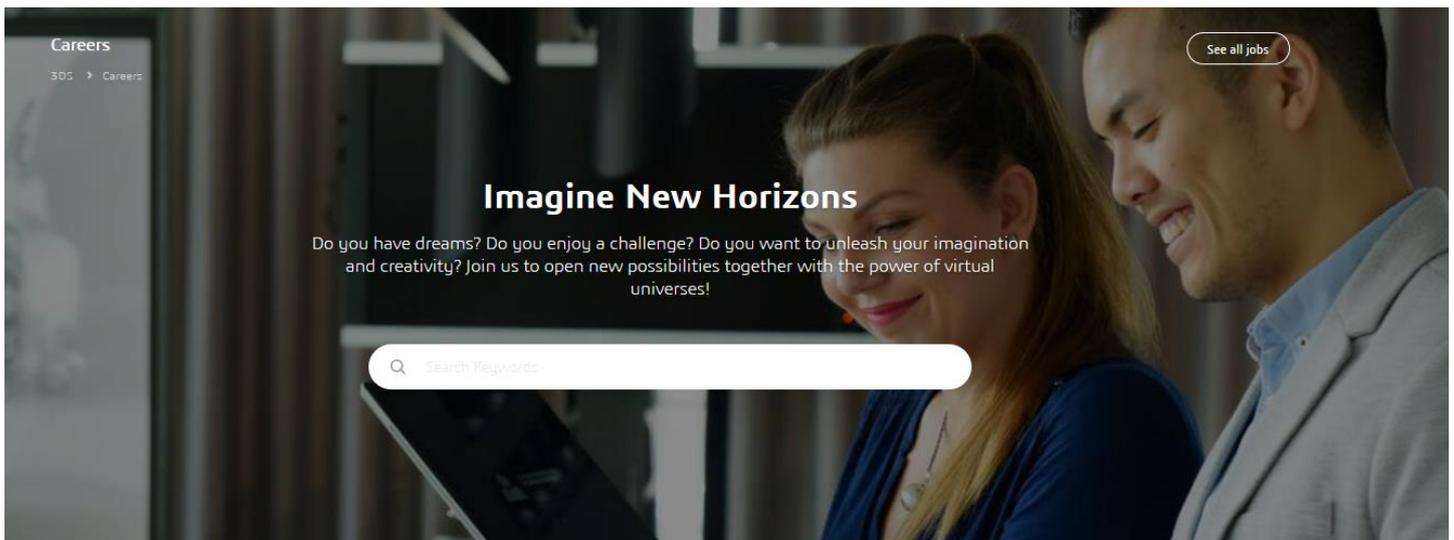


Image 2: The interface of the career page of DS (Dassault Systemes Careers 2019)

Further down there are links to an employee story video and an interactive article (Dassault Systemes 2019). Kothe (2018) emphasized the significance of employee stories and unique content to set the company apart from its competitors, so these two features are strengths of the website.

The newest jobs worldwide are listed on the website as well as further articles about current projects. The projects use interesting text and images and show the website visitor some deeper insights into what the company does. More general company information such as the number of employees, the global presence and other figures like the revenue, the brands and the customer numbers are also made available to candidates on the career page in the form of an infographic. (Dassault Systemes 2019.) This is a great way to display general facts about DS in a visually appealing way. DS showcases the sustainability efforts of the company by mentioning that they were ranked the number one most sustainable company in the world by Corporate Knight's Global 100 index 2018. DS added different posts from their social media channels such as Facebook, Twitter and YouTube under the "Life at Dassault Systemes" section and calls out to "join the conversation". At the bottom of the page, there is a language selection of 13 languages. (Dassault Systemes 2019.) To change the language, the candidate has to scroll down to the bottom of the website. This is quite inconvenient and is a negative feature of the website.

The website uses the same easily readable font on the website and a mixture of light and dark letters. The colour palette is black and white and different shades of blue. (Dassault Systemes 2019.) In their article, Soergaard (2019) points out the importance of easily readable fonts, so this feature can be seen as a strength. The website (Dassault Systemes 2019) was tested out with a smartphone and was found not to be very mobile-friendly, one further weakness of the website to work on.

While the design of the current website (Dassault Systemes 2019) is appealing, there are several content features missing. For some aspects, the information is already available in the annual report of the company but it is missing from the website where candidates search for this kind of information. This includes leadership in the company, sustainability figures, learning and development opportunities and the companies mission and values. (Dassault Systemes 2018.) The relevance of the display of core values and culture was also stressed by both Misa (2019), Gunesh and Maheshwari (2018, 163) and LinkedIn (2016). The lack of these features is a clear weakness and opens up room for improvement.

Out of the five components of the EVP framework of TalentLyft (2018), DS only scratches the surface of one of them on the career website; the culture of the company is portrayed with one employee story video. The work environment, compensation, benefits and career opportunities are not mentioned at all. (Dassault Systemes 2019.)

Overall, the design is visually appealing but the usability of the website leaves room for improvement in terms of navigation and mobile-friendliness. DS also gives very little reasons why talents should apply to the company and does not convince the website visitors of being a great employer, mostly because of missing content.

4.1.2 Qualitative Competitor Analysis

The qualitative competitor analysis between SAP, Microsoft, Autodesk, PTC, Siemens and DS can be found in Attachment 1. This Excel Table is the basis of this chapter.

When it comes to general information, DS has more employees and a larger revenue than PTC and Autodesk but SAP, Siemens and Microsoft have significantly more employees and revenue. Siemens has the most employees with 379 000 (Siemens Annual Report 2018) and Microsoft has the largest revenue with 100 512.03 million Euros in 2018 (Microsoft Annual Report 2018). Siemens operates in the Automation industry and Microsoft in the Technology industry, while DS and the other three companies are all

within the software industry. DS is the only French company; all others are either from Germany or the USA.

The career websites of the six companies examined are quite different from each other in multiple ways. Only half of them, namely Autodesk, SAP and Microsoft, take advantage of target group specific content and only SAP and Microsoft include country-specific content. The companies that target different audiences usually differentiate between Students and Professionals.

Major differences can also be observed in the types of company related content features that are displayed or not. DS only gives information on the company itself, the sustainability and news within the company, while SAP highlights six out of the nine possible features. Features such as company culture, values and office locations are displayed by almost all others but DS, which suggests that these are important components for a career page. The history and personnel data are not featured on any website, which could mean that candidates do not seek this kind of information on a career page.

In the analysis, there are 18 different employment related content features. The career website of DS includes only two of them: job offers and employee stories. Both of these features are also on all other websites. This is not surprising as job offers and the application to them are the main purpose of a career page and employee stories have become a trend over the last years. Features displayed by at least four of the five competitors include the work environment, the benefits, employee testimonials and frequently asked questions (FAQ). Therefore, all of these can be assumed to be essential to a career page. Features that only one company has, are fun facts (SAP), career events (SAP) and an option for open applications (PTC). It will be interesting to see whether the companies have a competitive advantage through these features or if there is a reason for them being the only company having that feature. Overall, the company with the most employment related features by far, 16 out of 18, is SAP.

So far, the analysis has focused on what kind of content is displayed. Now it will dive deeper into how exactly this content is displayed, in other words, what kind of media is used. All six companies use a variety of media options, at least four of six. Visuals such as pictures and videos are used by every company as well as social media posts. DS uses articles and an infographic but fails to include short written paragraphs like all other companies. The only other company using an infographic is SAP.

The use of interactive features to engage the candidate are quite low. DS and PTC have no interactive features and none of the companies use CB and quizzes. However, my assumption is that gamification is currently on the rise and many companies might not have thought about this option so far although many people might find it interesting. A feedback option that allows candidates to evaluate their experience on the career website might be an interesting interactive feature for the new website of DS. Currently, Autodesk, SAP and Microsoft provide this option in form of a quick survey. Having an option to subscribe to job alerts, such as Siemens, SAP and Microsoft, could be useful in keeping a qualified talent pool and increasing candidate engagement.

The analysis also lay a focus on visual components in more detail, videos and pictures in particular. The average number of videos is approximately four videos, most of them being between 1 and 2 minutes. The videos focus more on the company culture, employee stories and promoting the company than giving more information on the company and its products/services in general. SAP has the most videos with the most diverse topics, while DS and Siemens only have one video covering one topic. Similarly, DS, PTC and Autodesk have only two types of pictures on their websites, employee photos being the most frequently used images. Illustrating the life at the company is quite popular, although DS does not include this as the only company. Event photos cannot be found on any of the investigated career pages.

The usability and design were compared by short descriptions of different aspects of the websites. The majority of the firms used a similar navigation method, a mixture of scrolling down the website and clicking on links to navigate from one part of the website to another. DS is the only company that only uses scrolling. However, Autodesk has two main pages and almost no links as well. There is a tendency to include multiple links that connect the pages and different content with each other. All companies except DS use a menu bar on the top of the career page for the candidate to navigate their way through the career page. The button for job offers and the search bar are both easily visible and accessible on the top of the career page for all companies. Interestingly, the job offer button has a different name for every single company, for examples "See all jobs" (DS) or "Search all openings" (Autodesk). The language selection is at the top right corner for all companies except for DS, which displays the language opens at the bottom of the page after scrolling all the way down. This suggests that the languages should most likely be accessible faster and easier, at the top of the website. Similarly, DS's career website is not mobile-friendly, while all others have a mobile version available for smartphones. The importance of mobile-friendliness is shown within this qualitative research as well, underlining the existing literature on this topic.

The last aspect that was examined was the design of the website. The text was similar for every one of the corporations. They used the same fonts and different sizes in letters throughout the websites and a mixture of light letters on dark backgrounds and dark letters on light backgrounds. All text is always easily readable as well. The use of colours varied from one firm to another, DS and Microsoft using monochrome colours and all others incorporating colourful components in addition to their company colours.

The website with the most features and the overall best performance is SAP by far. SAP has 43 of the examined features. Microsoft and Siemens are comparable to each other with 32 and 28 features as well as Autodesk and PTC with 25 and 24 features. Overall, the career website of DS is missing major components and features and performs quite poorly in comparison to all five competitors with merely 14 features. This strengthens the importance of this thesis and the necessity to launch a completely revised and adapted career website.

4.2 Quantitative Research Results

This chapter covers the results of the quantitative online survey, divided into information on the demographics of the respondents and a statistical analysis. Due to the length of the survey, the empirical study will be divided into further subchapters according to the first four investigative questions: Content preferences, visual preferences, reasons for visiting career websites and the importance of career websites. The chapter will discuss the different results obtained and draw connections to the theory and the competitor analysis in chapter 4.1.2. Some recommendations for DS will already be given in these subchapters.

All in all, 225 people took part in the survey. Four of them could not be taken into consideration as they were older than the desired target group, leaving a total of 221 respondents. The statistics given by Webropol show that 567 people opened the survey and 299 actually started the survey. This means that 78 people started the survey and did not finish it. This might be due to the length of the survey and people not wanting to spend too much of their time on a survey for a person they might not even know.

The first part of the survey proved the relevance of a career page as 95 % of the respondents had visited a career page in the past, out of which more than half visited more than ten and 31% more than 20. This means that the familiarity with the topic among respondents prior to answering the survey was quite high.

The most common way to access a career page is through the company's general website, 75.6 % indicating that they use this method. Very few find their way to the career page through social media channels and typing in a search word in the search engine is only used by approximately half of the people. Further ways to search for a career website are job portals and rating websites.

4.2.1 Demographics

The survey included four demographic questions asking for the age, the occupation, the country of residence and the gender. The majority of the respondents are 22 to 25 years old, namely 56.1 percent. The 18 to 21-year-olds make up 36.2 percent and 26 to 29-year-olds fall short with 7.7 percent. (Figure 5.)

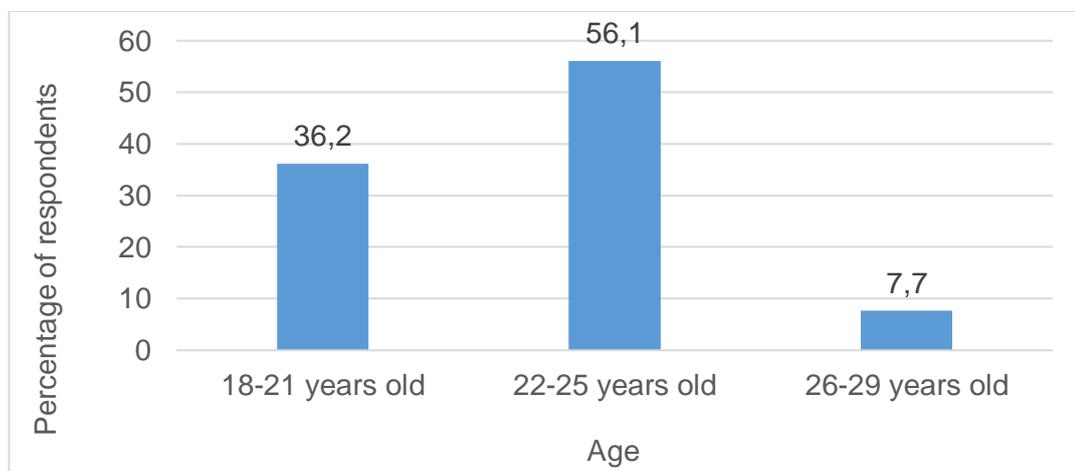


Figure 5. Age of respondents (n=221)

Almost half of the respondents are full-time students (48.9%), while only roughly 21% are full-time employees. About 30 percent stated that they are currently a student and an employee. (Figure 6.)

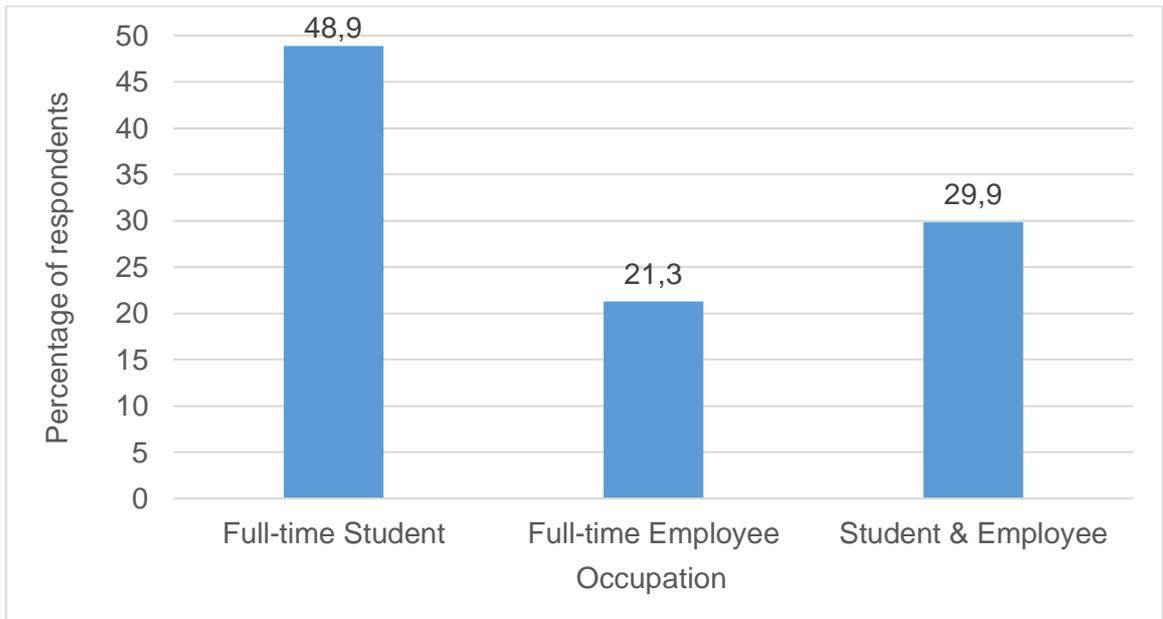


Figure 6. Occupation of respondents (n=221)

The initial risk that had been predicted throughout the thesis planning phase of having too few French respondents turned out to be true. Although every resource available was used, the French respondents make up only 18 percent with 40 people and the 181 German respondents add up to 82 percent. (Figure 7.) Proportionally, this is unequal, however, 40 is still a large enough number to work with and draw some comparisons.

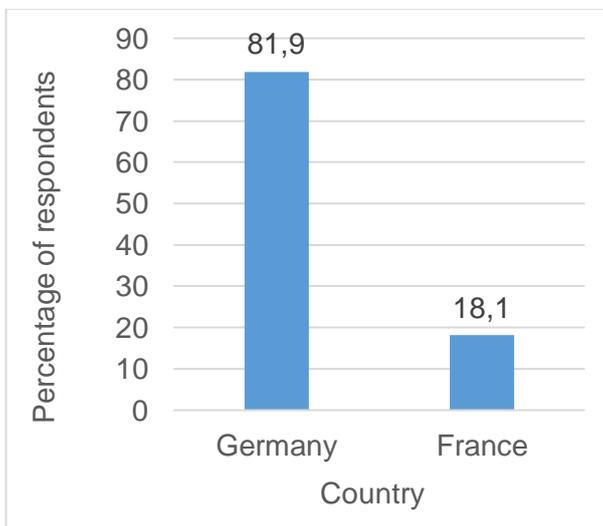


Figure 7. Country of residence of respondents (n=221)

Lastly, the total number of female respondents is 138 people (62.4%), the total number of males is 82 (37.1%) and one person chose the option “Other/I do not wish to disclose” (0.5 %). (Figure 8.)

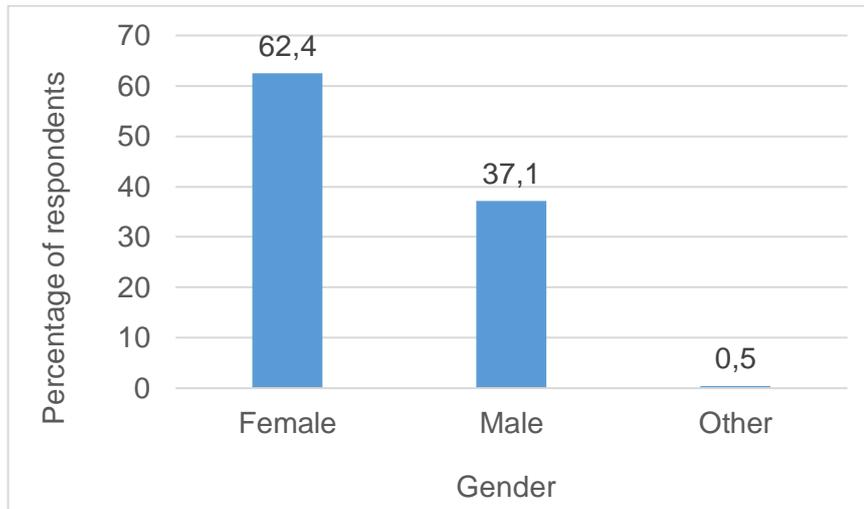


Figure 8. Gender of respondents (n=221)

4.2.2 Content Preferences on Career Websites

The investigative question concerning content was phrased as follows:

“IQ 1. What kind of content should be included on the career website of DS?”

Respondents were asked to evaluate the level of importance for multiple career page features. Out of all company related features, the most important ones are office locations, cultures and values and company information. These three features are exactly the three features I predicted to be important based on the competitor analysis and should be portrayed on the career page. The mean of all three features is above 3.4 and therefore clearly depicts the significance of these features for a career website.

News and company history seem to be unpopular content, both scoring a mean below 2.5, the average number of the four-point-scale (1=not important at all, 2= somewhat unimportant, 3= somewhat important, 4=very important). (Table 3.) In the competitor analysis, none of the companies had the company history on their website, which confirms that this information might not be valuable on a career website. Chapter 2.2.2 pointed out that the mission of a company is relevant when it comes to choosing an employer. Theorists such as Sharma (2017) believe that adding the mission increases the chance to attract the right talent. The results from this thesis confirm the relevance of the mission for a career website, the mean of importance being 3.19.

Across countries, there are mostly minor differences in opinions when it comes to company related features. The hypothesis test (Attachment 3) revealed that only the differences in mission and the history are statistically relevant. In both cases, French people value the features more than Germans. For the feature “Mission”, the mean is 3.1 for Germany and 3.6 for France. For “History information”, the mean is 2.24 for Germany and 2.68 for France. (Table 3.)

Table 3. Means of company related features across countries (n=221)

	Germany	France	Overall
Office locations	3,49	3,43	3,48
Cultures and values	3,49	3,38	3,47
Company information	3,43	3,45	3,43
Mission	3,10	3,60	3,19
Sustainability	3,14	3,18	3,15
News	2,40	2,50	2,42
History information	2,24	2,68	2,32

Out of all employment related features, job offers outweigh all other 15 feature options with a mean of 3.81. DS, all companies from the competitor analysis and every other career website I came across include job offers because they are the core reason for the webpage to exist and are therefore unavoidable. Other facts about the application phase follow closely, such as application process information, job area information and career opportunities with means around 3.5. Features about the actual life at the company, namely work environment, learning and development programs, work-life balance and benefits are classified as important as well, their means ranging from 3.2 to 3.5. (Figure 9.) Both work-life balance and work environment were already described as some of the most important features of employment for students in the internal study conducted by Universum (2019). These results can now be backed up by this thesis and applied to German people as well. At least all features with a mean above 3.0 are clearly relevant to the target group and should be incorporated into the new career website. A way to do this

would be to create a separate page within the career website called “Life at the company” and another one called “Your career opportunities”. The least important options are employer awards (2.19) and quizzes (2.14), both quite far below the middle. (Figure 9.) This does not necessarily mean that these two features should be avoided; some things might not be important but could still be interesting. However, they should not take up too much effort and time and the focus should lie on other features.

The only two features that differ significantly between Germany and France are employee testimonials and employee stories. The statistical significance was proven through hypothesis testing once again (Attachment 4). Both seem to be more desirable to French students and YPs than the Germans, the means for France evolving around 2.7 and for Germany around 2.3 (Table 4). However, both countries do not perceive employee testimonials or stories as very important, contradictory to what Kothe (2018) had discussed. Almost all companies analyzed in the competitor analysis show employee stories and testimonials in forms of pictures or videos but the prediction of them being essential must be rejected in the light of this research.

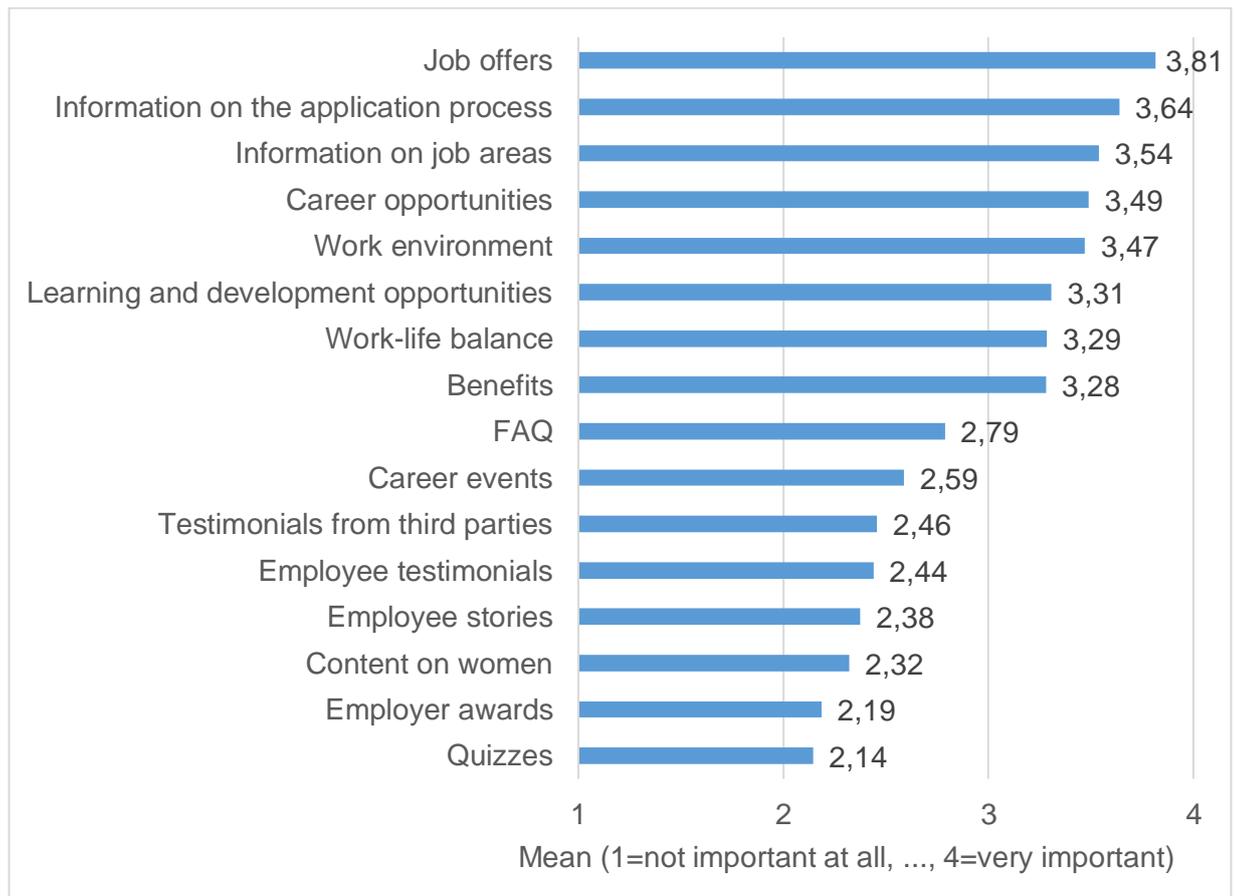


Figure 9. Means of employment related features (n=221)

Table 4. Extract of means of employment related features (n=221)

Country	Germany	France	Overall
Employee testimonials	2,38	2,73	2,44
Employee stories	2,30	2,70	2,38

There is a clear tendency of preferences towards content that informs the potential candidate and provides them with hard facts about the employment in the company. In his work, Kothe (2018) had already mentioned the significance of a career website being effective in informing applicants. Based on this research, the consensus seems to be that informative content is preferred over pure marketing content. A major challenge applicants face is “not knowing what it is really like to work at the company” (Linkedin 2016) and this can easily be avoided by the information provided on the career website.

When it comes to how the content should be portrayed and communicated, visual media types gain the highest importance. Pictures, videos and infographics are all viewed as important, the means ranging from 3.17 to 3.21. Every career website that I dealt with during the thesis process took advantage of communicating content with the help of visuals, which suggests that they are, in fact, a useful and important tool. Short written paragraphs follow closely with a mean of 3.16, which suggests implementing a mixture of short texts together with visual media. Social media posts and articles are behind with a mean around 2.5 and should not be the main focus of DS when the new website is created. (Figure 10.)

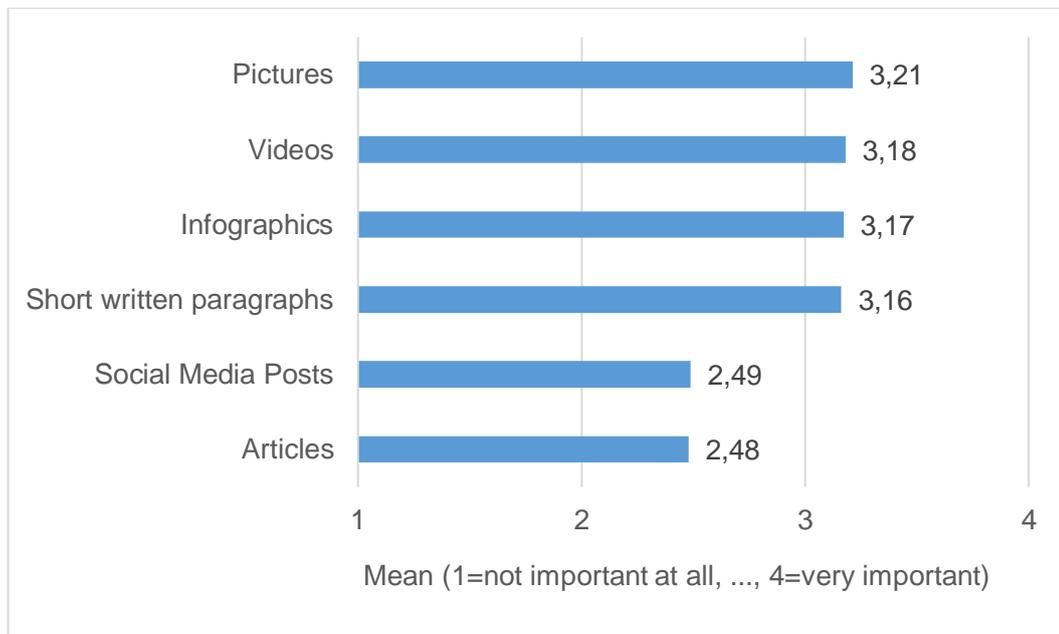


Figure 10. Means of importance of media types (n=221)

In question 16, respondents were asked to indicate their level of agreement with nine different statements. All statements and their results can help to make choices concerning content in one way or the other. The results show that the majority of the target group believes that career pages should be adapted according to the target audience (mean of 3.51) and the country (mean of 3.33). Immonen-Seise (2014, 56-57) had already stressed the importance of defining target groups before creating a website to be able to create specific content addressing this target group. Half of the companies from the competitor analysis took advantage of target-specific content by having a separate page for students. The target group would also like to have the contact information of recruiters available on the career website (mean of 3.34) as well as the option to subscribe to job alerts (mean of 3.06). Furthermore, they prefer having too much information than too little (mean of 3.03). Recruiter information and job alerts are features that some of DS's competitors already have and are important to the respondents. Therefore, these could turn out beneficial and improve the candidate experience if they would be implemented. While more people would enjoy humor on a career website (mean of 2.97), only half the respondents do not wish to be addressed informally and prefer a more formal language. Less than half the respondents would be willing to give feedback to a career website (mean of 2.37) and only a third would find CB within the context of a career website beneficial (mean of 2.16). (Table 5.) Chapter 2.2.2 discussed CB and their advantages and disadvantages and it was unclear whether CB would be desirable or not to the target group. Although there are many advantages such as a smaller workload for the recruiters, saving money and prompt answers (Joshi 2019; LinkedIn Talent Solutions 2018), CB are not very desirable in the

eyes of German and French HE students and YPs. Reasons could include lack of empathy, language barriers and frustration with CB (Joshi 2019).

While many means across Germany and France vary, only three statements differ in a statistically significant way. The hypothesis test (Attachment 6) reveals that the three statements in question revolve around the feedback option, the subscription option and Chatbots. French students and YPs are therefore looking for more interactive features than the ones from Germany, all of the means of France being at least 0.3 higher for the three statements mentioned above. This is backed up by the results from question 20, which asked about the importance of interactive features on career websites. The mean for Germany is 2.65, while the French view interactive features as a more important feature, the mean being 3.03.

Table 5. Means of agreement with statements (n=221)

	Germany	France	Total
Career pages should be adapted according to the target audience	3,55	3,35	3,51
I would like to have contact information of recruiters on the career website	3,35	3,28	3,34
I would like to have content that is relevant to the country I live in	3,33	3,38	3,33
I would like to have the option to subscribe to job alerts of a company	3,00	3,33	3,06
I would rather have too much information on the career page than too little	3,04	2,98	3,03
I would enjoy humor on a career website	2,96	3,05	2,97
I would like to be addressed in a formal way on a career website	2,46	2,60	2,49
I would give feedback to a Career website after visiting the website if I was asked to do so	2,28	2,78	2,37
The use of Chatbots on career websites is beneficial for me	2,10	2,43	2,16

4.2.3 Visual Component Preferences on Career Websites

IQ 2. What are the preferences for the visual components of the career website?

The previous subchapter revealed the importance of visuals such as videos, pictures and infographics. This confirmed the theory of Kothe (2018) and Misa (2019) of the importance of visually appealing and engaging content. **IQ 2** focuses on these visual components in more detail and gives insights into usability and design preferences as well.

Table 5 below shows different design feature preferences. Respondents were given a scale and could choose between two extremes or leaning to either one extreme or the other. Talking about color preferences, there is a tendency towards more colorful content, almost 60 % choosing at least the option of leaning more towards colors. This tendency was discovered in the competitor analysis as well, all companies portraying colorful components except for two. The target group rather prefers a simple and classic design instead of a playful one. A clear tendency can be found in the rubric of the fonts, over 85% indicating that they want only or mostly the same fonts used on a career website. This is a clear sign that DS should not play around with fonts too much and is backed up by the competitor analysis, where no company used different kinds of fonts. Lastly, three-fourths of the respondents find dark letters on light background better than light letters on dark background. (Table 6.)

Table 6. Career page characteristic preferences (n=221)

		N	Percent
Color	Colorful	41	18,6
	Somewhat colorful	88	39,8
	Somewhat monochrome	78	35,3
	Monochrome	14	6,3
Design	Playful	19	8,6
	Somewhat playful	57	25,8
	Somewhat simple	96	43,4
	Simple	49	22,2
Fonts	Many fonts	4	1,8
	Some different fonts	29	13,1
	Mostly same fonts	87	39,4
	Same font	101	45,7
Letters	Dark letters on light background	115	52,0

More dark letters on light background	55	24,9
More light letters on dark background	31	14,0
Light letters on dark background	20	9,0

In general, the survey underlined the importance of a visually pleasing design with the help of question 20. The importance of an appealing design has a mean of 3.29, which lies between the options “somewhat important” and “very important”.

The most popular choice of video content is culture and work life (mean 3.32), followed by company information (mean 3.21). The companies from the competitor analysis mostly took advantage of culture and work life videos but none of them had a video on company information. Promotional videos (mean 2.29) and event videos (mean 2.52) come off with the least amount of interest in the eyes of the respondents. This result is not surprising as the previous chapter uncovered the dislike of promotional content. The hypothesis test (Attachment 5) revealed that the differences across countries were relevant for product demonstration, employee stories and events. All three video content types are preferred by French respondents, the means being above 3 compared to less than 2.8 for German respondents. (Table 7.) These are videos that could be added to a page concerning DS in France if DS chooses to go with country-specific content.

Table 7. Means of interest of video content types across countries (n=221)

Country	Germany	France	Total
Culture and work life	3,30	3,43	3,32
Company information	3,18	3,35	3,21
L&D programs	2,93	2,83	2,91
Interviews	2,84	2,95	2,86
Compensation & Benefits	2,82	2,73	2,81
Product demonstration	2,75	3,08	2,81
Employee stories	2,70	3,15	2,78
Events	2,41	3,03	2,52
Promotional video	2,28	2,35	2,29

Diving deeper into visual content preferences, the survey analysis revealed that almost 75% of the respondents prefer videos with a length of 1 to 2 minutes (Figure 11). DS should, therefore, focus on making videos within this time scope.

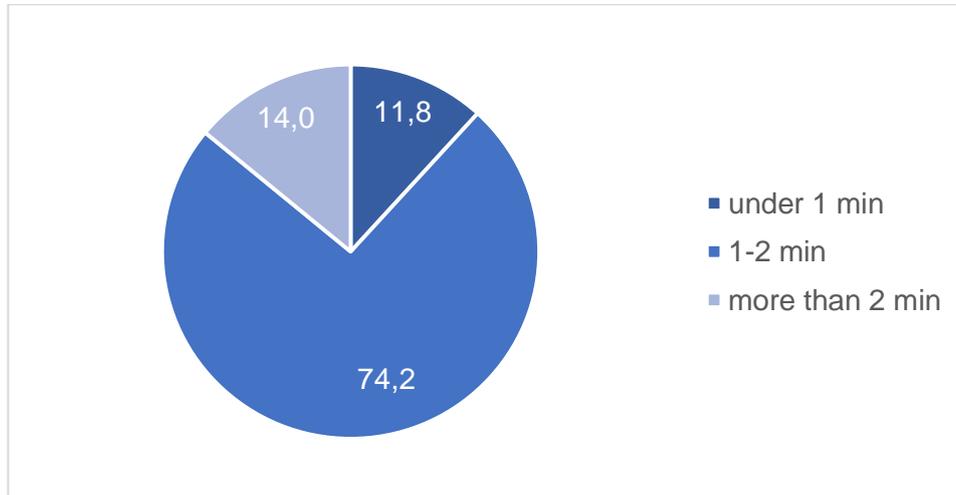


Figure 11. Preferences of length of videos on a career website in percentages (n=221)

According to the survey, 93% of the people within the target group want to have videos on the career website. This confirms the results from the previous subchapter, where the importance of videos was quite high. The optimal number of videos to have on a career website is between 1 and 4 with 55.7% of the respondents preferring 1 to 2 videos and 33% looking for 3 to 4 videos. Less than 5% think that a career page should portray more than 4 videos. (Figure 12.) To summarize the results of video content, DS should focus on creating videos with a length of 1 to 2 minutes and limit the number of videos to a maximum of four. One option would be to add a video with company information, one video about the culture and work environment in general and one about life as a student at the company to the website.

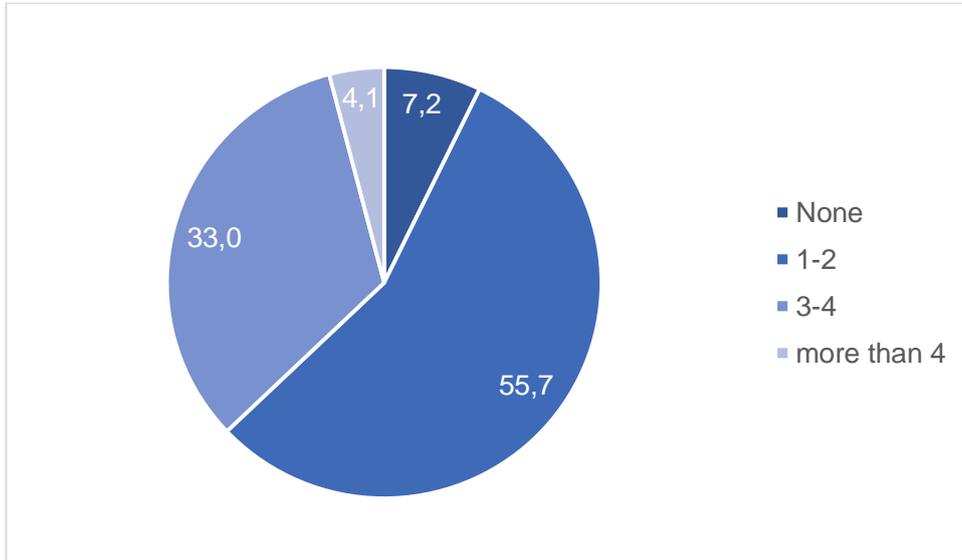


Figure 12. Preferences of number of videos on a career website in percentages (n=221)

Question 15 asked how interesting certain photos would be for a career website. In total, photos of the premises (offices, buildings and surroundings of the company) seem to be most interesting, the mean being 3.38. Another interesting image for the target group is the life at the company (mean 3.26). These two pictures are of such high importance to the respondents and should be included when the new website is designed. On average, employee photos are neither interesting for German nor French respondents (mean 2.4), while event photos show the biggest discrepancy between the two countries. For Germany, the mean for event photos is 2.39, for France, it is 2.93. (Table 8.)

Table 8. Preferences of pictures on career websites (n=221)

Country	Germany	France	Total
Photos of premises	3,41	3,28	3,38
Photos of life at the company	3,24	3,33	3,26
Product photos	2,92	3,13	2,95
Event photos	2,39	2,93	2,49
Employee photos	2,41	2,35	2,40

Moving on to the navigation of a website, over half of the survey respondents prefer a website, which is navigated partly by scrolling and partly by links. Only scrolling, which is

the current situation of the career website of DS (Dassault Systemes 2019), is the least popular method. (Figure 13.) The majority of the companies within the competitor analysis used a mixture of scrolling down the website and clicking on links to navigate from one part of the website to another. This method can be recommended to DS as well.

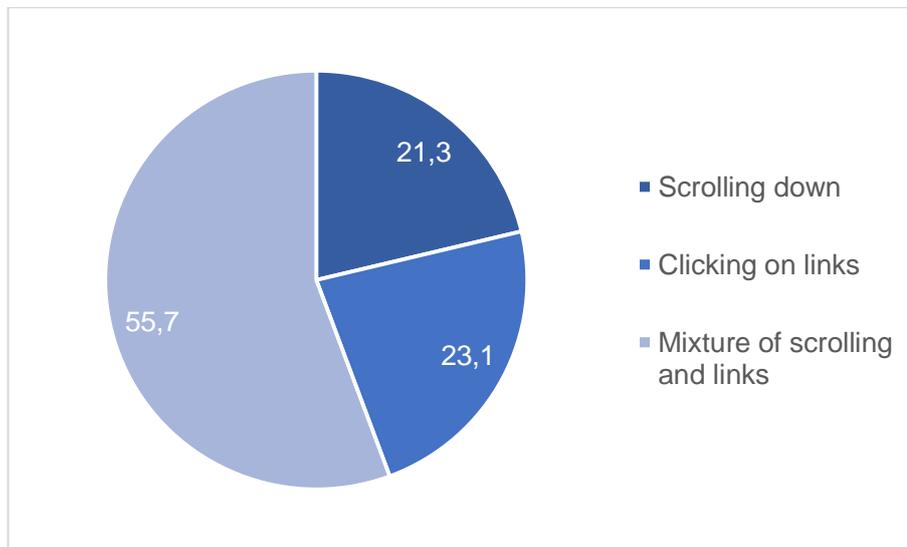


Figure 13. Navigation preferences in percentages (n=221)

The relevance of a well-placed menu bar, job posting button, search bar and language option was proven through this research. On average, almost everybody indicated these features being important to them, especially a menu bar (mean 3.72). It is therefore advisable for all these buttons to be placed in a visible spot and for them to be accessible on every page of the career website. Especially the language option should be placed on the top so people can easily switch languages, if necessary.

The mean for the importance of mobile-friendliness is 3.33 and therefore also quite high. The competitor analysis in chapter 4.1.2 uncovered the lack of mobile-friendliness for the current website of DS as the only company among the five competitors. The next website should be compatible with mobile phones from the beginning.

All in all, easy navigation is valued very highly in terms of career websites, nearly all respondents choosing the option “very important” or “somewhat important” (mean of 3.72).

4.2.4 Reasons for Visiting Career Websites

IQ 3. What are the main reasons for HE students and YP to visit career websites?

The study showed that the main reason for visiting a career page is looking for a new job, 84.2 % of the respondents choosing this option. This is not surprising as this is the main purpose of the career website. This result is also backed up by the fact that the most important feature of a career website is the job postings in the eyes of YPs and HE students. The button or link to job postings should be well-placed, easy to find and accessible from all pages within the website. Preparing for a job interview in form of online research comes second with 63.8%. Thus, information on job areas and the application process could be interesting for these people. The importance of these two content types is already discussed in chapter 4.2.2. While almost half the respondents (45.7%) also try to find out more about the company as an employer, less than one third (28.5%) of people visit the career page to find out more about the life at the company. (Table 9.) This does not necessarily mean that there is no interest in seeing content on the life at the company though, merely that this kind of content is not the main reason for people ending up looking through the career website. The result of this question matches exactly with the results obtained from the survey conducted by Universum (2019) in France. In both cases, approximately 45% of the respondents visit a career website when they want to learn more about potential employers. Further reasons to visit a career page were revealed by the open answer option for question 6 in the survey. An open answer was filled in by 10 respondents and answers included researching a specific topic, finding out about salary details, evaluating one's skillset against market requirements and assessing own career chances by visiting the career page of the own employer.

Table 9. Main reasons for visiting a career page (n=221)

	Number of respondents	Percentage
Looking for a new job	186	84,2
Doing research before job interview	141	63,8
Finding out more about the company as an employer	101	45,7
Finding out more about company in general	85	38,5
Finding out more about work life at the company	63	28,5

4.2.5 Importance of Career Websites

IQ 4 asks “How important are career websites as an EB method to the target group?”.

The general importance of career websites is quite high with 80 % indicating that career pages are at least “somewhat important”. 29% of the respondents view career pages as very important when it comes to searching for a job and choosing a company, while only 4.1 % indicated that they are not important at all. (Figure 14.)

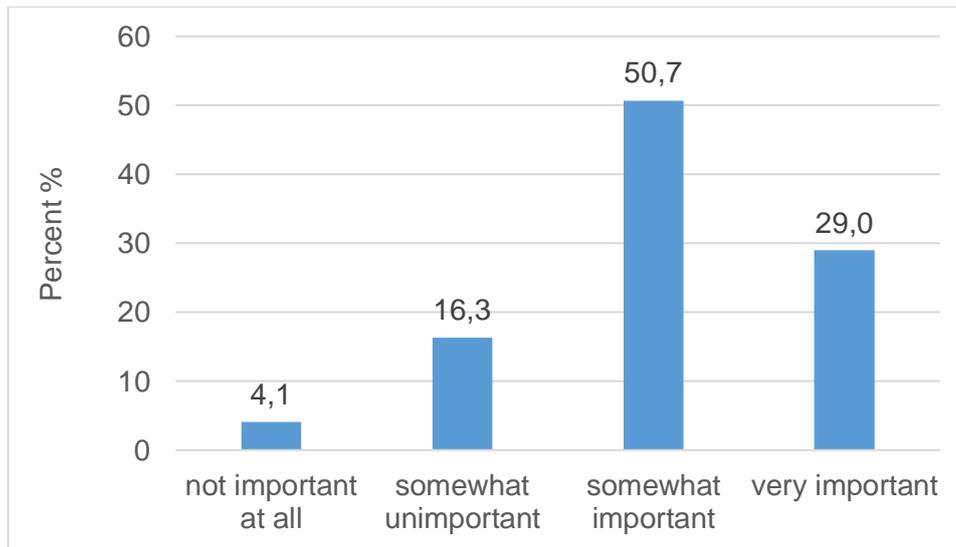


Figure 14. Level of importance of career websites (n=221)

These results go hand in hand with the theory presented in chapter 2.2.1, where 59% of people make the decision on whether or not to apply partly based on the career website (Linkedin 2016).

The overall mean of importance is 3.05 (1 = not important at all, 2 = somewhat unimportant, 3 = somewhat important, 4 = very important), very similar to the mean of Germans with 3.02. The French respondents consider career websites as a little more important, the mean being 3.18. (Table 10.)

Table 10. Means of level of importance of career websites across countries (n=221)

Country	Mean	N
Germany	3,02	181
France	3,18	40
Total	3,05	221

To find out what exactly makes up a good career page, the last two questions of the survey focused on finding out the most important aspects of a career website. The research revealed that interesting content (mean of 3.72) is the most important aspect of a career website for the defined target group in general, closely followed by easy navigation (mean of 3.67). This result is not surprising as the paper of Priyadarshini and colleagues (2015) had argued that the information quality has a direct impact on the attractiveness and usefulness of the website. Only interactive features score a mean lower than 3. However, all features are above the average of 2.5 and should be implemented on the new career website. (Table 10.)

Table 11. Means of importance of overall career page features (n=221)

	Mean
Interesting content	3,72
Easy navigation	3,67
Mobile-friendliness	3,33
Appealing design	3,29
Interactive features	2,72

The survey ended with an open question, asking for the single most important feature, without giving any options to choose from. Out of 221 respondents, 82 took their time to answer this open question. The answers were condensed into a table (Attachment 7) that shows the feature and the number of people who gave this feature as their answer. Multiple respondents included multiple features in their answers. The most common answer was detailed job postings with 31 answers. While reading the answers, it became clear that many respondents have had negative experiences with job descriptions in the past.

“As employees expect individualized applications from applicants for their jobs, job descriptions should likewise be individualized and detailed”, says one of the respondents. They go on: *“It should motivate me and create the desire to become part of the team. If every job description on different positions is exactly the same, I cannot inform myself and prepare for a potential interview and would not know what the job is about.”* The same respondent also argues that *“a career site is often the only source where to find hints on what the employer might expect from you”*.

With 29 answers, a clear structure and easy navigation ranks second. Several respondents made it clear that they do not want to waste their time and want to be able to apply and find relevant information in a timely manner. One person wrote that “*when it’s too complicated, [they] don’t apply*”.

Another respondent argued: “*The application for a job of interest is the major reason to be on a career website, no matter if the web design looks great or not, I am here to apply for the job in the easiest and fastest way.*” A couple of others also found a transparent and easy application process significant.

Another similar answer was phrased like this: “*If I am browsing the career website, I have already decided I am interested in applying [for] jobs at this company. I don’t really care about company values, company awards and other such items, because they are usually PR material and mostly irrelevant to how the company is actually run.*” Although this might be the opinion of a few, this research proved the importance of features like values for the majority of the target group in 4.2.2.

Twelve people had pointed out the importance of thorough and relevant filters for the job search, one of them claiming that they “*don’t like [it] if you have to look through all job offers*” to find a matching job. Some suggested filters were experience, education, job field, management level, location (filters for countries and cities) and starting date.

5 Conclusion

At this point, this thesis has covered the theory behind EB and career websites, introduced the research methods and presented the results obtained from the qualitative research and the empirical study. To conclude this thesis, the key findings are presented in this chapter as well as the recommendations for the case company Dassault Systemes. The chapter also contains critical discussion in form of limitations, suggestions for further research and closes with feedback from DS and my personal learnings from this thesis.

5.1 Key Findings

The theoretical baseline of this research was employer branding (EB). EB can be defined as the way companies portray themselves as employers to potential candidates and set themselves apart from their competitors. An important tool to accomplish this is a company's career website. The RQ was worded as **“What are the preferences for career website content and features among HE students and YP in Germany and France?”**.

IQ 1 asked for the current strengths and weaknesses of the career website of DS, analyzed with the help of an actual state analysis and a competitor analysis. Overall, the design of the career website of DS is visually appealing but the usability of it leaves room for improvement in terms of navigation and mobile-friendliness. DS gives very little reasons why talents should apply at the company and does not convince the website visitors of being a great employer, mostly because of missing content. Compared to all other competitors, the website of DS is weak and lacks content and media variety.

As mentioned in chapter two, a major challenge applicants face is “not knowing what it is really like to work at the company” (Linkedin 2016). The career website is a great tool to avoid this problem by providing interesting and useful information. For a career website to be well perceived and successful, it is crucial to include relevant content. This was confirmed by the results of **IQ 2** from this thesis. Out of all company related features, the most important ones are office locations, cultures and values and company information. Multiple employment related features turned out to be significant as well; job offers, application process information, job area information, career opportunities and the work environment are perceived as important by the target group. There is a preference tendency towards facts and helpful information instead of special extra features used for branding purposes. The results also show that the majority of the target group believes that career pages should be adapted according to the target audience and the country.

The target group seems to lay focus on efficiency and saving time, taking in information in a fast way and being able to apply and find relevant information in a short amount of time. This includes consuming content with the help of visuals like pictures, videos and infographics and clear and easy navigation. Preferences of these were highlighted in the results of **IQ 3**. Several respondents made it clear that they do not want to waste their time and want to be able to apply and find relevant information promptly.

The results of **IQ 4** reveal that the most common reasons for respondents to visit career websites is looking for a job and doing research before a job interview. Research from Universum (2019) and this research go hand in hand, both stating that around 45% of respondents visit a career website when they want to learn more about potential employers.

Lastly, **IQ 5** confirmed the importance of career pages as an EB tool in terms of informing and convincing a potential applicant of the company. About 80 % of HE students and YP indicated that career pages are at least “somewhat important” to them. Interesting content is the most important aspect of a career website for the defined target group in general, closely followed by easy navigation. The paper of Priyadarshini and colleagues (2015) had argued that the information quality has a direct impact on the attractiveness and usefulness of the website.

The overall differences between German and French respondents were not major. Every time there was a statistically relevant difference, however, the French people preferred this certain feature more than the German respondents. To show an example, this is true for the company history, employee stories and testimonials, interactive features like subscription and CB and lastly, for multiple types of video content as well.

5.2 Recommendations for Dassault Systemes

Now that the previous investigative questions have been answered, it is possible to answer **IQ 6**, the recommendations for the case company DS. Although DS already includes several of the content features that were classified as important by the theoretical and empirical part of the thesis, there is room for improvement for the career website when it comes to content, design and usability. Generally, I highly recommend adding at least all features with an importance mean of above 3.0 (1=not important at all, 2=somewhat unimportant, 3=somewhat important, 4=very important). In this chapter, I will mention which and how the most important features could be implemented into the new career website.

The results chapter and key findings mentioned the tendency of the target group towards facts and helpful information content. For this purpose, the focus of career website content should lie on facts about the employment rather than content that only serves the purpose to show off.

In their thesis written in 2014, Immonen-Seise points out that target groups should be defined before a website is created. As **target-specific content** is highly valued, DS should think about which target groups they want to address with the website and start the process from there. My suggestion would be to have content concerning everybody on the main pages but include a separate page just for students and young professionals. This is the way many other companies do it, including three of the analyzed competitors, (Autodesk, SAP and Microsoft). Creating an own website for all the countries DS hires people for would be unrealistic as they operate in many countries all around the world. However, I recommend to include some **country-specific content** on every key country they operate in and are hiring talent for. The title could be “Discover the world of Dassault Systemes” and underneath, there could be round pictures with the country’s name on them and a link on this picture to one page with information about this market area. This could include specific projects, the office locations in this country, major customers for the market area, pictures of the offices there, videos in their language or anything else that makes this part of DS unique. This could look similar to Image 3, using typical landmarks or nature pictures of the countries. Alternatively, DS could use pictures of an office in this particular country as office location pictures are important to the target group as well. If DS chooses to include country-specific content and features, it is advisable to get opinions from people living and working in the specific country on what they value and what kind of content would interest them most.

Discover the world of Dassault Systemes in



Image 3. Example of country-specific content (Pixabay 2018; Flickr 2015; Wikimedia 2013a; Wikimedia 2013b)

The topic of **communication formality** with candidates is an issue that has been discussed multiple times within the HR department of DS. Much like the opinions of the respondents, the opinions within the company on how to address candidates vary a lot. There is no clear preference, so my advice would be to decide on what kind of image DS wants to portray to the outside and stick to this.

Creating useful, differentiated and interesting content is the key to engaging the website visitors and an important tool to convince them of the company. The features that are essential to include in one way or the other are the **company culture, the mission, the values and the work environment**. This is backed up by multiple theorists, the competitor analysis and the findings of this research. These features are valuable information as they describe what the company actually stands for and what kind of higher purpose it serves. A great way to communicate them is through visually appealing content like videos, pictures or infographics.

Concerning the opportunities within the company, content that should also be portrayed are **career opportunities and job area information**. These are important to understand how the jobs of the company are divided and what possibilities there are for interested talent. **Benefits** were also categorized as important and were mentioned in some of the open answers as well. Including information on benefits such as work-life balance, flexible working hours, learning and development programs, holidays, events and others can ,therefore, be quite beneficial.

As **sustainability** is a strong suite of DS and it is important to the target group, showing their sustainability impact in form of fun facts, for example, could be a great way to gain the interest of potential applicants.

Although **FAQs** did not score very highly, more than half of the respondents did think it could be useful. The FAQ can be divided into different sections, such as help with the application documents, career options at DS, application process, tips for the interview and other general questions. One example could be “How should I prepare for the job interview?” because 63.8 % of the people visit the career page to do research before a job interview. A great example is set by the FAQ of Microsoft (Microsoft 2019). An FAQ can help applicants feel more appreciated by telling them what they can expect and answering questions that most applicants will have sooner or later in the application process.

Implementing a **job subscription option** would be a great way for DS to create a talent pool and have regular contact with people. This can improve the candidate experience

and form a positive relationship between the candidate and the employer. Three of the major competitors already have this option and the online survey results revealed its importance to the target group as well.

Based on the design preferences from my survey and the tendencies within the competitors, the **overall design** of the career website could be somewhat colorful with a classic design. Fonts should stay the same and there can be a mix of dark letters on light background and light letters on dark background. Microsoft's career website (2019) is a good example of this kind of career website.

DS should ensure that the **job postings button** is accessible at every time. Looking for a job is the main reason people visit career websites and the website should make these accessible from the start. Theory by Misa (2019) adds that it will enhance the candidate experience if they are not required to search for the button for a long time. One option to accomplish this is by fixating a menu bar on the top that does not move when the candidate scrolls down the website.

Based on evaluating the competitor analysis and the empirical research, the optimal length for career page **videos** is 1 to 2 minutes long and the optimal number of videos is 1 to 4. The most common and most important topics of videos are the company culture and work life and the most important **pictures** are photos of the premises and of the life at the company. All of these should be included on the career website. At the moment, DS includes the least amount of these compared to the five competing companies.

Turning the career page **mobile-friendly** should be a top priority for this website launch. This has been stressed by previous research (Kothe 2018) and is again confirmed by the results in this research. This is crucial to adapt to the modern way of accessing information, which is now often done with a smartphone. Currently, DS is the only company with a non-mobile-friendly website compared to the five companies it was compared to.

Some respondents of the online survey gave some recommendation suggestions in their open answers as well. Most suggestions did not directly relate to the career website and its design and content but rather the **application process**. Aside from having a clear and fast application process, one suggestion was to be able to save the application progress in between. Having an alert available for job deadlines was a further suggestion. Another respondent proposed that there should be an option to share job postings via the website to an E-Mail address.

A further recommendation is to **measure the performance** of the new career page once it is implemented. Studying different variables would give insights on the effectiveness and actual perception of the career page. Key performance indicators for this could be the traffic on the website, the conversion rate (number of applicants divided by number of website visitors), the number of subscriptions for job notifications, the time spent on the career page, the time spent on different content features and how candidates found their way to the career website. These insights are helpful to continuously improve the website and take action if something is not working the way it was intended.

With new technologies and increasing media usage when it comes to portraying companies as employers, the field of employer branding through the career website is evolving very fast. Current trends will most likely fade and be replaced by new ones. Updating the career pages regularly and **collecting feedback** from the target groups are crucial to ensure a steady, successful career page in the long run. A way to receive feedback regularly is the service of the company Usabilla. They provide software that adds a “feedback button” to the website so that feedback could be given and received at any time.

5.3 Credibility and Limitations

Credibility is described as “the extent to which a research account is believable and appropriate” (Mills, Durepos & Wiebe 2010). Careful research planning in form of a detailed thesis plan and thorough data collection procedures strengthen the credibility of this thesis. I used multiple different sources and theories to get a variety of opinions and viewpoints. The variety of sources in terms of the publishing date, the type of source and the country of the source paint a broad picture of the topic and make sure that it is discussed from different angles. The sources used are referenced and all appendices, tables, figures and images have been added to the thesis to strengthen its credibility.

I conducted a qualitative and a quantitative research part to be able to compare the theory to my findings from both methods. Results that are backed up by the same results from different methods are more credible and this was the case for multiple results in this thesis. I was also working with a large sample size of 221 people so that results would be statistically significant. Samples within the group of respondents, which made up less than 5% were not considered due to credibility issues.

After receiving positive feedback on the survey from multiple respondents and no messages about ambiguities or problems, it can be assumed that the survey was clear and understandable.

Limitations are potential weaknesses of any kind of study, which are usually out of the researcher's control (Theofanidis & Fountouki 2019). Like any other research, this thesis does have limitations.

Qualitative research has its limitations because personal experience and knowledge influence observations and conclusions drawn from them. Additionally, conclusions drawn from qualitative research cannot be extended to a wider population and are therefore not representative of the whole topic of career websites and merely captures a certain part of it. (Atieno 2009, 17.) For this thesis, the qualitative research part supports the quantitative research and the results and conclusions and gives a good overview of the topic and where DS stands with its career page.

The first one to mention about the quantitative research is the number of respondents. Although I managed to get quite a large sample size, the sample is very small compared to the whole population. The number of French people versus German people poses a further limitation, making the differences between these two countries less relevant due to the imbalance of respondents.

A further limitation is the geographical focus of the thesis, which was limited to Germany and France. Other countries were outside of the demarcation and were therefore not considered. DS operates in 140 countries (Dassault Systemes 2018) and preferences can have major differences according to the culture in a certain country. However, France and Germany make up a major part of DS and the tendencies of these two countries are therefore highly significant.

Convenience sampling, the data collection method used for the online survey, is vulnerable to "selection bias and influences beyond the control of the researcher" and there is a "high level of sampling error". (Research Methodology a.) This is why there was not so much variety in the types of respondents and therefore the sample is not completely representative of the whole population of German and French HE students and YP. Within the scope of this thesis, this was the only way to ensure that there would be enough respondents from different countries and enough respondents in general. Using a different data collection method would have needed more time and money as I do not have the means to reach a large number of students in a different way.

Some respondents answered the survey on their phone and two of them reported that the survey is not mobile-friendly. This means the usability quality varied from respondent to

respondent, depending on what kind of device they were using. This could have caused some answers to be altered or wrong. This is a great example of why mobile-friendliness is of such high importance nowadays. As only two people reported this problem and I did not experience this problem with my phone, the extent of this issue can be said to be limited.

There are multiple research areas concerning career websites that were not within the demarcation of this thesis and require further research. These can be found in chapter 5.4.

5.4 Suggestions for Further Research

This chapter will highlight four relevant areas, which would be interesting and relevant to research further in order to gain an even deeper understanding of the topic of career websites and its many facets.

The use of **focus groups** could be useful in order to look at different career pages together and positive and negative examples and details on websites that are too complicated to ask about in an online survey.

Furthermore, my target group was narrowed down to students and YP and preferences for long-time professionals are most likely different. If companies want to address **different target groups** with the websites, research should be done for the preferences of each of these target groups.

One of the main purposes of career pages is for candidates to apply to jobs at the company. My thesis did not focus on the **application process itself**, so further research could be done on the usability, effectiveness and scope of the application process.

Having a great career page does nothing for the company if candidates never visit the page. Therefore, it would be important to find out how to use **search engine optimization** (SEO) for the respective page. While conducting research for this thesis, I did some benchmarking and studied different career pages with poor performance on SEO. When entering the search string “careers company X”, in two cases, the career pages of competitors of company X were listed first. These are examples of bad SEO for company X and should try to be avoided.

5.5 Feedback from the Case Company

“It was really nice to work with Lina, she is passionate, engaged and very smart. She has been available at any time for this project we are running and I hope that we will be able to work together again after her graduation on her new role. She is very participative, brings ideas and challenges what needs to be challenged.

We have used the information gathered by Lina to reinforce the reasons why we need to redefine our career site but also what kind of improvement we would need to do. We will take the survey results into consideration when thinking about the career site redefine: Content, structure, materials and features to fit to students and fresh graduate's population as gathered by Lina during her analysis. The thesis itself will help to use show to our management line the importance of such a communication channel for an international company as we are.

To me the thesis process was transparent as Lina managed it pretty well by herself. But from what she explained to me and showed me, this was pretty clear and well-constructed.

Thank you Lina for your work on this project, shout out again for the survey you have done, the thesis you are now finalizing, can't wait to have a picture of your graduation day.”

- Camille Guingand, Global Project Manager, Talent Acquisition & Sourcing Programs, Dassault Systèmes

5.6 Personal Learning

The most important lesson learned is that one is a lot more efficient and thorough when ideas and thoughts can be discussed with others. Having colleagues, university supervisors, fellow students and family to brainstorm with and who view my work critically and give constructive feedback were very important for the whole process.

One lesson learned was also to keep surveys for bachelor thesis' shorter. Although I had tried to shorten the questionnaire as much as possible, it was still too long. Keeping it more concise would have probably led to more respondents as many had started the survey but stopped before submitting it. Therefore, my advice to thesis students would be to focus on the most important things and to reflect on which questions are actually needed.

Furthermore, I improved my time management and organizational skills and learned a lot about structuring texts and communicating with people from multiple countries. The intensive research and the writing of the theoretical part of the thesis have definitely deepened my knowledge of employer branding and made me realize the importance of it. The thesis process was a great opportunity to use the theoretical knowledge gained throughout my studies and use it in a practical way. Overall, I found a new passion for website improvement and am looking forward to putting this knowledge to use in my future career.

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Attachments

Attachement 1. Competitor Analysis

		Dassault Systemes	PTC	Siemens	Autodesk	SAP	Microsoft
General information	Company Information	16 055 3 477,4 Software France	6 110 1 131,2 Software USA	379 000 12 441 Automation Germany	8 800 2 076,6 Software USA	96 498 24 708 Software Germany	131 000 100 512, 03 Technology USA
	Target group	x		x	x	x	x x (but only for USA)
Content	Company related content on the career website	x	x	x	x	x	x
	Target group specific content						
	Country specific content						
	Company information						
	History of company						
	Company culture						
	Values						
	Mission						
	Sustainability at the company						
	Office locations						
	Personnel data						
	News	x	x	x	x	x	x
	Job offers	x	x	x	x	x	x
	Information on job areas						
	Application process information						
	Career opportunities						
	Work environment						
Benefits							
Work-life balance							
Learning and development							
Employer Awards							
Employee testimonials							
Testimonials from third parties							
Fun Facts							
Employee stories	x	x	x	x	x	x	
FAQ							
Career Events							
Women/diversity in the company							
Quizzes							
Open application option							
Short written paragraphs							
Articles	x	x	x	x	x	x	
Pictures	x	x	x	x	x	x	
Videos	x	x	x	x	x	x	
Infographics	x						
Social media posts	x						
Chatbots							
Feedback option							
Subscription option							
Recruiter contact							
Quizzes							

		(x = website has this feature)						
		Dassault Systemes	PTC	Siemens	Autodesk	SAP	Microsoft	
Design and Usability	Types of videos on the career website	Company information						
		Product demonstration						
		Interviews						
		Promotional videos		x		x	x	x
		Company culture and work environment		x		x	x	x
	Video lengths on the career website	Employee stories	x	x				
		Events						
		under 1 min						
	Number of videos	1-2 min	x	x	x	x	x	x
		more than 2 min		x				
Pictures on the career website	number of videos	1	3	1	6	>10	5	
	Photos of premises							
	Employee photos			x			x	
	Event photos	x	x	x	x	x	x	
	Photos of life at the company							
Usability	Navigation	Photos of the products/services						
		Mostly scrolling with a few links to outside pages such as the company website and youtube			Multiple links and sublinks, very interactive, some scrolling	Two main pages (Home and students), hardly any links, mostly scrolling	5 main pages connected through links, multiple further links to specific content	3 main pages, one for professionals, one for students and one for life at the company. All connected through links and multiple further links leading to articles, blog posts and other content
	Menu bar	Navigation						
		No menu bar						
		"See all jobs" button on the top right side and in the middle of the website after scrolling further down						
		Language selection						
	Search bar	Search bar visible in the middle						
		Language selection on the bottom of the page						
		Search bar visible in the middle						
	Mobile friendliness	Mobile friendliness	No	Yes	Yes	Yes	Yes	Yes
Colors		Monochrome blue	Mostly green and black, colorful interface picture	Turquoise shades, orange, colorful, pictures with different pictures	Blue, yellow and black. Segments in different colors and with different pictures	Colorful, mostly shades of yellow and blue	Very simple, mostly black and white	
Design	Text	Colors	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	
		Text	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	Same fonts mostly, different sizes in letters, mixture between light letters on dark backgrounds and dark letters on light backgrounds, easily readable	

Attachement 2. Quantitative Online Survey

Branding an employer through the career website

Dear respondent,

Thank you for clicking the link to my survey. It will take you 7 minutes to fill it in. At the end of the survey you have the option to submit your contact details if you wish to participate in the raffle for a 20 Euro Etsy voucher and three power banks among all respondents.

Your contact details will not be used for any other purpose. The data you submit will be anonymous and will be used for my bachelor thesis, which is part of my BBA studies at the Haaga-Helia University of Applied Sciences in Helsinki, Finland.

The research question focuses on finding out the preferences for a career websites' content and features. The target group is 18-29-year-old higher education students and young professionals living in Germany or France.

For additional information, don't hesitate to contact me at lina.landgraf@myy.haaga-helia.fi or LinkedIn: <https://www.linkedin.com/in/lina-landgraf/>

Best regards,

Lina

1. How old are you? *

- 18-21 years
- 22-25 years
- 26-29 years
- older than 29 years

2. What is your current position? *

- Full-time Student
- Full-time Employee
- Student & Employee

3. Where do you live? *

- Germany
- France

4. What gender are you? *

- Female
- Male
- Other / I do not wish to disclose

Branding an employer through the career website

A career page (or career website) is a website of a company where candidates can search and apply for jobs and get information on the company as an employer.

5. How many career pages have you visited so far? *

- None
- 1-10
- 11-20
- more than 20

6. What are the main reasons for you to visit a career page? *

- Looking for a new job
- Finding out more about the company as an employer
- Finding out more about the company in general
- Finding out more about the work life at the company
- Doing research before a job interview
- Other, please specify:

7. How do you search for a company's career page? *

- Going on the company website first and finding a link to the career page there.
- Typing a search word such as "Company X Careers" into a search engine.
- Through social media channels such as LinkedIn, Xing, Facebook or Instagram
- Other, please specify:

8. How important are career websites for you when it comes to deciding what company to work for? *

	not at all important	somewhat unimportant	somewhat important	very important
Importance of career websites for you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. How important are the following company related content features on a career page for you?

	not important at all	somewhat unimportant	somewhat important	very important
Company information [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
History of company [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company culture and values [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability at the company [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office locations [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
News [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. How important are the following employment related content features on a career page for you?

	not important at all	somewhat unimportant	somewhat important	very important
Job offers [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on job areas [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information of the application process [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career opportunities [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work environment [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work-life balance [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning and development opportunities [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employer awards [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee testimonials [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Testimonials from third party organizations (e.g. Glassdoor or kununu) [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee stories [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FAQ (Frequently asked questions) [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career events [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Content on women in the company [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quizzes (e.g. "Find out if you are the right fit for the company") [▪]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify: <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How interesting do you find the following types of content for a career website? *

	not interesting at all	somewhat uninteresting	somewhat interesting	very interesting
Short written paragraphs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pictures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infographics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Media Posts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. How interesting are the following VIDEOS for a career page in your opinion? *

	not interesting at all	somewhat uninteresting	somewhat interesting	very interesting
Company information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product demonstration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interviews (with CEO, industry professionals, clients etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotional videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company culture and work environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning and development programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company event videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. How long should VIDEOS on career websites be in your opinion? *

- Under 1 minute
- 1-2 minutes
- More than 2 minutes

14. How many videos are you most likely to watch on a career website? *

- None
- 1-2
- 3-4
- more than 4

15. How interesting are the following PICTURES for a career page in your opinion? *

	not interesting at all	somewhat uninteresting	somewhat interesting	very interesting
Photos of premises (office space, buildings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee photos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Event photos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photos of life at the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photos of the products or services of the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please indicate your level of agreement with the following statements. *

	strongly disagree	somewhat disagree	somewhat agree	strongly agree
I would enjoy humor on a career website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to be addressed in a formal way on a career website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career pages should be adapted according to the target audience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would give feedback to a career website after visiting the website if I was asked to do so.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to have the option to subscribe to job alerts of a company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The use of Chatbots on career websites is beneficial for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to have contact information of recruiters on the career website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to have content that is relevant to the country I live in.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather have too much information on the career page than too little.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. How do you prefer to navigate from one point to another on a website? *

- Scrolling further down the website. I like having everything on one page.
- Clicking on buttons that guide you to a new web page. This way the career page itself is not too full and I can focus only on the topics I care about.
- I like to have a mixture of scrolling and links to new web pages.

18. How important is it to you to find the following buttons easily? *

	not important at all	somewhat unimportant	somewhat important	very important
Menu bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Search bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Button to job postings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Language options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please indicate which of the following career page characteristics you prefer *

Colorful design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Monochrome design (using the same shade of one color)
Playful design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Simple/classic design
Many different fonts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Same font
Dark letters on light background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Light letters on dark background

20. How important are the following aspects of a career website for you?

	not important at all	somewhat unimportant	somewhat important	very important
Appealing design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting and informative content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy navigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interactive features	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile friendliness (easy to use with a smartphone)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. What is the most important feature on a career website for you and why?

Branding an employer through the career website

22. Please fill in your e-mail address if you wish to participate in the raffle to win a 20 Euro Etsy voucher or 1 of 3 power banks:

Previous

Submit

Attachment 3. Hypothesis Test: Company Related Features across Countries

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Company information is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,882	Retain the null hypothesis.
2	The distribution of History information is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,003	Reject the null hypothesis.
3	The distribution of Cultures and values is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,559	Retain the null hypothesis.
4	The distribution of Mission is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,000	Reject the null hypothesis.
5	The distribution of Sustainability is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,991	Retain the null hypothesis.
6	The distribution of Office locations is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,374	Retain the null hypothesis.
7	The distribution of News is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,606	Retain the null hypothesis.
8	The distribution of Other feature is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,563	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Attachment 4. Hypothesis Test: Employment Related Features across Countries

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Job offers is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,282	Retain the null hypothesis.
2	The distribution of Information on job areas is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,098	Retain the null hypothesis.
3	The distribution of Information on the application process is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,828	Retain the null hypothesis.
4	The distribution of Career opportunities is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,793	Retain the null hypothesis.
5	The distribution of Work environment is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,656	Retain the null hypothesis.
6	The distribution of Benefits is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,942	Retain the null hypothesis.
7	The distribution of Work-life balance is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,499	Retain the null hypothesis.
8	The distribution of Learning and development opportunities is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,161	Retain the null hypothesis.
9	The distribution of Employer awards is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,290	Retain the null hypothesis.
10	The distribution of Employee testimonials is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,024	Reject the null hypothesis.
11	The distribution of Testimonials from third parties is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,545	Retain the null hypothesis.
12	The distribution of Employee stories is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,009	Reject the null hypothesis.
13	The distribution of FAQ is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,598	Retain the null hypothesis.
14	The distribution of Career events is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,270	Retain the null hypothesis.
15	The distribution of Content on women is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,064	Retain the null hypothesis.
16	The distribution of Quizzes is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,134	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Attachment 5. Hypothesis Test: Video Content Types across Countries

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Company information is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,305	Retain the null hypothesis.
2	The distribution of Product demonstration is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,041	Reject the null hypothesis.
3	The distribution of Interviews is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,464	Retain the null hypothesis.
4	The distribution of Promotional video is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,692	Retain the null hypothesis.
5	The distribution of Culture and work life is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,346	Retain the null hypothesis.
6	The distribution of Employee stories is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,003	Reject the null hypothesis.
7	The distribution of L&D programs is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,359	Retain the null hypothesis.
8	The distribution of Comp & Ben is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,614	Retain the null hypothesis.
9	The distribution of Events is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Attachment 6. Hypothesis Test: Agreement with Statements across Countries

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I would enjoy humor on a career website is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,611	Retain the null hypothesis.
2	The distribution of I would like to be addressed in a formal way on a career website is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,367	Retain the null hypothesis.
3	The distribution of Career pages should be adapted according to the target audience is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,196	Retain the null hypothesis.
4	The distribution of I would give feedback to a Career website after visiting the website if I was asked to do so is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,003	Reject the null hypothesis.
5	The distribution of I would like to have the option to subscribe to job alerts of a company is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,027	Reject the null hypothesis.
6	The distribution of The use of chatbots on career websites is beneficial for me is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,030	Reject the null hypothesis.
7	The distribution of I would like to have contact information of recruiters on the career website is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,462	Retain the null hypothesis.
8	The distribution of I would like to have content that is relevant to the country I live in is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,488	Retain the null hypothesis.
9	The distribution of I would rather have too much information on the career page than too little is the same across categories of Country.	Independent-Samples Mann-Whitney U Test	,644	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is ,05.

Attachment 7. Open Answers of the Most Important Feature of a Career Website

Feature	N
Detailed job postings	31
Easy structure / navigation (not time consuming)	29
Filters in job search (Experience, Education, job field, department, management level, location, salary, contact person, starting date ...)	12
Convincing / Motivating/ Interesting content	8
Information on application process	6
Menu bar easy to find and clear	4
Company values and culture	4
Search bar	3
Design	3
Company information	2
Subscription to job postings/job alerts	2
Testimonials from employees	2
Easy application process	2
Mobile-friendliness	2
Values	1
Updated information (taking down filled positions)	1
Transparency	1
Most important information on one page	1
Sustainability	1
Internationality	1
Equality	1
No information overload	1
Benefits	1
Recruiter contact	1
Interactive features	1