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SOCIAL SCIENCES, BUSINESS AND ADMINISTRATION

THE DEVELOPMENT OF EMPLOYER IMAGE AND ITS EFFECT ON TALENT ACQUISITION

Case FinVector Oy

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<p>Abstract</p> <p>The thesis focuses on development of employer image and its effect on the case company's talent acquisition. The objective was to examine if FinVector Oy's activities towards developing a more significant employer image had affected its accessibility and talents applying to the company.</p> <p>The literature review of the thesis contains subjects such as human resource management, talent management, employer branding and employer image. The company's HR was interviewed in order to gain understanding about the concept behind the process and what concrete actions they initiated to develop a greater employer image.</p> <p>The research was implemented by interviewing FinVector's employees to get valid data about the company's accessibility, the overall success of employer branding and employer image and its connection to employees' background both before and after the development process. Additionally, these employees' exposure to internal marketing was examined as it has proven to be one of the essential aspects of building employer image.</p> <p>The study results show that trendlines are aligning in a way that the development process has affected talent acquisition, as the company's public presence and employer image seem to gain a more and more extensive role in the future. Additionally, the rise of online platforms as the company's tool to reach talents and vice versa was distinguishable even in such a short time frame. The results allude that online platforms and social media gradually replace traditional media, such as newspapers and word-of-mouth in first appearances, which also indicates that the company is on the right track with moving their presence online. As the value of factors that build employer image increase in the eyes of talents, the importance of employer image increases as well.</p>			
<p>Keywords</p> <p>Human resources, human resource management, HRM, talent management, talent acquisition, employment, employer of choice, employer branding, employer image, brand, branding, internal marketing, digital marketing, social media</p>			

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1 INTRODUCTION

This thesis focuses on the development of employer image and its effect on the case company's talent acquisition. The mission is to investigate if the case company's actions towards creating a greater employer image have affected their accessibility and by that quality of people interested in working for them. The framework of the thesis is comprised of the theoretical approach followed by data gathering in the form of interviewing the case company's employees. Finally, the results will be analysed and conclusions are brought together in the last chapter.

The literature review is based on employer branding and employer image which are the main topics of the paper. Also, topics such as Human Resources (referred later as HR) and talent management will be covered in order to build a link between the two main subjects – Human Resources and marketing – and thus create a comprehensive entity.

The research consists of interviews where there will be a comparison between two groups, the employees recruited before starting to develop the employer image and employees after starting the process. Furthermore, Company HR will be interviewed for the actions they initiated two years ago to develop its employer image.

A case-study approach was chosen to obtain further in-depth information on the matter and to answer the question "Has the development of employer image been useful?". The writer aims to answer this question indicating what the company have done correctly and what needs to be improved to gain a favourable reputation as an employer. As a result, it will offer the case company significant information concerning their future recruitment processes. The information can be used to enhance the company's public picture, which is vital for a rapidly growing company with international operations such as they are. Both the HR Director and Managing Director of the company anticipated that the study will provide significant value to them.

Null hypothesis H₀: The development of employer image has affected on talent acquisition.

Alternative hypothesis H₁: The development of employer image has **not** affected on talent acquisition.

Where conclusion can be drawn that if the company has been able to attract new talent after the employer image building process, the development of employer image has been successful hence useful.

2 LITERATURE REVIEW

This section covers the most essential topics and explains thoroughly points of views related to this paper. Its goal is to generate an encompassing understanding of the strategic role of HR and its connection to the marketing aspect. The information is gathered from articles, different publications, internet sources and expert statements. The chapter aims to differentiate similar definitions and guides the reader to focus on the right ones.

To understand the concept of employer branding and how employer image is formed, it is required to know the foundation which derives from marketing and human resource management, as shown in FIGURE 1. Regarding to these subjects, the section covers the main topics baseline by explaining the origin of brands and branding and yet connects it to human resources and talent management aside introducing employer brand, employer branding and finally employer image. After that, certain attributes and factors related to creating the of employer image are discussed.

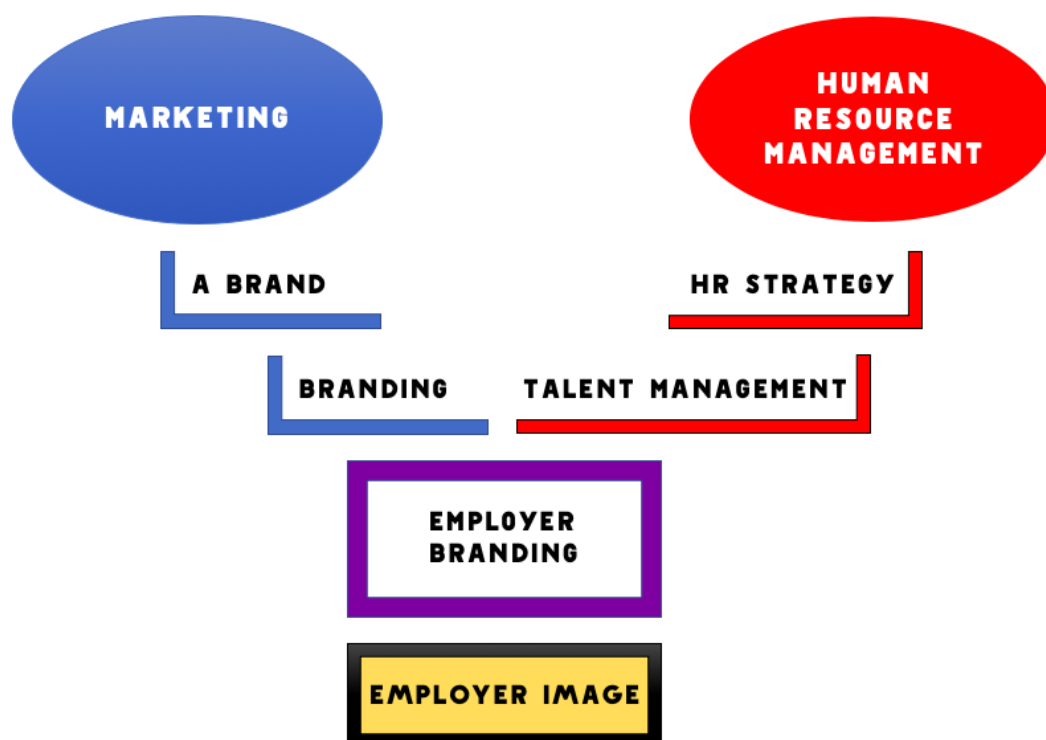


FIGURE 1. Visualization of the theoretical approach of the thesis.

The following background section provides a glance to the changes in employment during the time and explains why employer image is so important as it is nowadays. Thereafter, the correct definitions and theories are explained.

2.1 The development of global employment market

Biswas (2016) states in his article that historically corporate leaders have sought the key to drive the company's overall success by investing in product development and increasing marketing and sales. Nevertheless, he points out that "the economy now is quite different than what it used to be a couple of decades ago" as "the business environment has become very dynamic and competitive across the globe" (Biswas 2016). Consequently, as Boomers' (people born in 1946-1964) position in the labour market is starting to weaken and they make room for upcoming generations, the number of skilled labour is now decreasing. Due to the situation, these talents are now seen as substantial assets for the company, which have caused the companies to rethink their strategy of how they are going to attract them and gain competitive advantage. (Helsilä and Salojärvi 2009; Gómez-Mejía, Balkin and Cardy 2016).

When delving into global employment more closely, the labour force today is a mixture of generations, where Generation X (people born in 1965-1980), Generation Y or preferably Millennials (1981-1996) and Generation Z (1997-2012) mainly represent the workforce of today (Statista 2016). The on-going change of generations creates challenges especially to Human Resource Management as the new generation expects different aspects from a job than their predecessors. This has led to arise of new trends in the employment market and caused tables to turn as the modern applicants' current belief is reforming to a thought "if you don't engage me, somebody else will" (Biswas 2016).

The new age employee is emboldened to actually make a choice to move on to better suited pastures.

– Mukesh Biswas, *HR Executive (2016)*

According to Statista database that is founded on an analysis of UN population data from 2016, "seventy percent of the global workforce will be shared equally by Generation X and Generation Y by 2020". The forecasts also suggest that "Generation Z will make up nearly a quarter of the workforce as they start to enter adulthood" which, when thought with conventional wisdom, adds up to 95% of the global workforce under three generations. The phenomenon requires almost indefinite stretching from Human Resouce department to cope and deal with the job requirements that the employees from different groups have (Soulaima Gourani 2019) and it has caused a total change in how does the employment process work. Since the HR department's job is to make the best out of the available workforce, they have to cope with the modern labour preferences and requirements to increase or at least maintain the same efficiency. The further the time goes, more likely the companies are the ones seeking talents and not vice versa.

2.1.1 Employer of choice

According to Biswas (2016), the organizations have responded to the trend by embracing their excellence and desire to be the best choice for talents entering the employment market. This has

given the potential applicants the power of choice while employers have to convince the talent of them being **the employer of choice**. The pivotal question in this matter is "How to be the employer of choice?". The solution is not simple, as it is quite clear that people are distinctive and they experience and react to different matters individually. The focus sharpens mainly on Millennials, the future workforce, which are estimated to represent the majority of the labour by 2025 (EYGM Limited 2015).

According to Yle Suomi's article written by Heikki Valkama (2020), writers Atte Mellanen and Karoliina Mellanen state in their book "Hyvät, pahat ja millenniaalit – miten meitä tulisi johtaa" (eng. trans. The Good, The Bad, The Millennials – how we should be led?), that Millennials differ from other generations by being more disloyal, impatient and self-imposed. The phenomenon can be explained by differences in the modern growing environment where everything is "already there" as if immediately accessible. Furthermore, uncertainties in modern working environment, for example, mass redundancies of large companies, are seen as a reason for such behaviour among Millennials.

Yet Mellanen and Mellanen underline that Millennials occur to be more creative and better workers (Valkama 2020) as they tend to seek a deeper meaning for the position they are applying and values the possibility for continuous personal development. The subject is also seized in Appel-Meulenbroek and Kempermann's (2019) research, in which Gallup (2016) address that "Millennials approach their job with the intention to learn and grow during their time of employment at a certain employer" and also state that "desire for development might be the biggest differentiator between millennials and other generations that are already present within the workplace".

HR Expert Suresh Amara (2014-05-12) alleges that employer of choice is not just offering compensation, benefits and perks. According to him, employer of choice favors the well-being of employees by offering a work culture and work environment which will attract and retain employees. Hall (2017) also supports this view by stating that "companies that are hiring will have to compete for candidates by using more than just attractive salary packages or strong brand recognition". According to the data of EYGM Limited (2015), concerning the fact that by 2025, roughly 75% of the global workforce will be millennials, it is essential for any organization's HRM to not only understand, but internalize, that "providing an environment where people feel valued, independent and part of a team will be more important than ever" (Hall 2017).

2.2 Human resource management

Human resource management (HRM) is a function inside the company which is responsible for the company's employment lifecycle and organizational development. The term "human resources" is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. During the past century, HRM has evolved enormously from being the administrative operator and performing mainly employees social errands in 1960's and 1970's through eras of organizational development (1970-1990) and strategic performance (1990-2005) to post-modern era (2005-), where the goal is set to embracing

workplace culture thus creating advantageous value (Helsilä and Salojärvi 2009; Schuler and Jackson 2014).

According to Armstrong and Taylor (2020), HRM is about employment, management and development of people in an organization. HRM is in charge of functions such as talent acquisition, training and career development of personnel and management to ensure that they implement the organization's strategy as effectively as possible. (Aquinas 2009). He also points out that the "maintenance of personnel" such as offering agreeable working conditions and employment benefits as well as proper recognition and rewarding systems are pivotal in building functional working culture (Aquinas 2009).

As HRM controls and takes care of the most crucial aspect of the company – the people – it is seen as an essential asset for any organization and a key to performance and success (Brewster, Sparrow, Vernon and Houldsworth 2011; Aquinas 2009). From the organization's financial point of view, the importance of HR is rationalized by the fact that "the cost of the people who do the work is the largest single item of operating costs" (Brewster et al. 2011, 8).

2.2.1 Talent management

Collings and Mellahi (2009) define talent management extensively as "activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization." In other words, it is a branch of HRM which focuses on identification and assessment of labor's competencies as well as a strategic process to attract and retain talents and by that ensure and maintain efficiency of the company in the future. Concerning the introduced background and the ongoing change of generation in the labour market, talent management has become one of the most important tools and main priority for HRM. Presented concept is supported by Leekha Chhabra and Sharma (2014) address that "the survival and success of organisations depends upon the quality of its workforce who can face the modern challenges". They also connect talent management to employer intelligence by emphasizing that "intelligent employer will not only attract new talent but will also retain existing workforce". Especially the importance of retaining talent has increased as Biswas (2016) asserts that "highly talented graduates can always find work – even in an economic slowdown", which indicates the increased mobility of workforce and earlier introduced mindset: "if you don't engage me, someone else will". The potential for mobility around the most talented people in the organization is also emphasized by Sparrow, Brewster and Harris (2004) who argue that businesses even globally should "develop a much deeper level of understanding about the links with being the business agenda and the capabilities of these talents."

When a company faces difficulties in attracting exclusive talent, they are suffering from talent scarcity. It is used to describe the shortage of applicants with right or top class skills and abilities to fulfil the tasks. Talent scarcity is one of the modern HRM's largest challenges and according to Michael Koch (2016) "a tremendous challenge for firms in the globalized world". As the employment world is changing from employer market towards employee market, talents are in control of the labour market and choose which workplace match their preferences the best thus creating mobility around these people and talent scarcity for businesses.

2.3 Brand and branding

The history of a brand goes far back in time. It started as an identifier of ownership (Davis 2009), where farmers needed to distinguish their cattle from others in order to keep track what is theirs and what is not. Livestock owners developed a solution by burning a symbol to each animal with a hot branding iron, which then indicated whose livestock was in question. The name 'brand' itself is originates from old Norse language 'brandr' meaning 'burn'. (MacNabb 2017).

Nowadays a brand is much more than burning marks, yet the main idea has still remained the same – distinguishing your own from others. Neumeier (2005) describes a brand as an individual's gut feeling about a product, service or company, which roots from each individuals emotional depth with a hint of rationalism as people tend to think the subject rationally. It is comprised of group of features or so called *brand elements* which mission is to create recognition among consumers. Keller (2013) mentions a brand name, slogans, logos and package designs and other characteristics as examples of brand elements.

However, Neumeier (2005) also indicates that people are also keen about the symbolic features of a certain product – eventually they end up to a question "Who made this?" and "Can I trust it?" with some assumptions of becoming part of something bigger, a clan, when acquiring, for example, an Apple product. After the first purchase, depending on the quality of the experience, a cycle is ready and brand loyalty is created. Therefore it can be considered as an intangible asset for a company which possesses both an emotional and symbolic aspect.

A brand is not what you say it is. It is what THEY say it is.

– *Marty Neumeier (2005)*

Davis (2019) expresses that a brand is the interface between the company and its audience as it represents the full personality of the company. Additionally, she states that a brand integrates the company's core values, aspirations and aims to the ensemble. To make a brand sustainable and credible, the reflection of the business must be authentic and accurate (Davis 2009). More psychologically, it can be said that a well-established brand corresponds with the viewer by evoking feelings and associates the certain characteristics of a company to these feelings and thus connects those the company and its values.

In a nutshell, branding is the marketer's effort behind brand. More accurately, it is described as "the process of building a favorable image for a product or company that differentiates it in the minds of the prospects and end users from other competitors" (Biswas 2016). Today, brands are very closely linked to the entire operations of the company and thereby it could have a tremendous effect on company's value in good and bad (Davis 2009). Consequently, the success of a brand and branding is central in building a competitive advantage for the company. Davis (2009) argues that branding becomes more or less difficult as more economic power and social trends are linked to the brand building process. This is forcing companies to add, for example, so called 'green products' to their repertoire to promote themselves as supporters of the environmental movement (Davis 2009).

For example, if an average consumer sees a red soda can without noticing the label, what brand does he or she think of? In most cases, the answer is Coca-Cola, which has made the red color as a key feature of the drink's brand. Moreover, when delving more into color psychology, the color red is proven to stimulate human metabolism hence increase the appetite (Przybyla 2019; Psychologists World 2020), which doubtlessly works for a soft-drink company. This endorses the fact that every feature matters, when delivering a message through a successful brand.

2.4 Employer brand and employer branding

Employer brand conform to the same laws as normal brands. However, as the subject is related to human resources, the brand building work is scrutinized from employer point of view, intending how **the employer** is recognized among people. It encompasses the organization's values, policies and behaviour toward the objectives of attracting, motivating and retaining the firm's current and potential employees (Biswas 2016). "Strong employer brand has a magnetic effect when it comes to attracting and retaining good people" (Biswas 2016). Naturally, the term for building, embracing and developing the employer brand, is called employer branding.

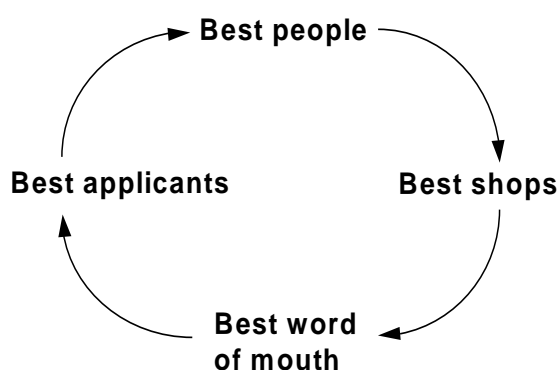


FIGURE 2. The illustration about early stages of employer brand (Ambler and Barrow 1996, 2.)

Employer branding was firstly introduced in the article "The employer brand" by Tim Ambler and Simon Barrow in Journal of Brand Management in 1996. The first illustration explained that if the best shops have the best word of mouth, or in other words, best reputation, and it attracts the best

applicants to apply for a job from this particular company over other shops. When the best people are working for the shop, it will make it the best.

There are multiple ways to define employer branding due to its relations with both HRM and marketing. Employer branding is most commonly understood as “the package of economic, functional and psychological benefits provided by employment, and identified with the employing organization.” (Ambler and Barrow 1996, 3). It is also a concept which can be applied to the recruitment process in the same way as marketing process is used in the management of customers (Biswas 2016). Following the baselines of marketing, it is fundamental to employer branding that the employer brand is in line with all other branding efforts of the firm (Sullivan 1999) which inevitably makes the entire image of the company more consistent. Moreover, Biswas (2016) underlines that “employer branding is not just a marketing exercise – it is the beginning of an employment relationship.” He wraps up the entire concept of employer branding as “the application of marketing, communications and branding concepts to promises of an employment experience that make an organization distinctive and appealing to new and existing employees, and ensuring that employees identify and engage with the organization its corporate brand, mission, values and beliefs, and thrive with it.”

2.5 Employer image

Whereas employer branding is the operation behind building the employer brand, the employer image is the result of the effectiveness of the employer brand. It is a crucial part of any company’s strategy because in this talent scarce world it is vital to comprehend “how an employer is commonly perceived within a labor market” (Biswas 2016). Lievens and Slaughter (2016) describe that employer image was mirrored as one of the hot topics in HR practice as employer branding began its initial rise in the early 2000s. They imply that job seekers use the information available from image characteristics, for example, Corporate Social Responsibility, financial success, the competency of recruiters and appearance in the list of valued workplaces, as signals of what it might be like to work there. Additionally, they specify that employer image has is something what an individual possesses and not the general public, as well as it might fluctuate and concentrate on different aspects with each person. These elements separate employer image from, for example, **organizational reputation or image**, which basically belongs to the same category but encases more wide, collective and stable point of view of the company. (Lievens and Slaughter 2016).

Consequently, employer image is a quality that a company will possess whether it is developed on purpose or even accidentally, regardless of the situation. Valvisto (2005) states that “company’s employees are able to pass on the information about their employer effectively” so most certainly there are always some views about the employer in case the company is not a one man show. Furthermore, if the company appears completely unrecognizable, it also tells a lot about its situation and its employer image. It helps the company to find the right people for the right positions (Valvisto 2005) hence positive and attractive employer image is essential for any company which is seeking the best talent.

To apply the theory to the illustration visible in Figure 2 presented by Ambler and Barrow (1996), employer image affects strongly in the *best word to mouth*-section which describes the connection of best shops and best applicants. This can be transformed in other words, the company that has the best reputation or image is able to attract the best talent and therefore gains competitive advantage via exclusively talented workforce and, is in fact, "the best shop".

2.5.1 Factors that effect employer image

Publicity

Publicity is a broad term in general especially after substantial evolvement of media over the past decade. In literal and the most general sense, it is the condition of being the object of public attention. In this context, publicity stands for a the level of consciousness set by public media, such as news and television. Social media is of course the largest breakthrough of media history form the past decade, but because of its private quality, it has its own chapter. Collins and Stevens (2002) have studied the effect of publicity in recruitment-related activities and have found that "employer brand image was stronger when publicity was used in conjunction with early recruitment-related activities".

Social media and word to mouth

Carefully planned external communicaton is the company's manoeuvre to assure that the employer image for the wanted people is just right (Valvisto 2005). Lievens and Slaughter (2016) support the view by stating that even conventional wisdom suggests social media information and word of mouth (WOM) affect employer image. These two factors have intimately linked to each other over time, as the social interaction now mostly takes place in social media instead face-to-face. They say that "in the applied world, organizational decision-makers are quite interested in how they are performing on social media" which nowadays is seen as "a social, company-independent information source from people who have no self-interest in promoting the organization or its products" (Van Hoye and Lievens 2009). In this era where an individual is exposed to advertising nearly everywhere, hearing an independent opinion without any marketing effort in the background, makes the message more credible (Van Hoye 2013). WOM relates to general image more strongly than other company-dependent sources such as publicity, sponsorship, and advertising (Collins & Stevens 2002).

Social media has made sharing thoughts and opinions easier than ever. There are even websites for just sharing opinions about employers, such as Glassdoor, Indeed and the Finnish variant; Kokemuksia. From the employer's perspective, joining social media opens valuable possibilities in terms of promoting the business and being closer to the target group, e.g. the employees as well as the new talents. It also challenges the employer to be transparent and prove their value to the viewers. By approving these determinants, it means more open feedback, more strategical thinking hence more cautiousness about their actions and more pressure to be able to fill the talents' requirements.

Internal marketing

In marketing-oriented approach, the company's workforce is seen as ambassadors of the employer, which makes it important for an employer to understand, how well marketing and brand promise is carried out internally. Internal marketing is a crucial part of delivering the brand promise outside the company and hence defining the quality of employer image. Experienced recruitment trainer and work psychologist Juho Toivola (2019-05-14) states in his blog that the birth of employer brand arises through functioning personal brands. He emphasizes the importance of employees disembarking and being part of the recruiting campaigns, partnerships and networking collaborations. He also claims that the creditability of the employer's value proposition is defined through internal marketing and the employees ability to bring up right points at the right places. Biswas (2016) supports the theory by stating that employer branding is used "to create an image of the employer among employees for its employment". Furthermore, according to Froom (2001) internal marketing carries the brand promise made to recruit in the firm and incorporates it as a part of the organizational culture. Similarly, Aggerholm, Esmann Andersen and Thomsen (2011) highlight "internal branding as a concept to ensure that employees deliver the brand promise to external customers" and "employer branding as a way to recruit the right candidates in order to ensure the quality delivery of brand promise to external stakeholders" also referring to potential future job candidates and ordinary people. (Aggerholm et al, 2011).

Sustainability

As Millennials and their successor, Generation Z, take their place as the clear majority in the labour market, the importance of Corporate Social Responsibility (CSR) increases drastically as both generations tend to value the environment and take a stand on other global issues more (Valkama 2020). This is supported by Google's Sales Manager Mark Hall who predicates that "creating an attractive and sustainable workplace that looks more like the future than the past is one of the most meaningful things that organizations can do to secure the best workers of the millennial generation" (2017).

Subjects such as sustainable development and sustainability as well as environmental actions are valued among talents. Biswas states that "when organisations were rated higher on a full range of socially responsible features — they tend to be seen as more attractive as a potential employer" (Biswas 2016). Presumably, as the afore-mentioned generations take their place in society as majorities in labour market and life generally, it means that customers, as well as external stakeholders, suppliers and buyers, are also getting more and more interested about the CSR operations of the company. This gets support from Mary MacDonald, the Vice President of EarthShare, who states in her article that "meeting employee expectations about environmental action at the workplace is a modern-day necessity." (MacDonald 2019). Overall, these studies highlight the fact that sustainability is a considerable factor of building a successful employer image.

3 CASE COMPANY

FinVector Oy (referred later as FinVector) is the world leader in manufacturing and the research and development of viral-based gene therapy products. FinVector offers services across a wide range of viral-based product types, including Adenoviral, AAV, and Lentiviral-based vectors. (Finvector 2020). The company is based in Kuopio, Finland, in the vicinity of Kuopio University Hospital, University of Eastern Finland and their affiliate research center Kuopio Center for Gene and Cell Therapy and thus the environment for researching and developing viral-based gene therapies is second to none.

FinVector Oy operates under Trizell Ltd, which is owned by Ferring Pharmaceuticals, and Frederic Paulsen Foundation manages the entire corporation. Currently, FinVector employs approximately 200 people from 16 different nationalities, who possess different educational backgrounds such as laboratorians, scientists, bachelors of business administration, storemen, cleanroom cleaners, engineers and more. FinVector has five central departments: Manufacturing, Quality Control (QC), Quality Assurance (QA), Procurement and Group Administration which includes Finance, Human Resources and IT. (FinVector, 2020).

The company has previous experience in developing a similar drug for treating brain cancer, but after a long period of clinical tests the drug did not receive a marketing licence. According to the company's Managing Director of that time, Timo Ristola, "FinVector was a pioneer of gene therapy, so the work in progress stopped into authorities additional research requirements". He also saw the setback as an asset for the future, as the company now knows how to operate with authorities to make the process advance quicker in order to get the license. (Remes 2019).

After years of R&D and multiple trials, the company is now back at it with their ground-breaking biopharmaceutical drug, Adstiladrin, which, in the future, could provide a cure for bladder cancer. FinVector is now in the third and final phase of getting approval from USFDA (United States Food and Drug Administration) to get marketing license for their product. At the moment, the hype is higher than ever due to FinVector's advancements in their field and the media attention it had received. The company has grown outstandingly within the past few years and throughout this growth there has evolved a need to investigate their actions in terms of accessibility and readiness to answer modern talents requirements as an employer.

As a results, few years back they started a process of developing a greater employer image and create social media presence to become more known and accessible for the people. Due to their unusual growth and success scientifically, the Group Administration is eager to know how this process of developing better employer image has helped them during past years – or has it at all.

3.1 Case background: HR interview

HR Director Johanna Pirinen and HR Specialist Pauliina Tuovinen were interviewed about the process of developing employer image for FinVector. The aim of the interview was to gain understanding about the concept behind the process, concrete actions and most importantly the point when the whole process started in order to figure out the control groups for employee interviews in the latter chapters.

When did you start the process of building a greater employer image?

According to Tuovinen (2020-05-27), the starting point for actively developing the employer image for FinVector started approximately in Autumn 2017. She approached the question by contemplating her first day in the corporation, which was dated in mid-February 2017. Pirinen (2020-05-27) agreed that the point of time Tuovinen estimated was accurate.

Could you describe the situation before starting the process?

Pirinen (2020-05-27) told that the company was not recruiting as extensively as it is now, which also is proven by data – during the past three years (2018-2020) FinVector have recruited 115 people (Finvector 2020) compared to 52 recruits from years 2013-2016. Due to the situation back then, Pirinen (2020-05-27) illuminated that in a way recruiting was not as much “a must” as it is now while FinVector is constantly growing and in a need for new talent. Furthermore, she recalled that whole recruitment process and operations behind that were a lot slower compared today and they had fewer applicants. She condensed the situation by saying: “We just put out job advertisements and waited for applicants to come to us, which led to the situation where we realized that these are not the type of people we want to work for us. We had no brand whatsoever to promote.”

Pirinen (2020-05-27) told that the group of applicants was very homogenous, where Tuovinen (2020-05-27) continued that they received very clinical and formal applications, which did not resonate with the working atmosphere they strived for. Later on Tuovinen came up with an idea of “writing more casually” which could correspond better with the desired working atmosphere and attract right kind of people to apply. Inspired by that the HR department started paying attention to the placement of their job advertisements and invest in the applicant experience by enhancing communication between the applicant and the employer in order to reach the right people.

Did you implement any ready concept to employer brand building process?

Pirinen (2020-05-27) asserted first that the company’s HR department have always had the strategy in its mind in their everyday actions since day one. She also stated that building the strategy for employer brand building process has been HR drawn and gave out that the company’s board had not determined a concept what to follow. Tuovinen (2020-05-27) expressed that FinVector’s poor local coverage was problematic for the company. She and Pirinen acknowledged that the company had to be more visible in order to be recognized at least locally and praises her colleague’s activities in building relations to local operators. Pirinen (2020-05-27) confirms that she used her own networks to spread the word of FinVector’s unique know-how to the city of Kuopio, the chamber of

commerce and to other local businesses. After all, the local support is essential for such company working with virus vectors and delivering promising results in a biopharmaceutical field even in international scale.

Tuovinen (2020-05-27) emphasised the importance of applicant's first impression in building employer image. The recruitment process is planned to give the applicant an indication straight away in what kind of team he or she is applying to. This is carried out for example via recruitment videos, where the applicant can get acquainted with one of the team members and sense the feeling the video is sending to them. Tuovinen condensed FinVector's recruiting ideology into one phrase:

“Serious business, casually.”

- Pauliina Tuovinen, HR Specialist, in FinVector Oy's recruiting ideology

According to Pirinen (2020-05-27), the HR department have educated the rest of the administrative personnel about the modern job market situation, where the competition is around talents, not companies. Tuovinen (2020-05-27) informs that the main point has been that a strong employer image is not something that is just decided, but it requires active work in order to reach and, most importantly, convince the applicants. Pirinen (2020-05-27) tells that the HR personnel found the recruiting supervisors approach to recruiting new people rather narrow and stationary. She states that with the help of the strategy they have been able to guide the recruiting supervisors to think outside the box and build their team for the future – referring to recruiting people with a certain skillset which is beneficial in commercial drug manufacturing.

The afore-mentioned guidance of recruiting supervisors have extended drastically the abridged target audience as they have arranged extra interviews to get in-depth information about the applicant's personality and his/hers fit to the team. Pirinen (2020-05-27) reveals that the HR department have received a lot of positive feedback regarding this guidance.

Do you have talent scarcity?

Tuovinen (2020-05-27) states that talent scarcity is present in certain departments. Concerning the possible upcoming commercialization, shortage of top tier talents, such as experts of very specific field, is one puzzle that FinVector is currently facing, according to Pirinen (2020-05-27). Tuovinen continued that it is rather hard to find people with both biomedical and production backgrounds. She also illuminated that FinVector has a lot of competitors in such departments where the tasks remain rather similar despite the field of business, such as in quality control and quality assurance as well as in engineering and procurement. Moreover, manufacturing appears as the most attracting and competitive department while the company is able to offer nationally unique positions and job possibilities among upstream, downstream and filling. In manufacturing perspective, there is only one company in Finland that produces viral vector products like FinVector – Biovian Oy from Turku.

The difference between companies is that Biovian works with client projects whereas FinVector manufactures their own products, which makes it completely unique in national scale.

What did you do in order to enhance the employer image?

The first steps of development were taken by modifying small issues, such as adjusting the style of their job advertisements and promoting the company's values through different platforms and communities. **LinkedIn** was the first platform in which the company HR started increasing activity through personal profiles (Pirinen 2020-05-27) and later on it led to setting up an own site for the company. Quickly after that FinVector expanded their range of platforms where they published their job advertisements and removed some of the platforms which didn't prove to be as efficient. Tuovinen (2020-05-27) told that MessiLive was one of the largest factors for growing visibility and enhancing accessibility. In addition, FinVector added their presence in recruitment events and educational institutes, such as University of Eastern Finland and Savo Vocational College, by inviting students to visit them and starting so called "early marketing" in order to get future employees.

Amongst social media platforms, **Instagram** came into their repertoire in late 2017 which was followed by **Facebook** in the beginning of 2020. Instagram was strategically seen as more of a "feeling builder" which mission was not only to post recruitment related stuff but also picture day-to-day life inside the company thus promote the company's atmosphere. Purpose behind establishing a Facebook page was to start using more targeted recruitment marketing. The company also produced commercial promotional videos via Trustmary Group, in which employees shared stories and feelings towards FinVector as an employer in mid-2018. Moreover, in spring 2019, the company started producing recruitment videos in order to give the applicants more accurate picture of the company as well as the position and most importantly the team. (Pirinen and Tuovinen 2020-05-27).

Pirinen (2020-05-27) speculated that Kunnian Kukko award was also a sign of well increased visibility and a result of a successful word-to-mouth marketing. She also praised the company's employees for active voluntary marketing, such as sharing job advertisements, and flashed that rewarding employees for giving out successful recruits could be the future and a way to better the word-to-mouth marketing.

Do you think that you have succeeded in internal marketing?

Tuovinen (2020-05-27) stated that the company's employees have been very active recently to participate in different events and projects that promote FinVector, such as MessiLive interviews and recruitment videos. In the beginning, people were rather shy, Tuovinen stated, but now they have got enthusiastic about it. She continued that there has always been volunteers for such projects and they have not had to force anyone to participate. Pirinen (2020-05-27) mentioned that according to their employee wellbeing survey (2019) over 80% of the employees have recommended and promoted the company in their private networks which indicates a clear success in internal marketing.

I have recommended
FinVector as an employer
to my network

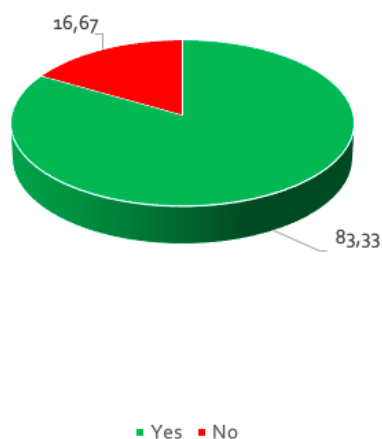


FIGURE 3. Pie chart from Employee Wellbeing Survey about the distribution of answers to claim "I have recommended FinVector as an employer to my network" (FinVector 2019).

Tuovinen said that there is still some work to do, as they want their employees to be more active and more responsive to, for example, unusual happenings during working days etc. so that the HR department could share and deliver even more accurate and realistic message outwards about what happens inside FinVector doors instead of prefabricated posts.

What were the objectives of building the employer image?

Pirinen (2020-05-27) stated that the objective of building the employer image has been to get more talented people to join the developing organization also in terms of new different talent that in the future could steer them towards commercial manufacturing. Related to this, Tuovinen (2020-05-27) mentioned that one of the objectives was to challenge and educate the recruiting managers and foremen to not to choose the secure and comfortable applicant but see the larger picture, and alternatively choose people with high potential to advance in their career and broaden the skillset of certain team.

As a developing point, Pirinen (2020-05-27) brought up the use of the potential for multitalented people. She indicated that they should find new ways to use talents full potential so that the job provides enough challenge for them. When that happens, the talents will carry the company further.

How well have you succeeded in building the employer image to where it is now?

Tuovinen and Pirinen (2020-05-27) both stated that they are dependent on feedback from the company's board, recruiting managers, employees and recruits, which are applied to evaluate their actions and measure success at this point. Tuovinen told that even those recruits who had got rejected, have given positive feedback about the recruitment process and the whole company based

on their experiences so far. She also revealed that the trend of same people applying again for different positions tells a lot about the desirability of the company – if the image of the company would be inferior, why would they apply again? Furthermore, the improvement shows in the average number, variation and quality of applications the company receives now (approximately 50) versus before the building process (maximum of 20).

Pirinen (2020-05-27) determined that it has been crucial that they have done the recruiting themselves. She discerned that they are those who know their people the best and can assess whether the applicant is the right fit for the team he or she is applying. Tuovinen (2020-05-27) also saw a difference in leaving more appealing image of the company when the applicant contacts directly to the company's representative and not through recruiting company's consultant. Based on theory, it could seriously have an effect in creating better employer image. Rynes, Bretz and Gerhart have discussed this topic and determined that a recruiter can have "a substantial effect on applicants' perceptions of organizations and job pursuit intentions" (Rynes et al. 1991).

4 METHODOLOGY

The thesis takes a qualitative approach, which investigates employer images relation to candidate quality and evaluates the accessibility and attractiveness of the company using factors that a proven to affect employer image. The research is executed with interviews, as it was also done in section 3.2. Data will be gathered from FinVector's employees in order to get valid information about the overall success of employer branding and its connection to employees background. The research aims to measure the visibility of the activities what the company's HR initiated with a goal to get answers to hypothesis. Furthermore, the researcher focuses to get intel about how FinVector's employer image has developed over the time of the development process.

In a nutshell, qualitative research is used to investigate data with qualitative aspects. The most common methods to carry out qualitative research is by interviews, observations and inspecting data from documents, e.g. surveys. Denzin and Lincoln (1994) define qualitative research as "a method that focuses on the interpretation of phenomena in their natural settings to make sense in terms of the meanings people bring to these settings." According to Mykkänen (2006), a typical problem with qualitative researches are too large samples which cause the analysis to be superficial. He also states that a stable and thorough analysis from concise research subject and distinctly confined research material is principally better than just a perfunctory scratch which information value remains to be diminutive and controversial (Mykkänen 2006).

The fundamental idea of an interview is to allow the respondent to answer the questions relatively free and by using his or her diction, referring to terms and ways to express himself or herself (Mykkänen 2006). Even though the method is time-consuming and requires much effort, it is essential to know that communication is not limited to verbal messaging. The benefit of the approach is the amount of information attainable from non-verbal communication, referring to, for example, facial expressions, gestures and body movement, which enhance the verbal message and thus contains more information. This method is supported by MacIntosh and O'Gorman (2015) who also state that creating relationships may lead to a broader amount of information, although it can also generate a lot of irrelevant data. Moreover, interviews make critical thinking easier when respondents' non-verbal communication is observed by the time they are answering.

The goal of the research is to get a minimum of 10 responses per each group to maintain validity of the research. After reaching the preset number of responses, the interviews can be continued by using the data saturation method in order to reduce the flow of excessive and irrelevant information. Moreover, it means that the gathering of research material can be discontinued when further interviews are no longer feasible, or it does not provide any new information to the study. It allows the researcher to use his discretion to balance the workload and maintain the effectiveness of the study.

However, interviews include risk of attendance. If for some reason, interviews can not be carried out the way it was supposed to due to lack of respondents, data gathering will be executed via

surveys which will base on the same questions than the interviews. Thus, the answers avert being biased and are comparable with the interviewees' answers.

Data gathering will be related to the factors that affect employer image that were introduced in chapter 2.5.1. The questions cover fields such as company's online presence, social media, publicity and accessibility as well as internal marketing and its effectiveness. Additionally, the participants will be given a chance to specify their answers to seek if sustainability had something to do with their employer of choice.

4.1 Reliability and validity

Saunders, Lewis and Thornhill (2019) state that the validity/credibility of the data in qualitative research produces is generally seen to be less of an issue. Reliability instead depends on few matters. Of course, both **interviewee** and **interviewer bias** are present during interviews, which may induce a false response in the interview situation. For example, conducting an interview in an open space may lead participants to provide falsely positive answers where they fear they are being overheard, rather than retaining their anonymity. Additionally, the interviewers body language and style of communication could affect afore-mentioned reactions to the interviewee (Saunders et al. 2019). Moreover, the researcher has worked for the case company in department where issues such as employer image has been processed, which open a possibility for **researcher bias**. It comprehends a subjective point of view to the dealt subject and interpretation of answers to support the thesis hypothesis (Saunders et al. 2019) but in this case the motivation to know the true effect of own work will weigh more than motivation to get a 100% matching hypothesis.

Memory plays a big role and heightens one notable caution. As the interviews question answerers experiences from the past, people recruited to the company more than two years ago may not be able to provide as accurate information for the research as recently recruited people. This can create some issues related to reliability and validity. However, each person have their distinctive abilities, for example the capability to memorize events from long ago, but it still should be pointed out.

4.2 Research ethics

The research will follow the correct ethical dimensions to ensure professional conduct and improving research outcome. It will not collect any excessive or sensitive information about respondents age, sex, race or any kind. The information which employee provides during interviews can also be deleted and chose not to use if the interviewee wishes so. The interviews will be voice recorded, and all the viable information is used to build comprehensive data to support the goal of the thesis. Any information provided by the employee during interviews can also be deleted and chose not to use if the interviewee wishes so. Before every interview, the respondent will be offered to inspect a privacy policy note that will comprehend all of the guidelines the data gathering follows.

5 RESEARCH

FinVector provided material for the research, which included an excel sheet about the recruited people from September 2013 to March 2020, a total of 178 persons. Based on the HR interview and the beginning of development of employer image, people recruited in 2018 and 2019 were separated from that group to form two groups from different recruiting periods; people recruited before 2018 (Group 1) and people recruited in 2020 (Group 2). Consequently, 96 persons were filtered from the material given by the company and chose to be eligible to participate in the data gathering.

From those 96, a total of 63 was recruited between September 2013 and December 2017 whereas 33 after January 2020. The interview invitations were sent to 26 employees – 13 for each group. The response rate for the interview invitations remained lower than anticipated. In Group 1, five persons, a total of 38,5%, booked time for the interview, while the number in Group 2 was four persons, which made up to 30,8%. After the interviews, the remaining people from the whole cluster received an email from taking part in the questionnaire, which included identical questions to interviews in order to make the answers comparable. All in all, a total of 32 people participated the data gathering, which makes a satisfactory 33,3% participation rate for interviews and questionnaire together.

GROUP 1 = G1

In Group 1, 18 out of 63 persons took part in the data-gathering, which represents almost a third of the group, more precisely 28,6%. From those 18 answerers, five was interviewed live, which makes approximately 27,8% response rate for the interview method.

GROUP 2 = G2

In Group 2, 14 out of 33 persons participated the data gathering, which translates to 42,4% of the people recruited in 2020. The interview method covered 28,6% of the cluster's engagement, implying four interviewees out of 14.

5.1 Respondents' background

In this section, the respondents gave information about their background **before joining FinVector**. The questions were associated with the individual's educational background, relevant working history, employment status and location in order to figure out what kind of talent FinVector has been able to attract before and after the employer image enhancement process.

5.1.1 Academic background

QUESTION: What was your academic background?

TYPE: Value between 1 and 5.

DETAILS: 1 = Elementary, 2 = High School or Vocational School, 3 = Bachelor's degree (Uni or UAS), 4 = Master's degree (Uni or UAS), 5 = PhD

As FIGURE 4 shows, G1 results distributed more evenly than G2. Among G1, the educational history appeared in equal shares of 28% between second degree, bachelor's degree and master's degree. A little over seventh of the answerers were highly educated and had received doctorate status before joining FinVector. Average G1 employee was "an advanced bachelor" with a ratio of 3,33. The most common answer for this question was 2, 3 and 4 like Figure 1 expresses.

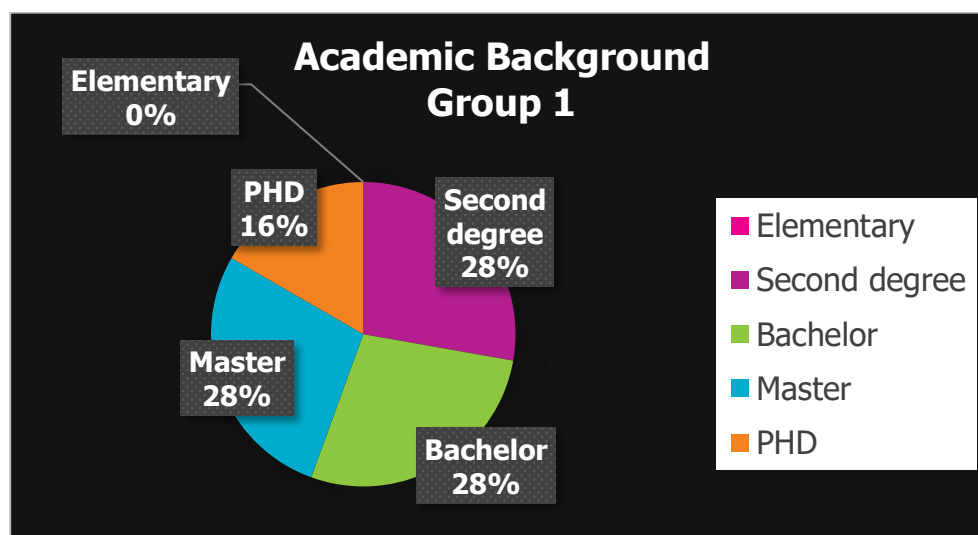


FIGURE 4. The distribution of academic backgrounds for Group 1.

Visualization in FIGURE 5 shows the representation of second degree based employees was notable; 43% of the respondents' highest education level was high school or vocational school, which might be associated with the collaboration with local educational institutions. Furthermore, half of the answerers had a university degree (bachelor 21% and master 29%) and the number of doctorates halved to 7%. When putting all together, a G2 employee was a steady bachelor with an average ratio of 3,00. All in all, the result indicates the success of working together with schools and exercising early-recruitment activities.

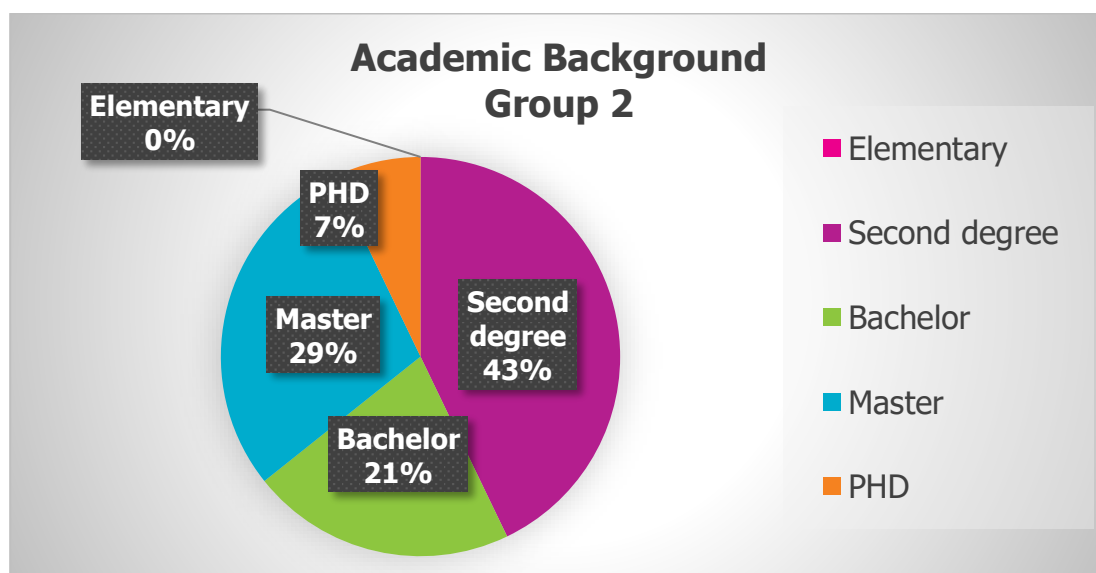


FIGURE 5. The distribution of academic backgrounds for Group 2.

Furthermore, both Figures (4 and 5) indicate that during the investigated periods, the company did not recruit any people with an elementary background, which was somewhat expected.

5.1.2 Relevant working experience

The groups got questioned about their relevant working history for the position they were applying. According to Streiff (2020-07-24), relevant work experience is not equivalent to the same job title or even same industry – as long as the skills from previous experience are transferable to the new job, it can be relevant work experience. In a nutshell, it comprises of, for example, internships, volunteering work, freelancing, academic and programming projects, extracurricular activities and tutoring (Streiff 2020).

QUESTION: How much did you have relevant work experience for your current position?

TYPE: Value between 1 and 5.

DETAILS: 1 = 0 years, 2 = 0-2 years, 3 = 3-5 years, 4 = 6-10 years, 5 = 10+ years

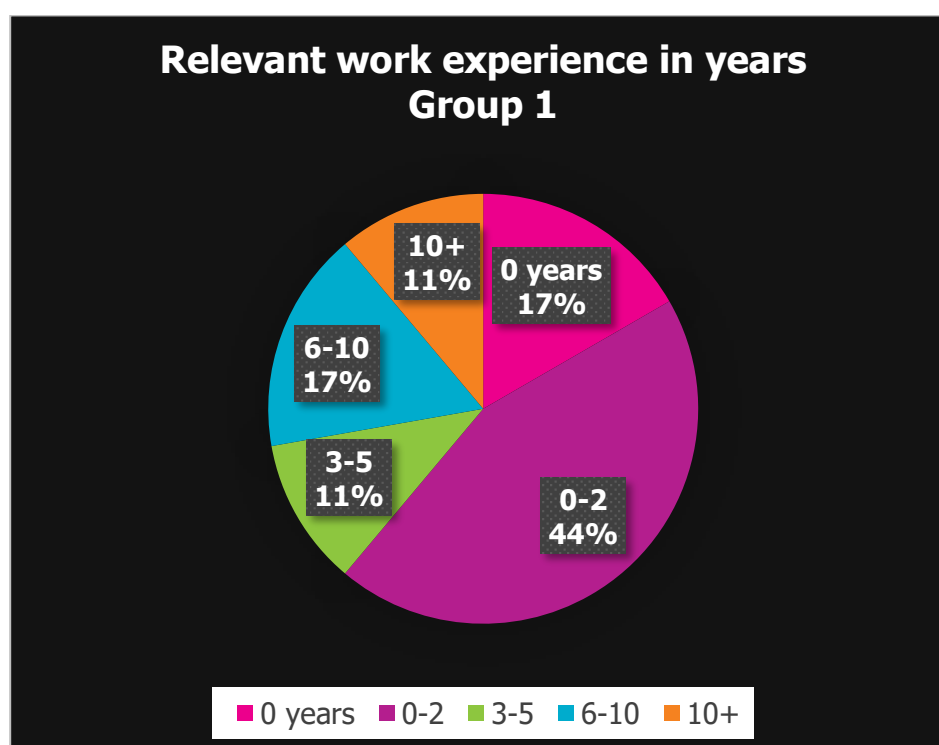


FIGURE 6. The distribution of relevant work history in years among G1.

Figure 6 shows that people from G1 had more variety in their relevant working experiences. Every category was represented; 17% of the respondents had no earlier relevant work experience for the applied position. The largest sample, 0-2 years relevant working experience included in nearly half of the groups answers with 44% – followed by 3-5 years (11%), 6-10 years (17%) and over ten years (11%).

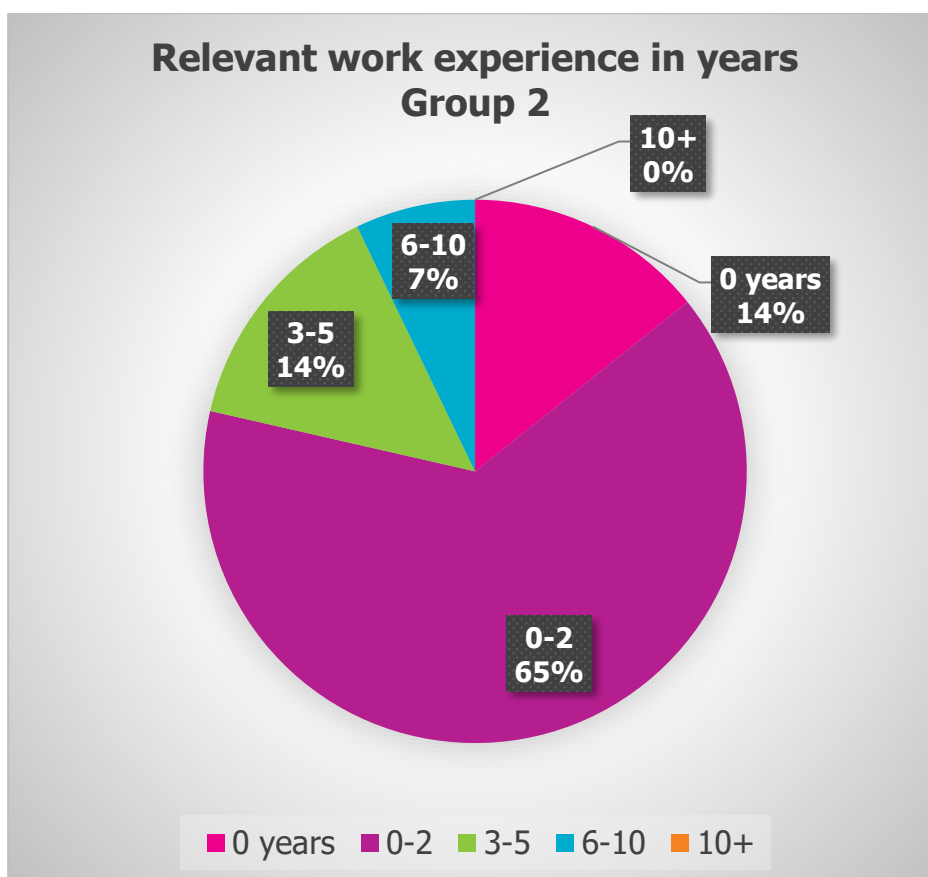


FIGURE 7. The distribution of relevant work history in years among G2.

G2 had similar attributes (Figure 7) to G1 as second degree continued to be the largest group covering almost two-thirds of the cluster (65%). Next groups were the newcomers with no earlier experience (14%) who levelled with somewhat experienced people with 3-5 years (14%). 7% of the respondents had 6-10 years of experience, whereas people with more than ten years of relevant working experience were not found in this group. The result, and more accurately, the number people with of 0-2 year experience, could be explained with increased number of second degree students, in the previous question.

5.1.3 Situation before joining FinVector

The question aimed to measure the attractiveness of FinVector by investigating different life situations where talents decided to apply the company. The desirability plays a remarkable role in talent acquisition and helps the company to allocate their recruiting resources correctly when the recruiting personnel knows what method work for each group. Due to the sensitivity of the question, answering to this was optional.

QUESTION: Could you describe your employment status before joining FinVector?

TYPE: Open.

The majority, 45%, of the respondents answered that they applied FinVector whilst they were working somewhere else in Group 1, visible in FIGURE 8. Additionally, slightly over fifth told that

they were either unemployed or applied for a job straight from school, whereas approximately 11% did not want to specify their life situation before applying to FinVector.

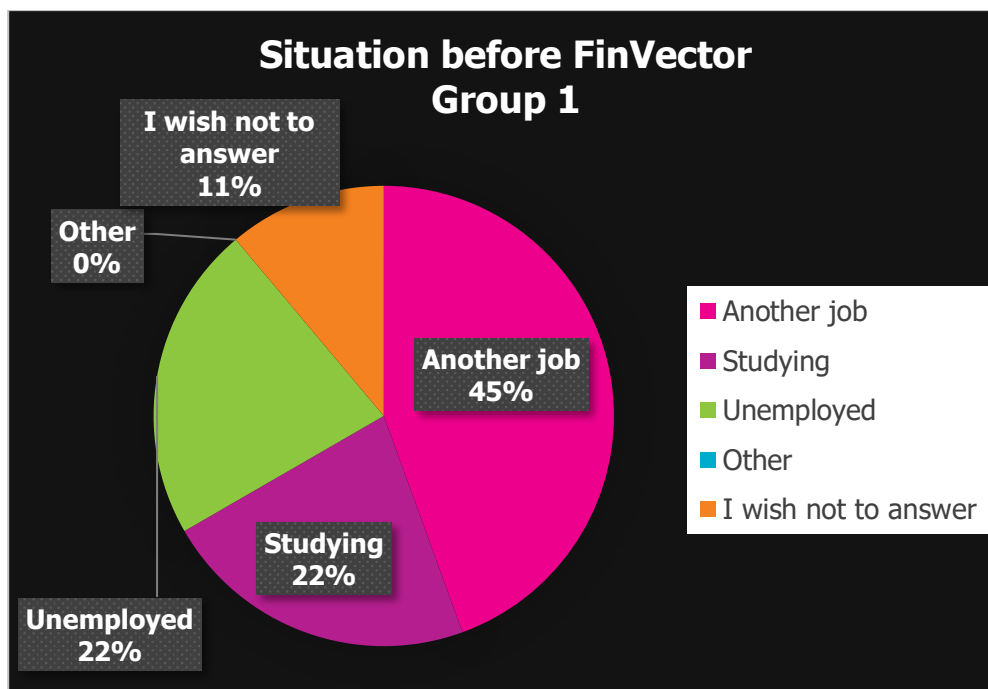


FIGURE 8. The employee's situation before joining FinVector among G1 and G2 (Kukkola 2020).

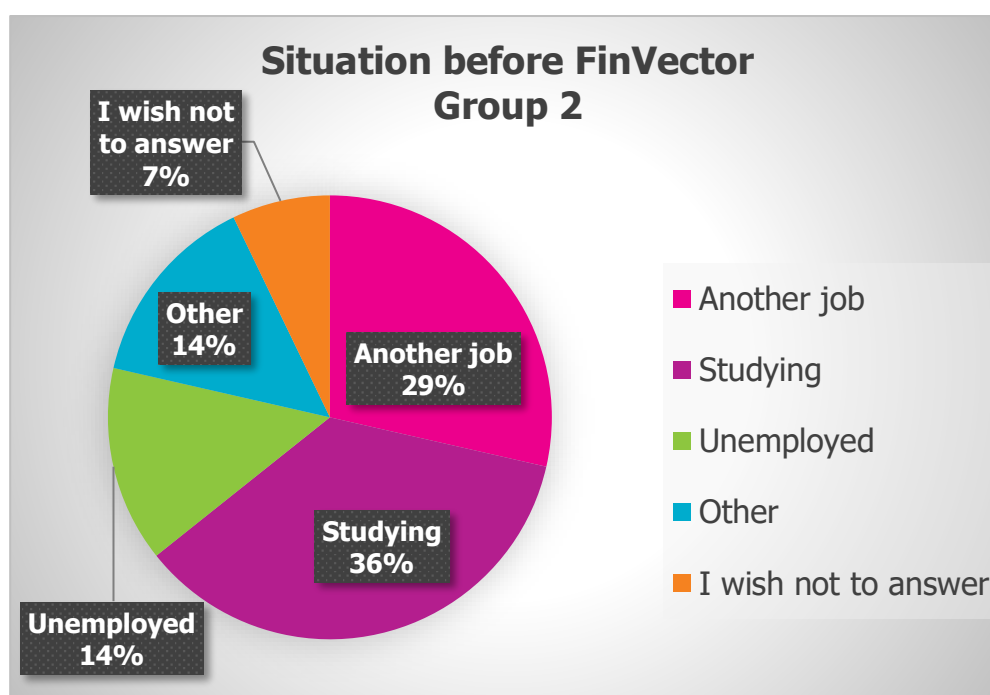


FIGURE 9. The employee's situation before joining FinVector among G1 and G2.

FIGURE 9 displays that life situations in Group 2 were more variable than in Group 1. Applying straight from school appeared to be more popular, as 36% of the respondents said that they were studying or finishing school when they applied. Moreover, 29% of the answerers worked for another company, while 14% was unemployed at the moment of applying. Whereas 7% left the question

open, equal share to unemployed people, 14%, informed other life situations, for example, military service.

The results speak for itself, the main emphasis seems that FinVector has been able to attract students more than people from other companies.

5.1.4 Location before joining FinVector

In addition to desirability, the range is one of the significant factors while measuring the effectiveness of employer image. The question estimated the company's attractiveness as well as talents willingness to change habitat for the applied position. Here we can conclude; the broader the range, more widespread the reputation is, thus more effective employer image is.

QUESTION: Where were you located while applying to FinVector? If you were located elsewhere than Kuopio, what was your reason to move Kuopio?

TYPE: Value between 1 and 5 + dependent open question

DETAILS: 1 = Kuopio Area, 2 = Northern Savo excl. Kuopio, 3 = Proximate region, 4 = Further Finland, 5 = Abroad

As we can see from both charts; Kuopio was named as the respondent's location in most recruitment cases among both groups. FIGURE 10 illustrates that during the recruitment of Group 1, the company has been able to attract people from proximate regions as well as minorly from more faraway. Also, a small part of the respondents described living within a driving distance from Kuopio, just outside the city.

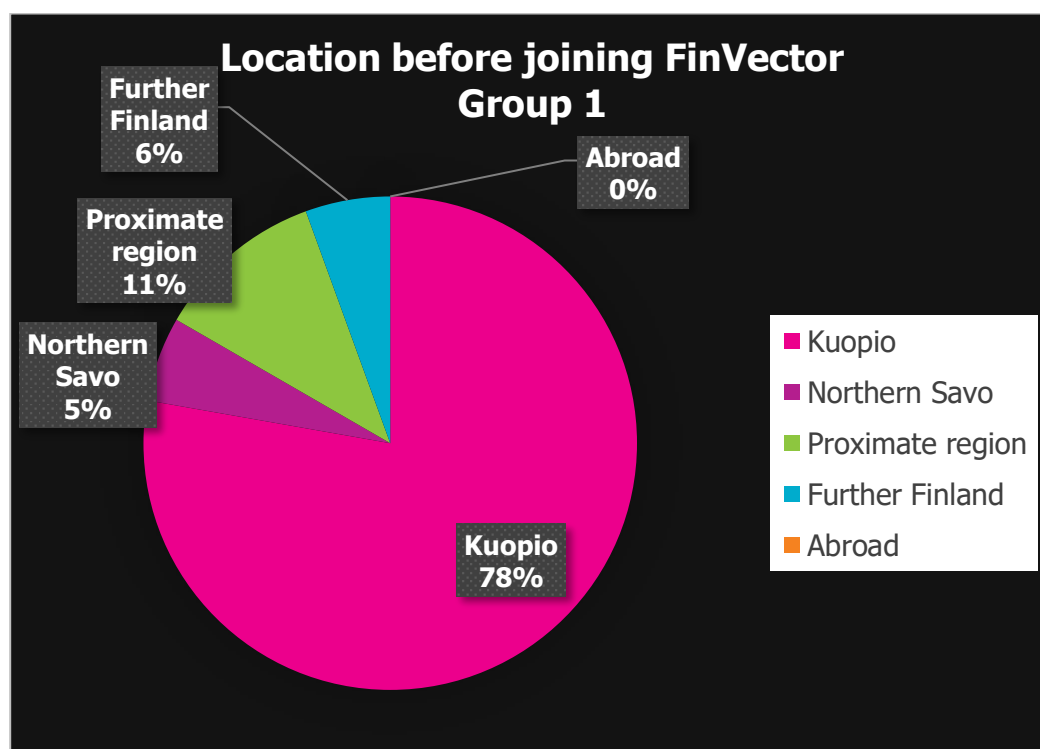


FIGURE 10. The employee's location before joining FinVector among G1.

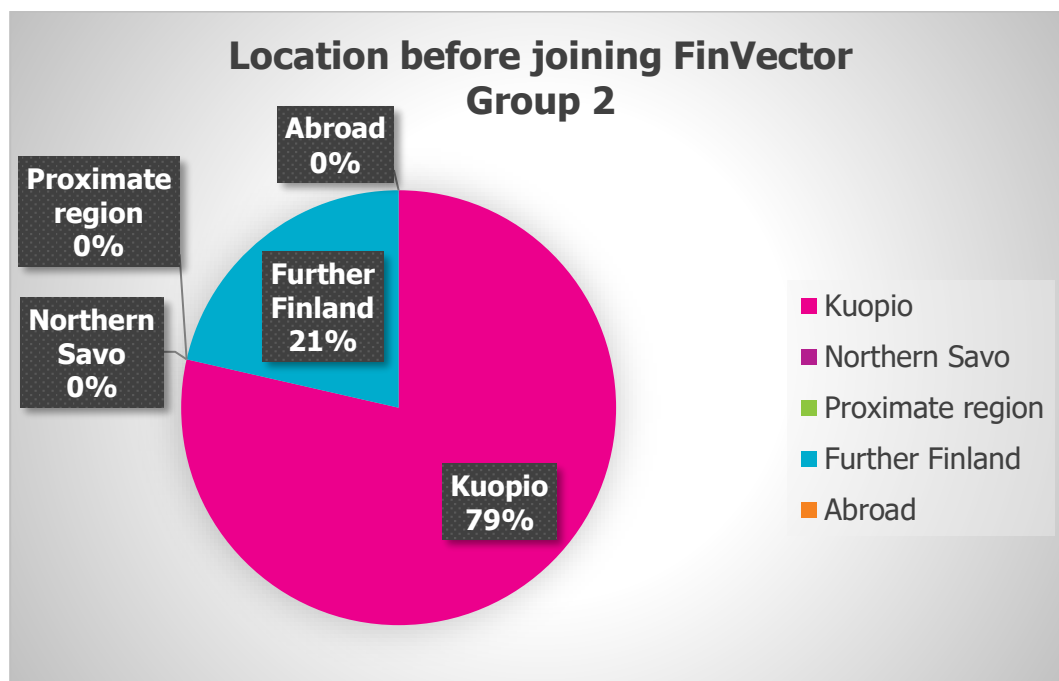


FIGURE 11. The employee's location before joining FinVector among G2.

FIGURE 11 shows that 21% of respondents of Group 2 have joined the company from further Finland, which indicates the expansion of the range and more influential reputation for FinVector. Furthermore, in all cases where the respondents reported their location elsewhere than Kuopio, FinVector and the particular applied position appeared to be the reason for moving Kuopio, which already tells something about the company's attractiveness.

5.2 Employees' employer image awareness before employment

In this section, the researcher delved more into FinVector's first appearance and accessibility such as their online and public presence as well as respondents' personal preferences about the employer image and its effectiveness related to employment. The primary mission was to seek where FinVector did the first appearance and how much it affected employees decision to apply. One of the goals was to prove what HR informed in the first interview about the channels and see if there were any differences or changing trend between the groups.

5.2.1 FinVector's familiarity

QUESTION: How familiar were you with FinVector?

TYPE: Value between 1 and 5.

DETAIL: 1 = Unfamiliar, 2 = Somewhat familiar, 3 = Familiar, 4 = Very familiar, 5 = Extremely familiar

Surprisingly, the FIGURE 12 shows that majority from both groups were not that familiar with FinVector before the application period with an exception of few respondents who described that they were familiar with the industry and knew the company from there. Average value among G1

was 1,83, and the most commonly chosen value 2, while in G2 the same ratio was 1,79 and mode 1.

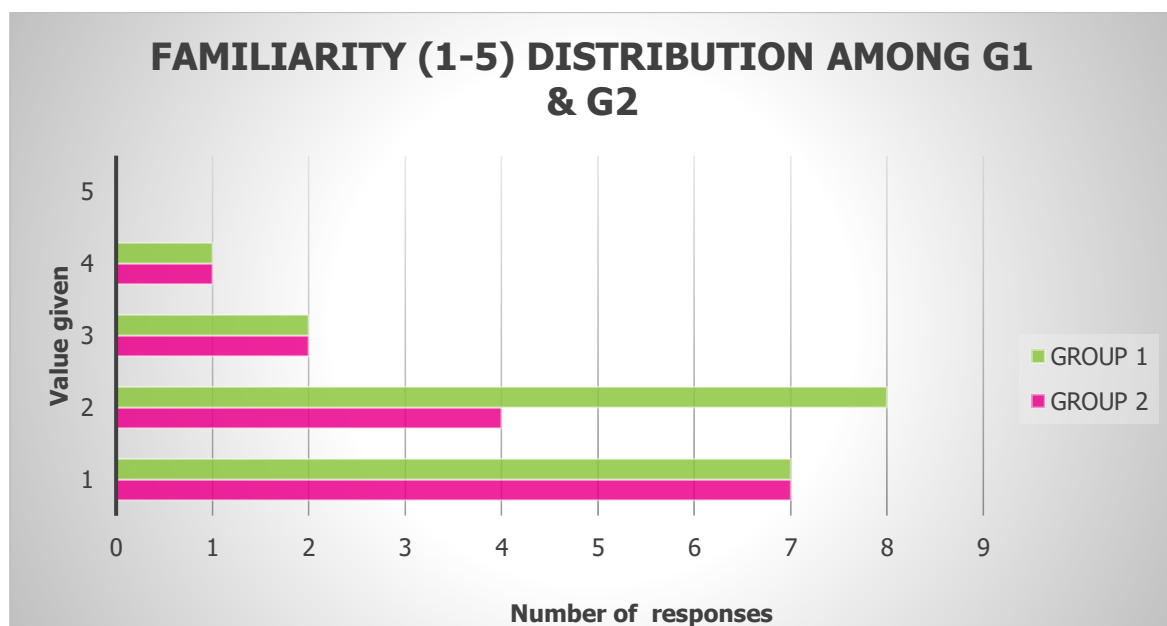


FIGURE 12. The state of familiarity before joining FinVector among both groups.

5.2.2 FinVector's first appearance among employees

Purpose of the question was to figure out where the company appeared first to the employee and see if the HR department's reformation of marketing channels and other enhancements cause any effect.

QUESTION: Where did you hear about FinVector?

TYPE: Multiple choice with a possibility to check many boxes.

DETAIL: Alternatives: Employment services (duunitori.fi, TE-palvelut...), Friends & family, News, Social media, Other please specify.

As it appears in FIGURE 13, before the employer image development process, the first appearance happened in fewer places and caused the variation of answers to be smaller. Employment services remains to have a huge role in introducing the company to talents in both eras by administering nearly half of the answers among both groups. FIGURE 14 demonstrates that social media and, for example, school promotions have claimed share from Friends & family as it shrunk from covering a third of the answers in G1 to 17% with G2. Among both groups, nearly one-tenth found common ground with FinVector through internet searches. Likewise, news and public presence seem to be as effective in both eras facing just minimal changes.

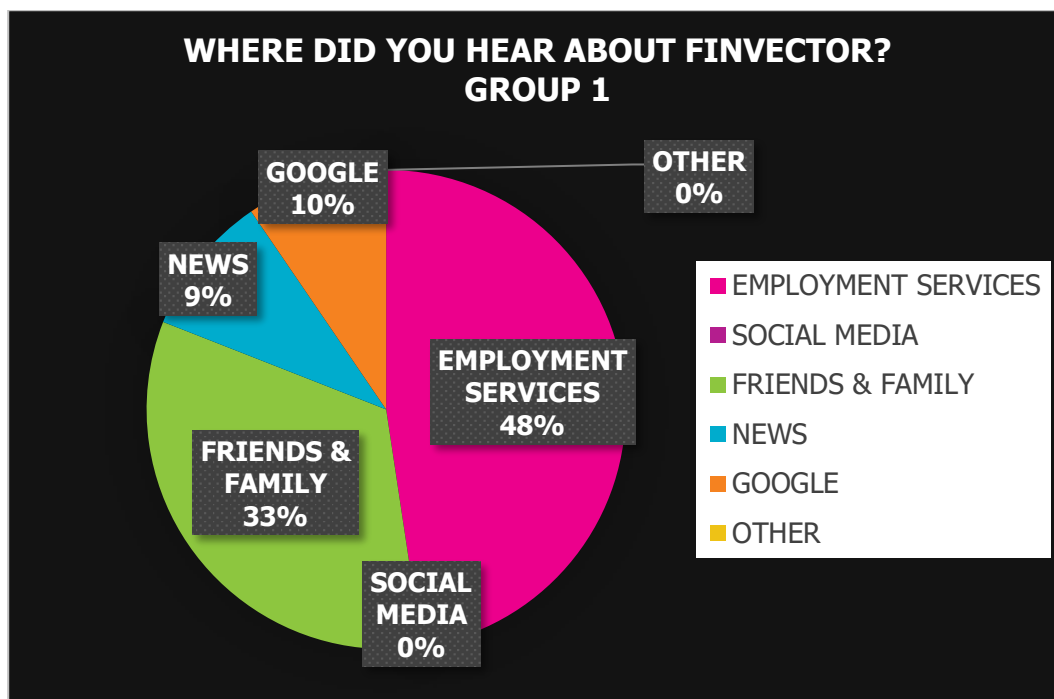


FIGURE 13. First appearance of FinVector among G1.

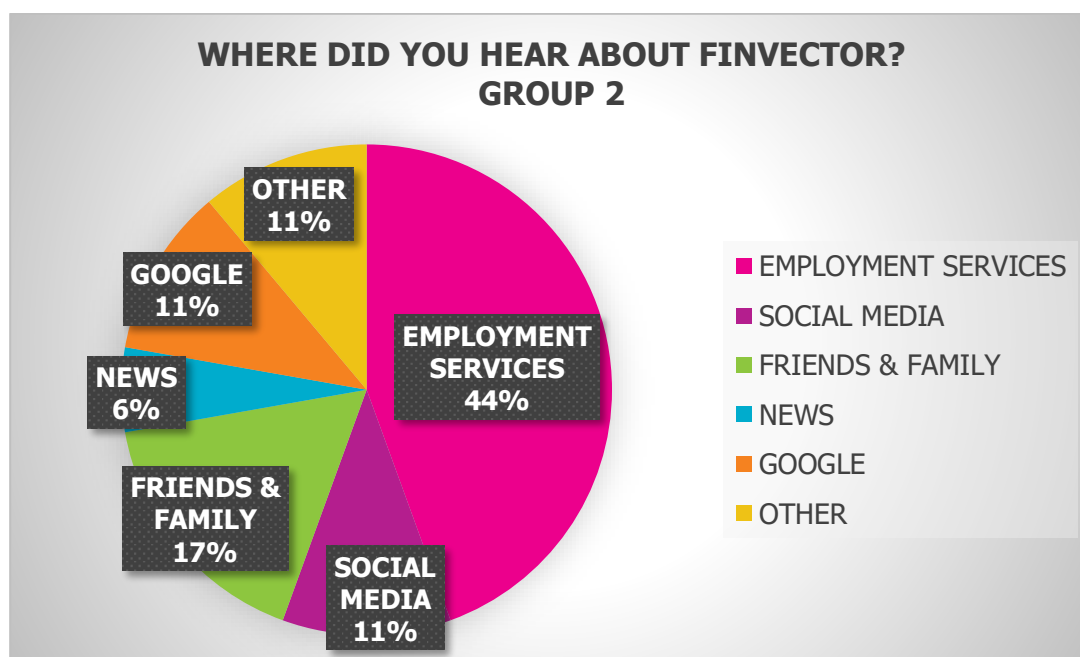


FIGURE 14. First appearance of FinVector among G2.

5.2.3 FinVector's online presence

Online presence is one of the biggest factors in building employer image. The assortment of questions tell FinVector where it was found during the recruitment process so that they can allocate their resources correctly – if they have not done so yet – and measure the employees capability to perform **internal marketing** by knowing where the company is active as well as.

QUESTION: Did you search FinVector before applying or during the application period?

TYPE: Yes / No

Despite the time of the recruitment, the answers were homogenous among both groups. Merely all of the respondents told they did google FinVector online before getting a job – 89% of G1, and 93% of G2 answered **yes** to this question – leaving the non-searchers share a hair over and under one-tenth. The result indicates that FinVector should cherish the importance of search engines and probably consider SEO (search engine optimization) to maximize the benefits of “googlers”.

QUESTION: Did you visit FinVector's social media or homepage before applying?

TYPE: Yes / No

DETAIL: If you answered yes, where exactly?

QUESTION: Could you name some online platforms in which FinVector was active when you applied?

TYPE: Open

DETAIL: Note! Write only those that you knew back then. Current situation will be asked later on. For example social media applications, other media coverage...

The same phenomenon applied to the next question pair as 83% of G1 answered that they visited FinVector's social media or homepage from which only one respondent told checking out the company's Youtube channel whereas others visited just the website (see FIGURE 15). The result supports HR's review of the situation and the use of social media platforms before the start of the process, but it is positive that the company's website was visited quite commonly. Therefore we can draw a mild conclusion that material on the website has the potential to affect an individual talent's first impression of the company.

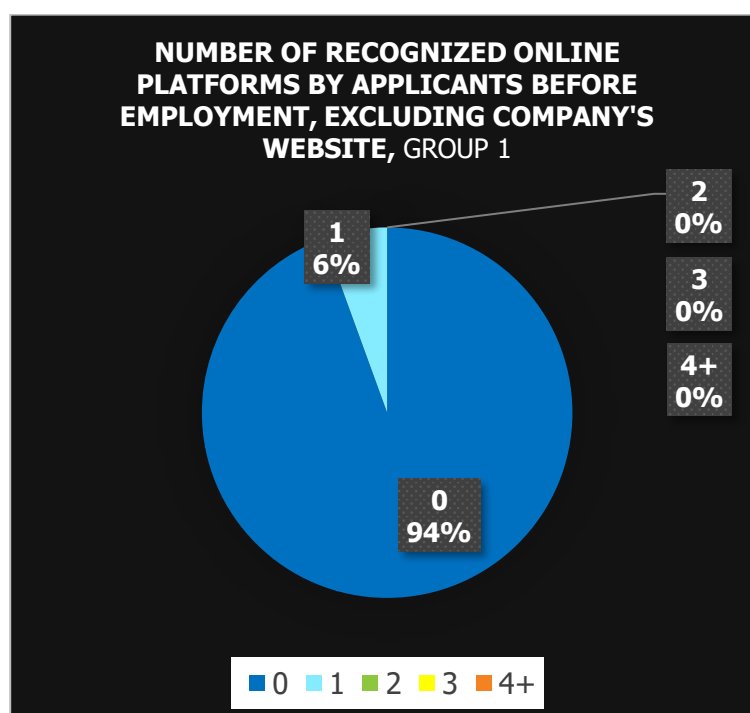


FIGURE 15. Number of recognized online platforms by applicants before employment excluding company's website measured in percents, Group 1.

The digital age shows in FIGURE 16 and in G2 results as all of them answered that they visited either one or both media's before applying for the position. The company's website was included in nearly 86% of the answers, while social media and other platform visitors divided more carefully. Increased activity in LinkedIn did pay off as 14% said they visited LinkedIn as well as MessiLive, which was also mentioned by 14% of the respondents. A smaller portion, 7%, observed either the company's Facebook and Instagram page.

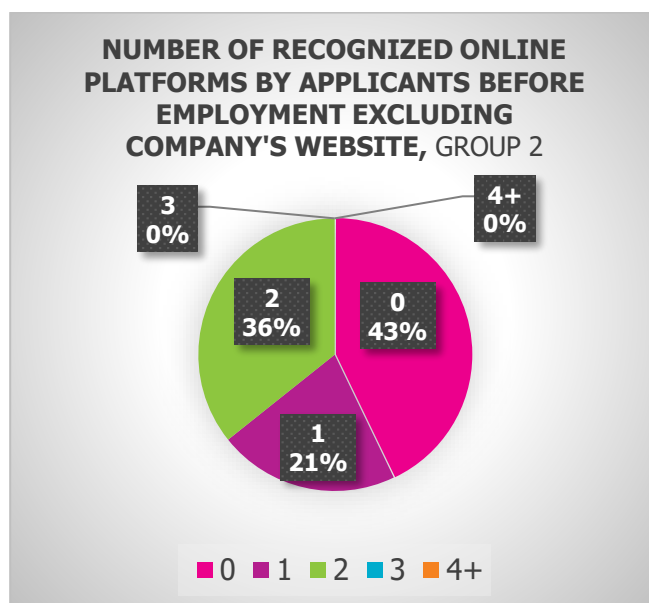


FIGURE 16. Number of recognized online platforms by applicants before employment excluding company's website measured in percents, Group 2.

The researcher emphasizes that the results of these questions are not comparable between the groups. The sole purpose was to investigate how active and visible FinVector was at the time of the recruitment within each era. With that knowledge, the information FinVector's HR department gave can be confirmed – there was neither social media activity nor enduring online presence whatsoever a few years ago when G1 got recruited to the company. Early results from the development process are visible now as G2 answers also include social media as well as other platforms, for example, MessiLive.

QUESTION: Can you name the social media platforms where FinVector is active now?

TYPE: Open.

This question is used to investigate the employees development of knowledge by comparing results from the previous question to this one. As internal marketing is considered to be one of the factors that affect the formation of employer image, the question aimed to provide answers to the effectiveness of internal marketing by comparing marketing channels FinVector used in order to see if it is on the right track with their activities.

FIGURE 17 displays the answer distribution of recognized online platforms by employees. Blue colour represents Group 1. A lighter shade is their knowledge of existing online platforms before they were recruited to FinVector, whereas a darker blue is their answers now. As we can see, a clear development has happened regarding the known platforms among this group. The left side of the chart is covered with light blue while dark blue is spattered all over the chart, mainly in the middle-right section.

Shades of red are Group 2. Similar to G1, lighter shade, which in this case is pink, is the before answers and deeper red represent their answers now. The distribution is not as radical amongst G2 before and after as it was with G1, due to apparent reasons. There is still visible development as the G2 answers from the left-middle section have divided throughout the whole chart. However, the difference was smaller than the researcher could expect, but it can be explained with the better knowledge of the group before the recruitment.

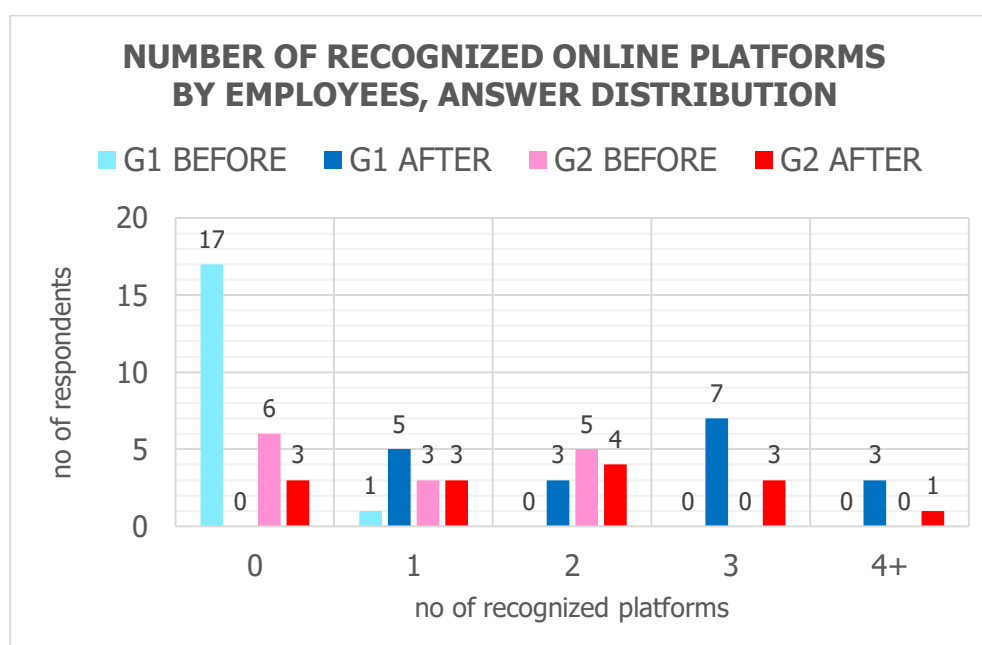


FIGURE 17. The development of recognized platforms among both groups, excl. company's website.

From G1, the existence of Instagram account was the most recognized among all social media platforms – it was included in 64,3% of the answers. Second was Facebook with 57,1% share, followed by LinkedIn with 42,8%. G2 respondents found LinkedIn and Facebook as often, as both emerged in 72,2% of the answers. Instagram was also fairly recognized as two-thirds (66,6%) was familiar with it. Based on these results the most recognized platforms among both groups were LinkedIn, Instagram and Facebook. Additionally, Whatsapp, MessiLive and YouTube was mentioned.

An average G1 employee recognized 2,4 online platforms, the most common answer being 3 which is a huge improvement to the situation before the employment. Of course, these numbers are not totally comparable with each other since there were not platforms what to know, excluding YouTube, which was also used relatively little. The outcome indicates a high skill to digest the

internal messages the company, in this case, FinVector sends. This proves that marketing internally has succeeded among G1.

After spending six to nine months in the house, people recruited in 2020 were able to identify 1,7 online platforms on average. Two platforms appeared the most in this groups answers. The development was not as clear among G2, but it can be explained by shorter "exposure time" to internal marketing. Taking that factor into account, the number is fairly good, even though it could have been better. It is expected, that the number will grow as the time goes on and the newer group is more exposed to internal marketing.

FIGURE 18 shows the afore-mentioned values in percentages, in order to give a clearer perspective of the development of knowledge from previous question (see FIGURE 15 and FIGURE 16).

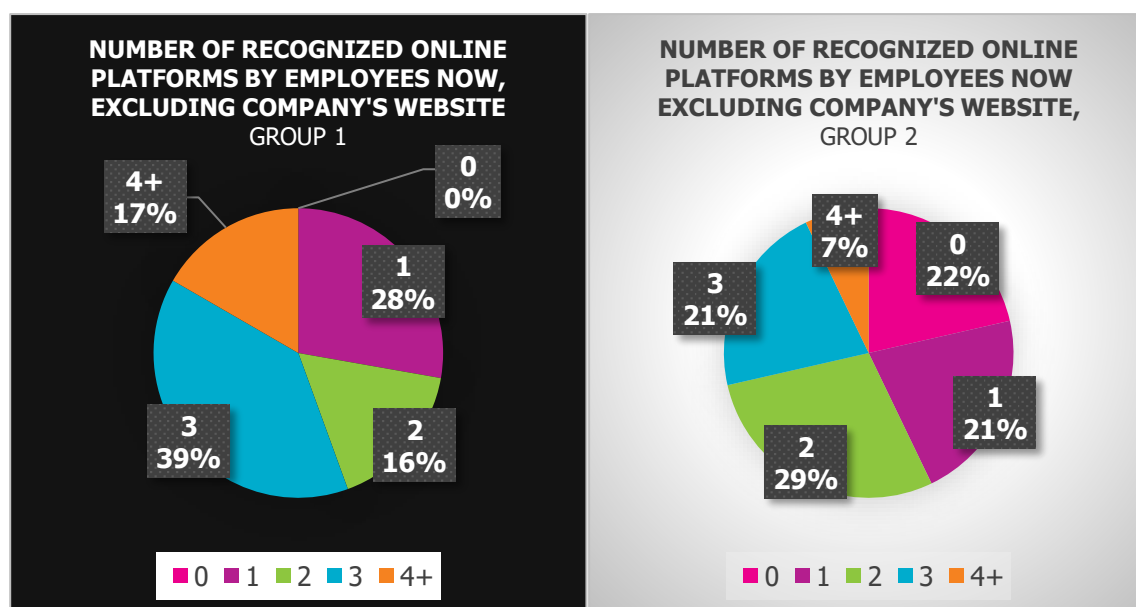


FIGURE 18. Number of recognized online platforms by employees now, excluding company's website measured in percents, Group 1 (left) and Group 2 (right).

QUESTION: Right after you were recruited, were you educated about social media by the employer?

TYPE: Yes / No

DETAIL: For example, were you told where the company is active etc.

Right after the recruitment process, only 6% of the G1 recalled that they were trained for social media by the staff. In turn, 43% of Group 2 was educated for the same matters, whereas 56% did not feel like they have had a brief for the company's online presence. The result is somewhat odd compared to the development of knowledge within online platforms. It either indicates that the question was not understood the way it was supposed to, or the sessions have not been thorough enough that employees could have internalized the message. It could also be the case that those pieces of training were not organized to some people due to unknown reasons, or learning happened undirectly or outside the training sessions. In non-research reliant cases, those are

something that FinVector should look into because comprehensive onboarding is a crucial part of building employer brand thus employer image (Pellikaan 2019).

5.3 The effect of employer image on talents

This cluster of questions gave the overall picture of how people who were interested in FinVector perceived employers in the labour market and how much FinVector's existing employer image and public presence affected their employer of choice. Finally, it measures employees expectations about FinVector's employer image and its modern state.

5.3.1 The effect of employer image and publicity before the employment

QUESTION: Generally, how big factor employer image was while searching for a job?

TYPE: Value between 1 and 5.

DETAIL: 1 = Insignificant, 2 = Little, 3 = Moderate, 4 = Big, 5 = Crucial

Both FIGURE 19 and FIGURE 20 show that answers among G2 divided almost evenly, which made the average importance of employer image set in 2,93, whereas answers among G1 were balanced in the middle which led to an almost identical average value – 2,89. While interviewing employees, in cases where respondents answered to this question below average, it emerged that, for example, due to their life situation, they put workplace preferences aside and did not put as much weight to employer image while applying. A few of the respondents stated that the employer image would matter more now if they ought to seek a new job.

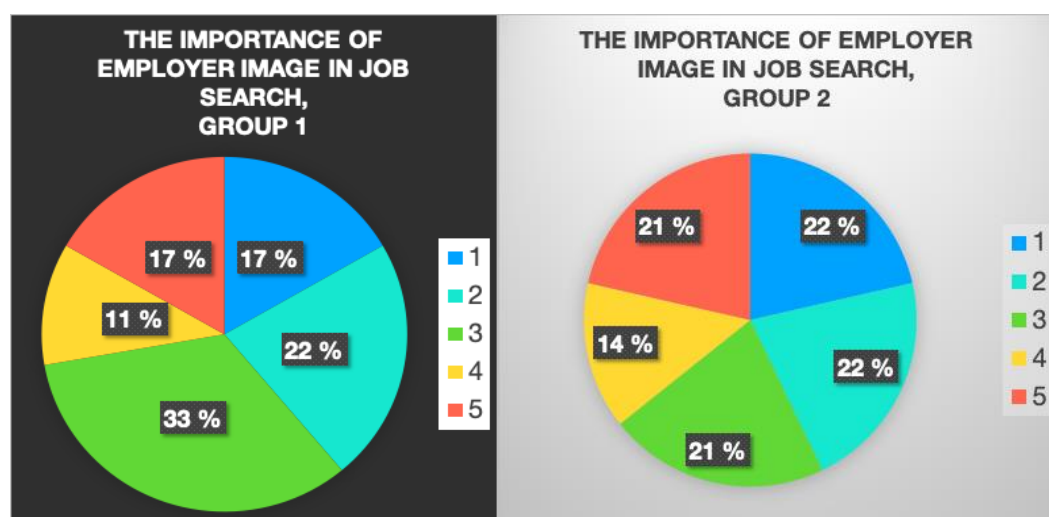


FIGURE 19. The importance of employer image while searching for a job among G1 and G2.

On the other hand, respondents who answered above average mentioned that employer image had to be on a certain level because their employer of that time was also good or it gave reasons to apply for a more desirable job. According to interviews, employee wellbeing, the purpose of the job and being proud of what the company does, were considered as one of the top priorities which increased the importance of employer image.

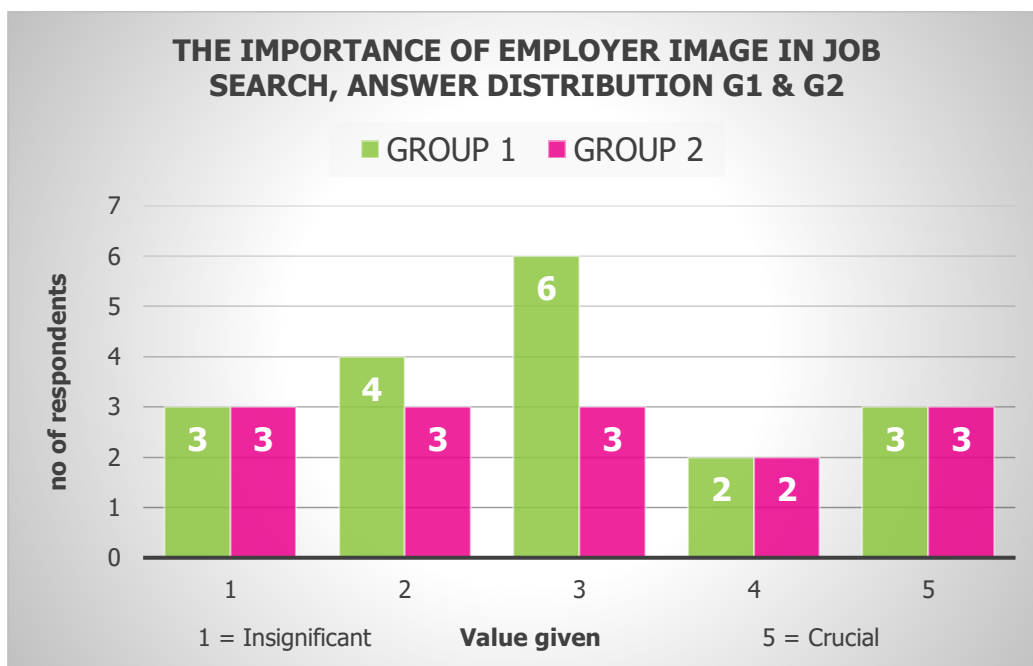


FIGURE 20. The importance of employer image while searching for a job among G1 and G2, detailed answers.

QUESTION: How much employer image affected on your decision to apply FinVector?

TYPE: Value between 1 and 5.

DETAIL: 1 = Not at all, 2 = Little, 3 = Moderately, 4 = A lot, 5 = Very much

As FIGURE 21 indicates the numbers start to reform compared to FIGURE 20 when respondents answered the question: how much did FinVector's employer image affect their decision to apply.

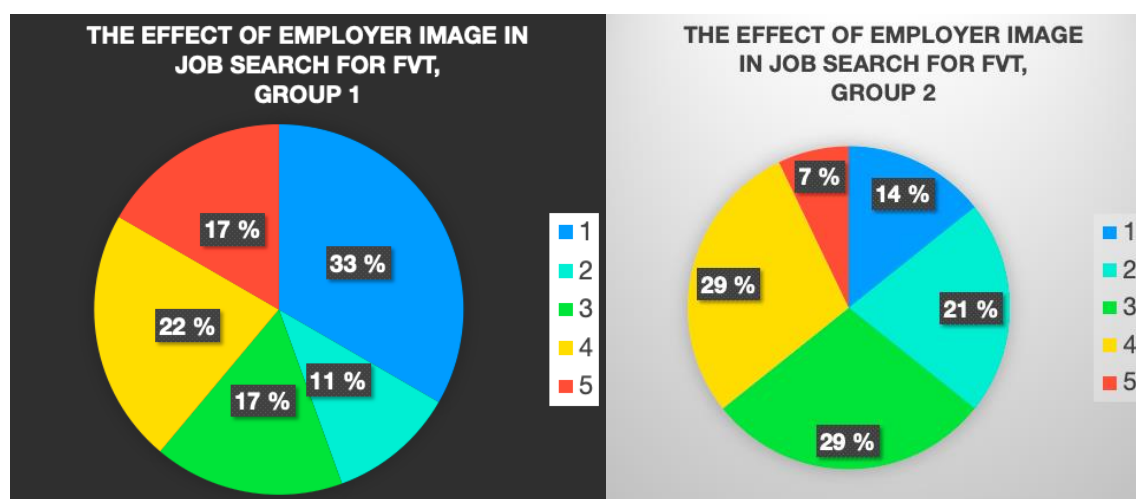


FIGURE 21. The effect of employer image while applying FinVector (referred as FVT), G1 and G2.

Among G2 the employer image was seen more influencing factor while applying to FinVector as in G1. The majority of G2 answerers said that employer image affected moderately or a lot whereas a third of the respondents in Group 1 implied that the effect of employer image was insignificant. In Group 1, the majority of the answers followed the trend the previous question set - only in three

cases, the difference between answers was more than one - yet in FinVector's favour. The rest of the answers distributed rather equally towards the extremes, which can be seen in FIGURE 22. Surprisingly, the mode of the question shifted to "not at all" (1), even though median (3) and the average answer (2,79) remained pretty much the same compared to general employer image effectiveness.

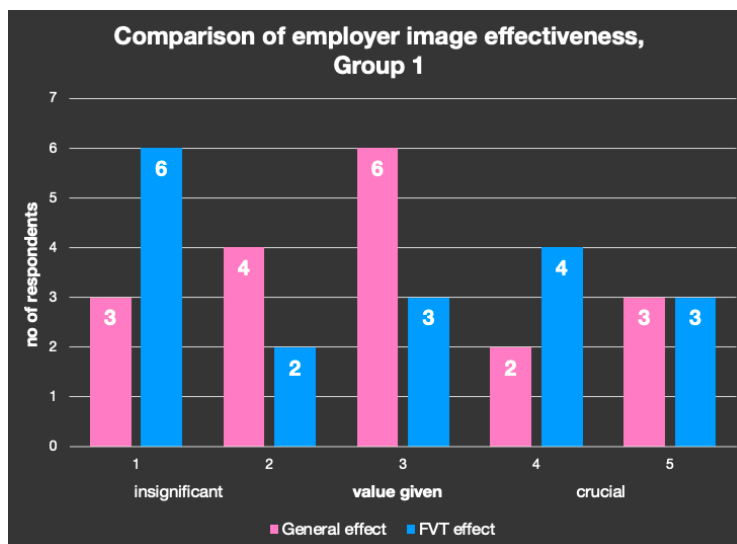


FIGURE 22. Comparing the answers from two previous questions, Group 1.

The responses from G2 were more stable as there were no two-figure gaps in contrast to the previous question (FIGURE 23). The phenomenon appeared as the opposite to G1's results while only a few softened their answers from extreme towards the middle. The average value, as well as the mode, abode the same.

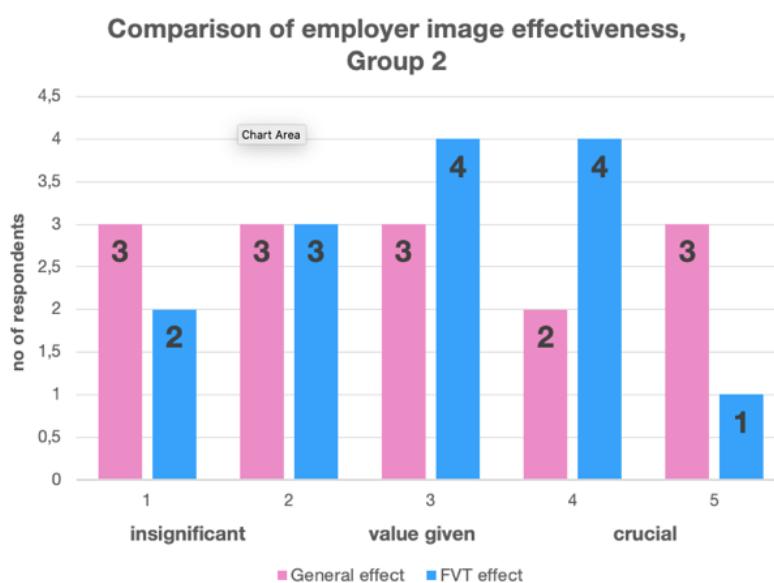


FIGURE 23. Comparing the answers from two previous questions, Group 2.

QUESTION: Did the company's public presence affect your decision to apply?

TYPE: Yes / No

DETAIL: If you answered yes, what particularly?

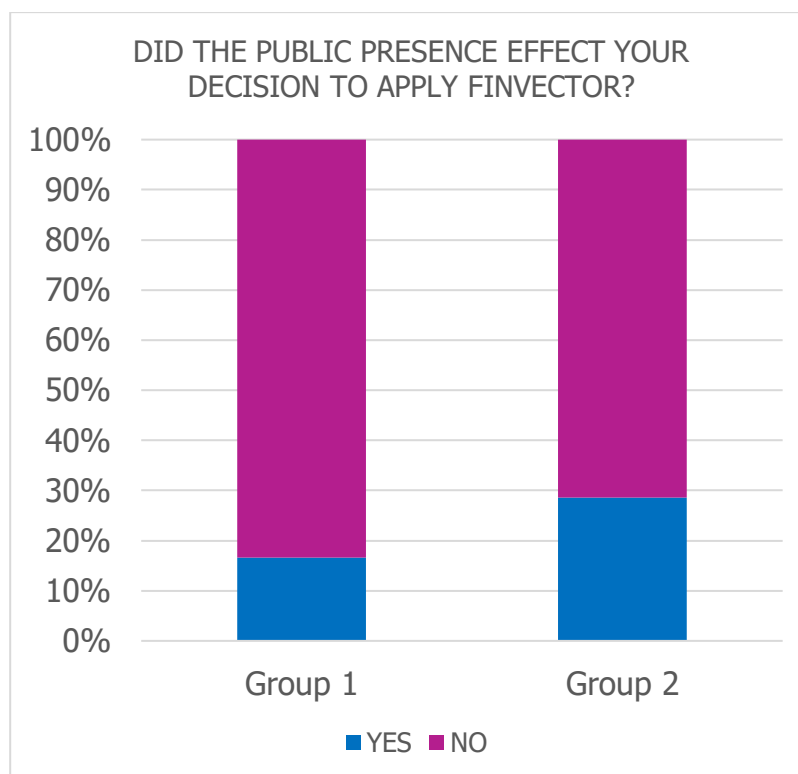


FIGURE 24. The effect of public presence among both groups.

According to the study, the company's public presence, such as news and other media attention, did not affect as much as the employer image to talents judgment to apply FinVector. FIGURE 24 shows that in Group 2, out of 14 respondents, 29% answered that publicity did affect their decision to apply while the same number among Group 1 was even lower when 17% of the answers implied that publicity had some effect on their mind-making. Even though a clear majority in both groups did not put weight on public presence, we can distinguish a patient increase in the effect of publicity, which implies that the company's publicity and actions seem to be linked especially with **modern** job applicants preferences and way of thinking. For example, respondents stated that FinVector's development, fresh atmosphere and ethicality stood out from their public presence. More generally, news and Seppo Ylä-Herttua was also mentioned.

5.3.2 The effect of employer image after the employment

QUESTION: How well FinVector's employer image matched with your expectations?

TYPE: Value between 1 and 5.

DETAIL: 1 = Not at all, 2 = Somewhat matched, 3 = Matched, 4 = Matched well, 5 = Exceeded my expectations

As FIGURE 25 exhibits, 89% of the respondents of G1 answered that FinVector's employer image either matched, matched well or exceeded their expectations when they started working on their

daily routines. Approximately 11 per cent did not feel so good about reality compared to their expectations. Such a hefty portion in the middle section could explain the fact that FinVector did not have any significant image as an employer during that period, so people did not know what to expect exactly. On the positive side, nearly 39% felt that the welcoming was more convincing than they would have thought. FinVector succeeded in answering G1's expectations, with an average ratio of 3,39.

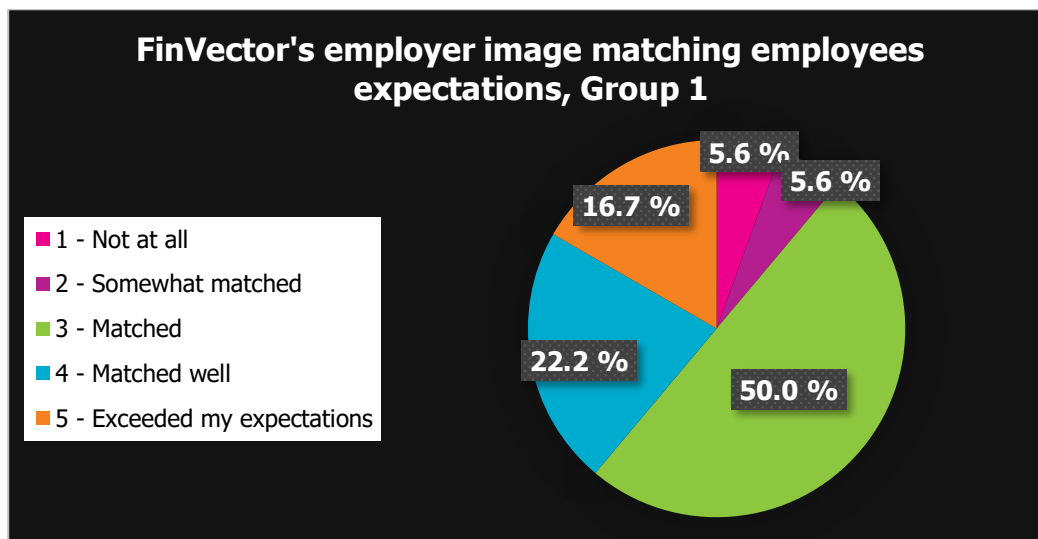


FIGURE 25. FinVector's employer image matching with G1 employees expectations.

FIGURE 26 presents that numbers varied between groups. In G2, no one said that FinVector's employer image did not match at all, whereas the percentage value for answer 2, somewhat matched, increased to 14%. Moreover, a little less than a third, 28,6%, answered that employer image was up to expectations, and more than half of the respondents, approximately 57%, felt that the employer image either matched well or exceeded their expectations. FinVector achieved to respond to G2 employees expectations better as the average value increased to 3,64.

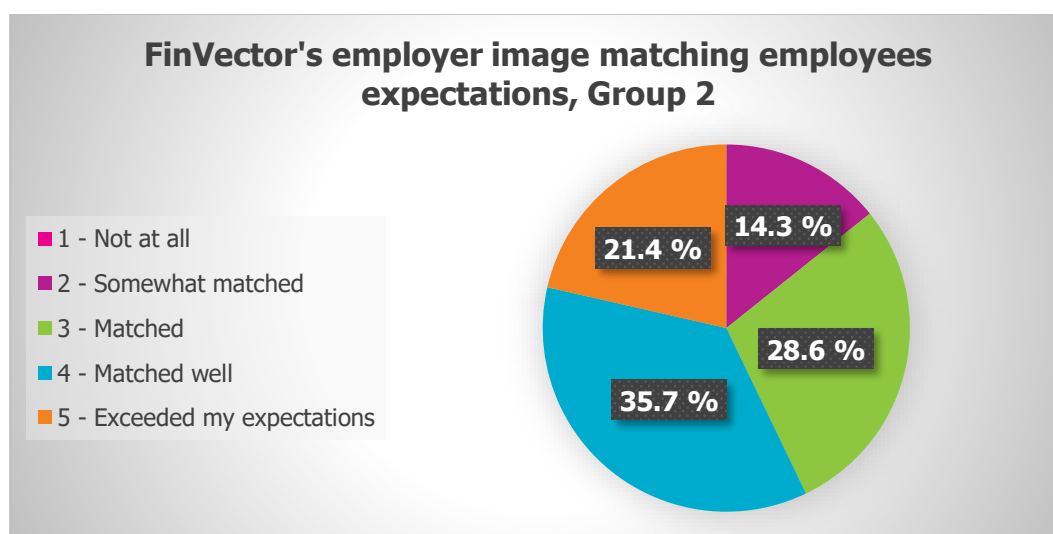


FIGURE 26. FinVector's employer image matching with G2 employees expectations.

The result could tell that the requirement level and expectations of modern talents have increased while FinVector's presence has also increased – with some people, the company was not able to quite correspond the expectations with the hype what is around the company right now whereas with others the approach had worked efficiently. All in all, the overall average has improved 0,3 units over time which indicates the company's better readiness state to answer modern talents expectations.

To visualize the answer distribution better, FIGURE 27 shows the answers side by side, which indicates, that a significant part of the answers appear on the right side of the spectrum – implying positive feelings about FinVector's employer image.

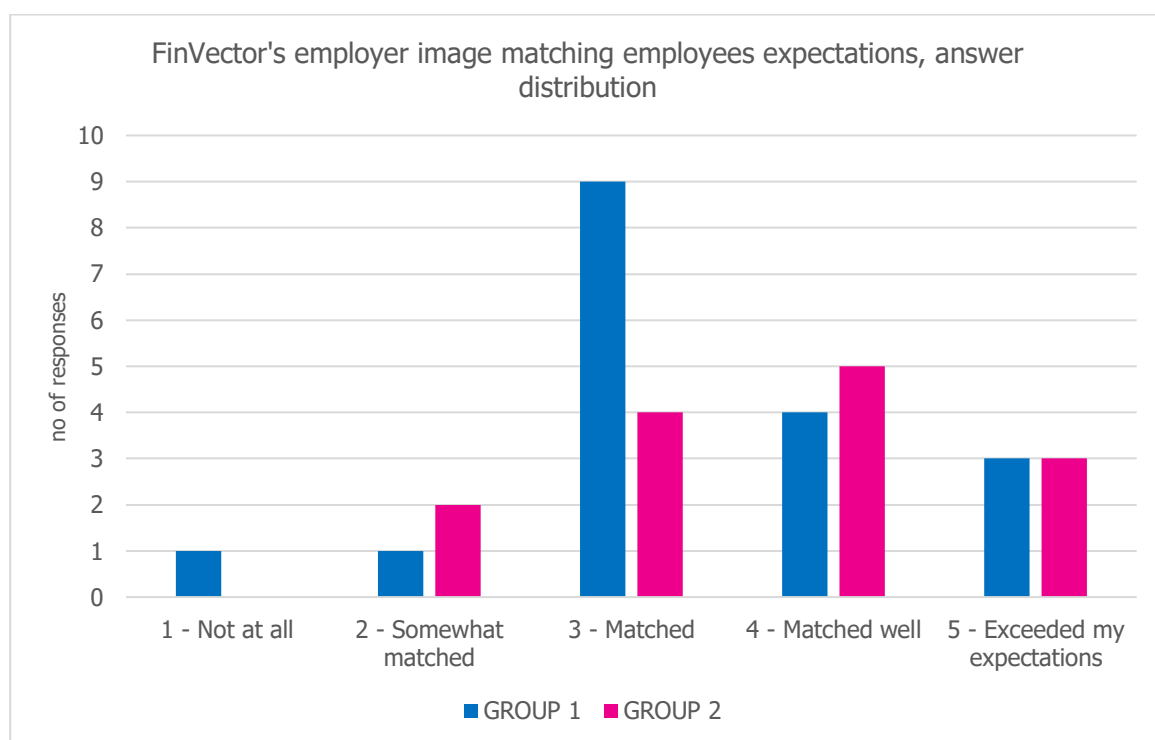


FIGURE 27. FinVector's employer image matching with employees expectations, answer comparison and distribution.

QUESTION: How good employer image does FinVector have?

TYPE: Value between 1 and 5.

DETAIL: 1 = Poor, 2 = Satisfactory, 3 = Ok, 4 = Good, 5 = Excellent

Both groups were rather unanimous with their answers regarding FinVector's current employer image. Group 1 gave FinVector a great review with an average of 4,22 as the most common answer, containing 67% of the group, was 4, "Good". Additionally, over a quarter evaluated FinVector's employer image as "Excellent".

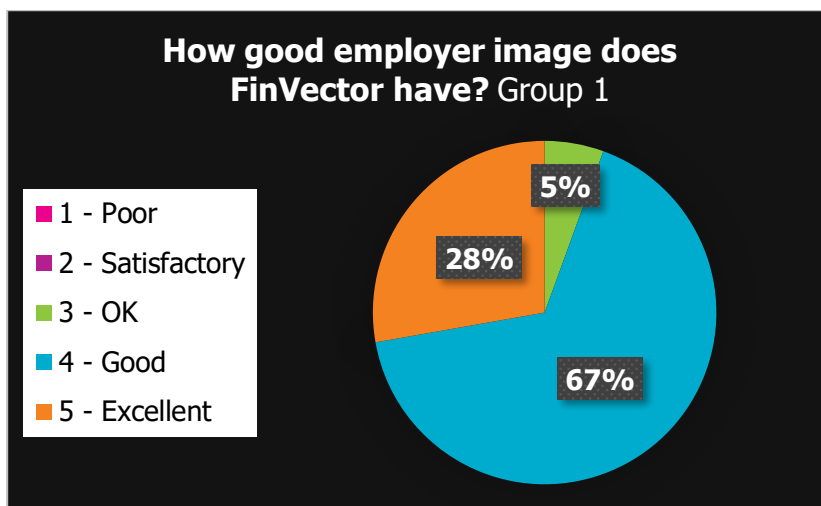


FIGURE 28. Group 1 opinion of FinVector's employer image.

The outcome might ascribe from the situation before the development process. HR Director Pirinen (2020-05-27) stated in the case background interview that the company did not really have presence anywhere before Autumn 2017, which made their employer image rather non-existent at the time. The employees recruited back then have apparently noticed that and compare the current developed image to the previous one which potentially could be the reason behind the results.

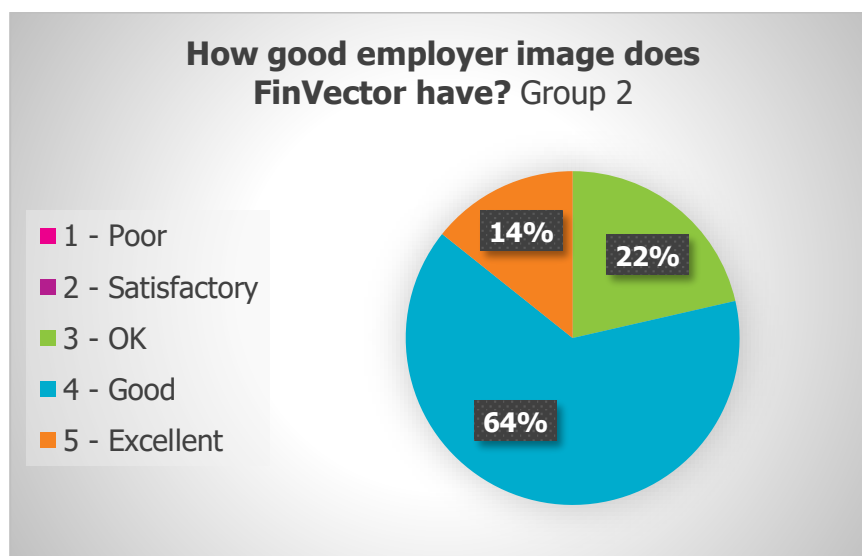


FIGURE 29. Group 2 opinion of FinVector's employer image.

Group 2 gave a similar but more composed answer to this question, as FIGURE 29 demonstrates. Likewise, the majority agrees that FinVector's employer image is "Good", but just 14% described it as excellent. A little more than a fifth told that FinVector's employer image is OK, which caused the average value to drop to 3,93 – 0,2 units below G1's evaluation.

The outcome could derive from the increased number of graduates from second degree with lower working experience who got employed by the company and did not quite know what to expect and everything turned out to be "OK". Other motive could be the enlarged expectations of modern applicants, in which FinVector have succeeded to answer still relatively well.

6 FINDINGS

The employees background did not seem to effect significantly to the importance of employer image as the answers were scattered across the chart. Both ends of the spectrum had a variation of answers – it did not matter whether the respondent had a background from vocational school or a master's degree. This proves the fact that employer image is experienced and evaluated in an individual level and it might fluctuate and focus on different aspect under each individual (Lievens and Slaughter 2016).

The first clear finding was that people from both groups had their first touch to FinVector from employment services and deepened collaboration has helped FinVector to recruit more talent. Although employment services was highly present among both groups, yet more people in G2 specified MessiLive as their first touch to the company. Active use of MessiLive can be a significant factor in increased number of recruits, which was presented in point 3.1, question 2.

Primary location of talents was still Kuopio, but the study gave cues that active participating in recruitment events is starting to be fruitful – in G2, all employees that were not from Kuopio came from greater distances and mentioned the applied position being the main reason to move to the city. Here we can conclude, that FinVector clearly has a role in building regional reputation and attracting talents to the area. Developing the collaboration even further with TE-palvelut and MessiLive could give FinVector a notable footstand especially in Kuopio region and possibly offer opportunities to expand their presence also further in Finland.

It appeared that FinVector was able to hire more experienced people before the start of the process. In turn, they were able to attract second degree and university graduates straight from school to join them, which is very likely caused by their efforts in building closer relationships with local educational institutes. The study supports this argument, as the respondents life situation faced some changes between the groups, as there was a clear increase in students and decrease of job switchers, when the results from G1 and G2 were compared together. Naturally, the phenomenon made also the G2 employees bit less experienced on average than G1 employees.

The employees from both groups saw clear development points what FinVector has done during their employment. As anticipated, Group 1 employees were able to give more thorough answers and highlighted the exact points what Group HR had also done. G1 noticed that FinVector have increased visibility and accessibility by expanding their presence online, activated in recruitment events and encouraged them to share job posts and other material related to the company. G2 stressed more the increased media coverage, partially because of COVID-19, and active sharing of job posts. Social media related comments did not appear which indicates that the activity has remained the same during 2020. Especially the answers from G1 support the fact that the development process is also visible to employees, which can help the company to build the employer image more extensively.

Although there were not considerable differences between groups regarding the importance of employer image in job search, the study revealed that G2 employees tend to value employer image while applying to FinVector more than G1, which indicates that FinVector is becoming a more attractive employer. Furthermore, FinVector succeeded to match new talents expectations with a higher percentage than older ones. This tells that the development of employer image has prepared FinVector to be up-to-date and ready to answer new age employees expectations.

Publicity did not have much effect on FinVector's employees decisions to apply the position. However, a slowly increasing number signals that modern talents do care more about the company's public picture and its actions for common good. Signals from sustainability did not appear in the open comment section, which suggests that sustainability is not a factor that is driving people towards FinVector. Company development was the most specified argument among the few people that told public presence affected their choice to apply the job.

The study shows that most of the people use search engines to search the company on the internet; a few years back it was very usual to search it, but now nearly without exception everyone does it. As searching the company online has become a norm, FinVector could develop an SEO (search engine optimization) strategy to maximize efficiency and ensure that applicants will find all the necessary information in the first-page search results. For example, Google provides mixed information of FinVector when its searched – on the first page, it also shows either the company's predecessor Finvector Vision Therapies or just mystically Finvector with insufficient details of the company. Moreover, the company's LinkedIn page does not show in the first suggestions Google makes, whereas legal information provided by three different operators – Kauppalehti, Asiakastieto and Finder – are amongst the top 5 results. These are little nuances which, however, can be crucial in forming a stable picture of the company.

7 CONCLUSION

FinVector is a rapidly growing company. They have multiplied the number of their labour to approximately 200 by recruiting 178 persons within the researched time frame; so it can be said that the growth from a startup company to a forerunner of biomedical manufacturing has been overwhelming. Furthermore, the company have been successful in bringing talents to the area around Finland and even internationally. Thereby it can be considered as an attractive and significant employer for the entire region.

Researching the topic was challenging and fascinating, although the extensiveness of the study somewhat surprised the researcher. The employees' memory worked relatively well as they were able to jump back in time to be amazingly accurate about their employment and recruitment process. However, the researcher wants to emphasize that the result does not represent the whole group of new hires, just a portion of it. If all new hires from this year had participated in the data gathering, the result might have given more indication whether the actions in order to build greater employer image would have made a difference one way or another. With even deeper scoping, the subject could have the potential to fulfil the requirements to be a subject of a master's thesis. In terms of increasing sample size and expanding it to, for example, applicants who are not yet employed by the company and students of the industry, could give FinVector more detailed information about their present employer image. Valvisto (2005) narrates in her book that cyclic measuring of employer image especially among students of the industry will give valuable information of the generations working preferences for future reference.

Nevertheless, even in this scale, the study results show that trendlines are aligning in a way that the development process of employer image has affected on talent acquisition. The company's public presence and employer image seem to have a more and more extensive role in the future. Additionally, the rise of online platforms as the company's tool to reach talents and vice versa was distinguishable even in such a short time frame. Online platforms and social media is slowly replacing traditional media, such as newspaper and word-to-mouth in first appearances which indicates that the company is on the right track with moving their presence online. As the value of factors that help to build the employer image increase in the eyes of talents, the meaning of employer image increases as well, which makes the development of employer image even more critical in the future.

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APPENDIX 1: HR INTERVIEW FORM

Questions for HR Director Johanna Pirinen and HR Specialist Pauliina Tuovinen about conceptualizing the employer brand to achieve desired employer image.

1. When did you start the process?
2. Could you describe the situation before starting the process?
3. Did you have any ready concept which was implemented to employer brand building process? Tell about the strategy.
4. **TALENT SCARCITY:** Do you have any competitors?
5. **CONCRETE ACTIONS:** What enhancements have been done?
6. **INTERNAL MARKETING:** Do you think that you have succeeded in internal marketing? Do you solely see the company's employees as good ambassadors?
7. **MISSION:** What were the objectives of this process?
8. **AUDITING / SUCCESS:** In your opinion, how well have you succeeded?

APPENDIX 2: RESEARCH DATA GATHERING FORM

FINVECTOR OY: THE DEVELOPMENT OF EMPLOYER IMAGE AND ITS EFFECT ON TALENT ACQUISITION

Welcome to fill the questionnaire and support my way to a BBA degree!

The mission is to investigate if FinVector's actions towards creating a greater employer image have affected their accessibility and by that the people working for them. The framework of the thesis is comprised of the theoretical approach followed by data gathering in the form of interviewing FinVector's HR department and employees.

The questionnaire covers a wide range of questions regarding employee's personal experiences about the company before and during the employment. The effectiveness of the employer image is measured by researching the interviewee's background such as education, relevant working history for the current position and location before employment, and connecting it to their employer image awareness.

The questionnaire is completely anonymous. Therefore your names will not be shown anywhere in the text, thus you can not be connected to the answers. The answers are only available for the thesis worker, no one else.

You have a full right to take back what you have written/answered, and none of that information won't be used in the thesis. In those cases, please do not hesitate to contact me directly via email aku.kukkola@edu.savonia.fi or via phone +358500178757.

In some questions, FinVector is also referred as FVT.

Best regards,
Aku Kukkola

When you were recruited to the company? / Milloin aloitit työskentelyn FinVectorilla? *

- Before 12/2017
- After 01/2020

What was your academic background? / Mikä oli tällöin koulutustaustasi? *

1 = Elementary / Peruskoulu, 2 = High School or Vocational School / Toinen aste, 3 = Bachelor's degree (Uni or UAS) / Kandidaatti tai AMK-tutkinto, 4 = Master's degree (Uni or UAS) / Maisteri tai YAMK, 5 = PHD / Tohtori

	1	2	3	4	5	
Elementary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	PHD

How much did you have relevant work experience for your current position? / Paljon sinulla oli relevanttia työkokemusta positioon nähden? *

1 = 0 years, 2 = 0-2 years, 3 = 3-5 years, 4 = 6-10 years, 5 = 10+ years

Relevant experience can come from almost anywhere:

- Previous jobs
- **Internships**
- **Volunteering work**
- **Freelance work**
- **Academic projects**
- **Programming projects**
- **Extracurricular activities**
- **Tutoring**

	1	2	3	4	5	
0 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	10+ years

Could you describe your employment status before joining FVT? / Voisitko kertoa työllisyystilanteestasi ennen siirtymistäsi FinVectorin palvelukseen?

For example, did you work for another company, were you unemployed, did you study...? You can also leave this question open if you prefer so. / Esimerkiksi siirryitkö yrityksen palvelukseen suoraan koulun penkiltä, toisesta yrityksestä, vai olitko työnhakijana? Voit myös jättää vastaamatta tähän kysymyksen, jos niin haluat.

Oma vastauksesi _____

To see how widespread FVT's employer image is: Where were you located while applying to FVT? / Missä asuit kun päätit hakea FinVectorille töihin? *

1 = Kuopio Area / Kuopiossa, 2 = Northern Savo excl. Kuopio / Pohjois-Savon alueella, mutten Kuopiossa, 3 = Proximate region / Läheisessä maakunnassa, 4 = Further Finland / Kauempana Suomessa, 5 = Abroad / Ulkomailta

	1	2	3	4	5	
Kuopio Area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Abroad

If you were located elsewhere than Kuopio, what was your reason to move Kuopio? / Jos olit muualta kuin Kuopiosta, mikä oli syys muuttaa Kuopioon?

For example, was it just this particular job or other reasons? You can also leave this question open if you prefer so. Muutitko esimerkiksi vain tämän työn takia, vai oliko kyseessä "muut tekijät"? Tällä kysymyksellä kartoitetaan FVT:n maineen levinneisyyttä. Voit myös jättää vastaamatta tähän kysymykseen, jos niin haluat.

Oma vastauksesi

How familiar were you with FVT? Kuinka tuttu FinVector oli sinulle ennen hakemista? *

1 = Unfamiliar / Tuntematon, 2 = Somewhat familiar / Jokseenkin tuttu, 3 = Familiar / Tuttu, 4 = Very familiar / Hyvin tuttu, 5 = Extremely familiar / Erittäin tuttu

	1	2	3	4	5	
Unfamiliar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely familiar

How did you hear about FinVector? If not expressed below or you want to specify your answer, please check "other". / Mistä kuulit FinVectorista? Jos vaihtoehtoa ei ole ilmaistu alla tai haluat tarkentaa vastastasi, klikkaa "muu". *

You can choose multiple boxes. / Voit valita useampia vaihtoehtoja.

Employment services (duunitori.fi, TE-palvelut...)

Friends & family

News

Social media

Muu: _____

Generally, how big factor employer image was while searching for a job? Yleisesti ottaen, kuinka iso tekijä työnantajamielikuva on sinulle työnhaussa? *

1 = Insignificant / Yhdentekevä, 2 = Little / Vähäinen, 3 = Moderate / jonkin verran, 4 = Big / Suuri, 5 = Crucial / Keskeinen

	1	2	3	4	5	
Insignificant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Crucial

How much employer image affected on your decision to apply FVT? / Entä kuinka paljon työnantajamielikuva vaikutti päätökseesi hakea FinVectorille? *

1 = Not at all / Ei ollenkaan, 2 = Little / Vähän, 3 = Moderately / jonkin verran, 4 = A lot / paljon, 5 = Very much / Erittäin paljon

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

Did you search FinVector before applying or during the application period? / Haitko tietoa FinVectorista ennen hakemista tai hakuaikana? *

For example googling. / Esimerkiksi googlasitko yritystä?

- Yes
- No

Did you visit FinVector's social media or homepage before applying? / Vierailitko FinVectorin nettisivuilla tai sosiaalisessa mediassa ennen hakemista? *

If answered yes, please specify below. / Jos vastasit kyllä, tarkennathan seuraavaan kysymykseen.

- Yes
- No

If you answered yes, where exactly? Jos vastasit kyllä, missä tarkalleen vierailit?

Oma vastauksesi

Could you name some online platforms in which FinVector was active when you applied? / Voisitko nimetä joitain alustoja mitä FinVector käytti sinun hakiessasi heille töihin? *

Note! Write only those that you knew back then. Current situation will be asked later on. For example social media applications, other media coverage. Huom! Kirjaa ylös vain ne, jotka tiesit ennen työllistymistä. Nykyiset alustat kysytään myöhemmin. Esimerkiksi sosiaalinen media ja muut mediat...

Oma vastauksesi

Did the company's public presence affect your decision to apply? / Vaikuttiko yrityksen julkinen preesens päätökseesi hakea töitä? *

Yes

No

If you answered yes, what particularly? / Jos vastasit kyllä, niin mikä erityisesti painui mieleen?

Oma vastauksesi

Right after you were recruited, were you educated about social media by the employer? / Koulutettiiniko sinua sosiaalisesta mediasta työnantajan toimesta rekrytointiprosessin jälkeen? *

For example, were you told where the company is active etc. Esimerkiksi, kerrottiiniko teille millä alustoilla yritys on aktiivinen.

Yes

No

Can you name the social media platforms where FVT is active now? / Nimeäisitkö ne sosiaalisen median alustat, jossa FinVector on aktiivinen tällä hetkellä? *

Oma vastauksesi

Have you noticed any development in FVT's activity during the employment? Describe the change. / Oletko huomannut kehitystä FinVectorin aktiivisuudessa työurasi aikana? Kuvaile muutosta. *

For example: Is FVT more active on certain platform? Have you been encouraged to do something related to building employer image? Is FVT promoting themselves more? Esimerkiksi: Onko FVT aktiivisempi jollain tietyllä osa-alueella? Onko työntekijöitä rohkaistua tekemään jotain näkyvyyden kannalta?

Oma vastauksesi

How well FinVector's employer image matched with your expectations? / Kuinka hyvin FinVectorin työnantajamielikuva vastasi odotuksiasi? *

1 = Not at all / Ei vastannut ollenkaan, 2 = Somewhat matched / Vastasi jokseenkin, 3 = Matched / vastasi, 4 = Matched well / vastasi hyvin, 5 = Exceeded my expectations / Ylitti odotukseni

1 2 3 4 5

Not at all Exceeded my expectations

How good employer image does FVT have? / Kuinka hyvä työnantajamielikuva FinVectorilla on? *

1 = Poor / huono, 2 = Satisfactory / tyydyttävä, 3 = OK, 4 = Good / hyvä, 5 = Excellent / loistava

1 2 3 4 5

Poor Excellent