The Development of an Employer Brand for a Growing IT Company

Using organizational culture to understand retention and attraction as aspects of Employer Branding

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As the market for talent becomes more competitive it is important to create a comprehensive employer brand (EB). A comprehensive EB ensures that organizations will get the most out of the resources they spend. EB can be seen in many aspects and context. Organizational culture provides an important framework as it includes the collective thoughts, ideas and assumptions within a group and was therefore chosen as the analytical context. Two important aspects within EB that is highlighted in this study is; retention and attraction.

The authors chose a case study to gain a deeper understanding from both an employee and an employer perspective. The case study company is in IT and is rapidly growing which created a need for an employer brand. The data is from managers, employees and students. The students refer to a group of thesis students at the company. This group was added to increase understanding for attraction. The method section provides combined data sets including interviews, a survey, a previous study of organizational values, a review of formal company documents and informal meetings with field notes. The data was then analyzed within the analytical context culture and the two aspects retention and attraction. The data is then discussed and compared with the literature, explaining similarities and differences from the results.

The first two research questions were answered by describing the organization from different points of view; management, employees and students. The third research question investigated what opportunities and challenges existed to develop an EB from the two perspectives with regard to the three areas; culture, retention and attraction.

The different office locations had different cultures with a mutual customer focus. The thesis found that the unclear vision, mission and goals created different directions and messages for potential employees. The compensation and benefits package is appreciated but the most important factor for case company employees are “inspiring coworkers”. The employees also appreciate varied and challenging work tasks together with flexibility and work life balance. The authors found that the talent managers were not held accountable for company guidelines regarding career plans as most employees had little or no career plan.
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ABSTRACT
As the market for talent becomes more competitive it is important to create a comprehensive employer brand (EB). A comprehensive EB ensures that organizations will get the most out of the resources they spend. EB can be seen in many aspects and context. Organizational culture provides an important framework as it includes the collective thoughts, ideas and assumptions within a group and was therefore chosen as the analytical context. Two important aspects within EB that is highlighted in this study is; retention and attraction. The aim of this thesis was to investigate how a company that is about to create a strategy for employer branding reasons around the usage of an EB as well as which opportunities and challenges both managers, employees and thesis students face within the areas of attraction and retention.

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# TABLE OF CONTENTS

1. INTRODUCTION ........................................................................................................... 1
   1.1 Aim and Research Questions ............................................................................... 2
   1.2 The Studied Company .......................................................................................... 3

2. THEORETICAL FRAMEWORK .................................................................................... 5
   2.1 Creating an Employer Brand ............................................................................... 5
   2.2 Attraction ............................................................................................................. 6
   2.3 Retention ............................................................................................................. 9
   2.4 Organizational Culture as an Analytical Context .............................................. 13

3. METHOD ..................................................................................................................... 16
   3.1 Assumptions and Methodology .......................................................................... 16
   3.2 Study Design ...................................................................................................... 16
   3.3 Selection of Respondents and Collection of Data ............................................. 16
   3.4 Data Analysis .................................................................................................... 21
   3.5 Ethical Responsibility ......................................................................................... 23
   3.6 Research Quality and Transferability ............................................................... 24

4. RESULTS AND ANALYSIS ....................................................................................... 26
   4.1 Management’s Expectations on Employer Branding ........................................ 26
   4.2 Attraction ........................................................................................................... 26
      4.2.1 Potential Candidates and their Attraction .................................................. 27
      4.2.2 Communication for attraction of Potential Candidates ............................ 28
   4.3 Retention ........................................................................................................... 32
      4.3.1 Compensation and Benefits ...................................................................... 34
      4.3.2 Personal Development Plan and Mentorship ........................................... 36
      4.3.3 Preference Office Location ....................................................................... 37
   4.4 Culture ................................................................................................................ 39
      4.4.1 Organizational Culture and Values ............................................................. 39
      4.4.2 Organizational Vision and Goals ............................................................... 42
      4.4.3 Organizational Structure .......................................................................... 44
      4.4.4 Differences Between Office Locations ...................................................... 46

5. DISCUSSION ............................................................................................................... 47
   5.1 Research Question 1: Management View ......................................................... 47
      5.1.1 Management View on Attraction ............................................................... 47
      5.1.2 Management View on Retention ............................................................... 47
      5.1.3 Management View on culture .................................................................. 48
   5.2 Research Question 2: Employee and Student View ......................................... 48
      5.2.1 Employee and Student View on Attraction .............................................. 48
      5.2.2 Employee View on Retention .................................................................. 48
      5.2.3 Employee and Student View on Culture .................................................. 49
5.3 Research Question 3: Opportunities and Challenges........................................ 50
  5.3.1 Management’s expectations on Employer Branding ................................... 50
  5.3.2 Communication an Attractive Message .................................................. 51
  5.3.3 Compensation and Benefits .................................................................... 51
  5.3.4 Personal Development and Mentorship .................................................. 52
  5.3.5 Keeping the Organization United ......................................................... 52
  5.3.6 Organizational Structure ........................................................................ 53
6. POSSIBILITIES AND CHALLENGES...................................................................... 55
  6.1 Management's Expectations on Employer Branding .................................. 55
  6.2 Attraction ................................................................................................... 55
  6.3 Retention ..................................................................................................... 56
  6.4 Culture ......................................................................................................... 57
7. CONCLUSIONS.................................................................................................... 59
8. FUTURE RESEARCH IMPLICATIONS ................................................................. 60
REFERENCES.......................................................................................................... 61
Appendix 1 – Interview Guides ............................................................................ 66
Appendix 2 – Survey Questions ............................................................................ 71
Appendix 3 – Previous Study Questions and Results .......................................... 72
Appendix 4 – Division of Labor .......................................................................... 73
1. INTRODUCTION
An employer brand (EB) is the company identity which ties together different elements of an organization. With an increasingly competitive work environment considering the future work market’s prognosis which predicts future labor shortage (Stockholm stad, 2009), organizations need to work on their strategy to be able to attract, and retain their employees. Dell and Ainspan (2001) explain the three main areas of importance of employer branding:

“The employer brand establishes the identity of the firm as the employer. It encompasses the firm’s values, systems, policies, and behaviors towards the objectives of attracting, motivating, and retaining the firm’s current and potential employees” (Dell & Ainspan 2001, p 10).

Employer branding can be a part of the organizational strategy. However, an EB in and of itself is no guarantee for success. A successful business culture supports the willingness of employees to stay within a work environment which makes it possible for them to perform at their highest potential (Wang, Shieh & Wang, 2008).

The components of an EB exist even without official EB work. At the same time the integrative and complex nature of an EB as well as the need for regular updates can be intimidating. Employer branding work´s journey throughout the business world began with marketing. Today it can encapsulate the operative framework of a business and is included with long-term strategic planning as well (Melin, 2012). A challenge for many companies is to decide which aspects of EB to investigate and how to integrate EB work within the business.

Many companies take employer branding´s potential for granted because employer branding work is seen as superficial. Employer branding is in fact based on best practice (Sheppard, 2010). The view on Employer branding in research stretches from seeing it as a kind of marketing to be seen as the difference between surviving and becoming successful (Sheppard, 2010).

In this thesis, the concept of organizational culture is used for understanding employer branding in organizations. Using organizational culture as a frame of reference provides potential by highlighting a broad spectrum of subjects dealing with business life and management (Alvesson, 2001). Another reason for a cultural approach for a study dealing with management and organizations is the potential for emancipation because culture contains traces of power (Alvesson
2001). Sometimes an EB is not integrated well within the organization or different parts of an organization causing problems with authenticity (Martin, Gollan & Grigg, 2011). The organization must respond to the problems which come to surface during the ongoing EB work. To provide an example, if an organization asks employees about their satisfaction with retention programs they need to follow-up by taking measures to satisfy that employee, and future employees with similar views (Martin et al. 2011).

1.1 Aim and Research Questions
The aim of this thesis is to investigate how a company that is about to create a strategy for employer branding reasons around the usage of an EB. More precisely, the aim is to describe and discuss the opportunities and challenges from a cultural perspective both managers, employees and thesis students face within the areas of attraction and retention.

- How does the management view the organization from an employer perspective?
- How do employees and thesis students view the organization as an employer?
- Based on the management’s, employees’ and thesis student’s views on attraction and retention in the organization, what are the opportunities and challenges for the organization’s development of employer branding?

The influence of employer branding can be found in many aspects of the organization. The thesis will investigate the importance of culture and focus within the two main areas attraction and retention. Other areas such as development, performance management and outplacement, can also affect the EB but have not been considered or regarded as most important for this thesis.
1.2 The Studied Company
The company studied in this thesis is Findwise, a Swedish IT company. Findwise has what can be characterized as a modern organizational structure which means that it has few levels of hierarchy and therefore, it is necessary to investigate how these aspects of the company specifically affect the EB. As the organization recruits students (and few with experience which can be seen as a valuable commodity), the report has focused on this group.

The case study company was chosen after the authors contacted a few companies at Armada employment fair. After interviewing two companies the case company was chosen both due to their quick response and because they needed help with an EB. Employer branding was interesting to study at the case company because it is an expanding knowledge-based business facing challenges reflected in contemporary work life. The company wanted a concrete proposal for operative and strategic employer branding. The authors agreed upon an academic study of employer branding with specific tips for the company given in the form of an executive summary upon the conclusion of thesis work.

The company works with business to business (B2B) products and has two offices in Sweden. The company's headquarters is located in Gothenburg, Stockholm is the second location. The third larger office is located in Copenhagen and these three locations are the most established offices currently both in terms of size and activity. Oslo and Warsaw are the most recent opened offices and Findwise plans to open more offices globally in the near future. The case company was founded 2005 and the amount of employees has increased from 3 to 28 employees in 2009, 37 in 2010, 53 in 2011 and has 75 employees in 2012. There are also many students that do thesis work at the company and their opinions were also included in the study.

The company’s product is search solutions for companies that need a system for saving and storing data. The employees work on projects in teams. Besides the teams there are also processes. These processes are in charge of one issue or problem each. An example of process is student contacts. The process leader is in charge of the budget and goal for the process with support of the process members. An employee can be included in none or many processes as leader or member in addition to their normal workload. From the study it was possible to see that new employees saw the structure as hierarchical while long term employees saw it as flat. This difference in orientation could be related to the processes. For new employees it is difficult to see who makes decisions and
where decisions are made. At the same time as employees that had been at the company for a longer time thought that the processes provided the opportunity for anyone to join.

![Organizational processes](image)

*Figure 1 Organizational processes; circles symbolic of employees, the darkest are process leaders. The figure displays how one person can see the organization as flat with different processes on different levels simultaneously (the lightest circles). The author’s own figure.*
2. THEORETICAL FRAMEWORK

The theory section contains both a theoretical discussion and empirical results from previous research. The chapter starts with discussing the possibilities in creating an employer brand. The chapter then continues with the chosen facets of EB; attraction and retention followed by the cultural perspective.

2.1 Creating an Employer Brand

As mentioned above, and employer brand has to attract, retain and motivate potential and present employees (Dell & Ainspan, 2001). Before going in to detail of an employer brand it is important to understand the concept and how to build one.

For the creation of EB Mandhanya and Shah (2010) recommend eight steps that are divided into four phases. These phases do in turn consist of sections.

![Strategic employer branding diagram](image)

Figure 2 Strategical EB chart. This figure is created by the author and illustrates EB phases. Mandhanya and Shah (2010)

The first phase is to fully understand the concept or company and industry by looking at the business objectives, identify the specific talents, determine the employment brand attributes and to look for synergy with the corporate brand.

The second phase being the largest one, Mandhanya and Shah (2010) call the designing phase and is divided in to 4 sections. The first part aims at understanding the current EB. To understand it such factors as recruitment,
introduction, compensation & benefits, career development, employee behavior, communication systems and work environment should be identified. In the second part of the design phase it is important to define the EB strategic platform. Here it is important to analyze the company mission, vision and values, corporate social responsibility, leadership, corporate reputation, culture, people management policies and practices, performance management and innovation. In the third part in Mandhanya and Shah's (2010) paper it is important to understand the corporate brand, both internal and external. The fourth and last component is to look at the market forces on the EB. The third phase is integration and includes making EB consistent and present on the career website, company Intranet, job fair brochures, policy and procedure templates, recruitment advertisements and sponsorship. The last phase is evaluation and refers to measuring the effects of the EB. This phase is important to be able to perform an appraisal for future work with EB and compare costs to gained value (Mandhanya & Shah, 2010).

2.2 Attraction
The definition for the word attraction in this thesis is interest for an organization or work tasks. Van Hoye and Saks (2011) discuss how attraction is important as it is the attracted people that later will apply. If they never found the organization attractive in the first place they will not be able to find it more attractive from its extensive offers and recruitment process. The attraction can either be from potential candidates or from present and past employees. One possibility with mutual attraction between an employer and candidate is recruitment. There are various trends in the articles about EB and recruitment. One of these is the influence of company reputation (Cable & Turban, 2003) for the candidate. At the recruitment phase potential work candidates are more influenced by their previous perception of an organization then they are by material they receive pertaining to a specific job vacancy (Collins & Stevens, 2002).

Maxwell and Knox (2009) mean that the attractiveness originates from several factors which can be divided in to three areas;

- Employment refers to the type of work, style of management, employee rewards, management-workforce relations, pace of work, office location and social dynamics.

- Organizational success can be attractive in different ways for different
individuals. It can be the company's popularity, size, return of investment, quality or the ability to live up to corporate values. The success can also be past, present or planned future success.

A **Construed external image** refers to the industry, the public or the customer's opinion about the company. The attraction for the employees to work at a company that these or other groups look up to.

Product or service characteristics refer to the attraction to work with products that are well known, appreciated, popular or widely sold. There are clearly many ways to attract potential candidates. Maxwell and Know (2009) recommend first understanding what present employees find attractive to create an EB to both retain and to attract similar new employees. One way to attract similar new employees is by using trainee and ambassador programs.

**Trainee and Ambassador Programs**

Trainee and ambassador programs are both utilized within EB to attract young talent. An ambassador is a student who markets the brand whereas a trainee is a graduate employed at the business. The idea is to get as many people as possible associated with and promoting the brand (Mobray, 2009). Students can also benefit from becoming an ambassador or trainee later by gaining contact with an organization and a positive reputation amongst potential employers (Mobray, 2009). This is also related to personal branding. A person’s reputation is dependent upon who they know and how they consider the person. This makes contacts and their opinion of a particular person more important than ever. Trainee and ambassador programs help both the brand and the individual associated with it.

Trainee programs often provide an entrance into graduate's work field before an organization is willing to provide permanent employment. Support features the organization can provide are regulation, necessary human and material resources, performance reviews, research assistance, job coaching, as well as social support (Jefferies & Skidmore, 2010). Individual staff members can work as coaches for participants and help with career goals, study plans, and development (Jefferies, 2010). A trainee program can be summarized as collaborative mentorship (Jefferies, 2010). Different problems which can surface with trainee programs are a lack of structure for participants, time for participants, proficiency on the part of the mentor as well as personal conflicts due to individual differences (Jefferies, 2010). Nonetheless trainee and
ambassador programs remain beneficial as a cost-effective strategy for recruitment.

**Recruitment Message**

To create an attractive brand it is important to look at the message and channels chosen for communication. To make a successful EB Wilden, Gudergan and Lings (2010) highlight the importance of sending out a consistent, clear, credible and thorough EB to attract candidates. A brand that isn't convincing, easy to understand, or not easily found was considered to be unattractive.

![Conceptual framework of employee-based brand equity. Wilden, Gudergan and Lings (2010, p 61).](image)

Figure 3 shows the attractiveness of the company to potential candidates based on EB. The figure captures the EB's clarity, credibility, consistence, costs, quality and risk. Wilden, Gudergan and Lings (2010) mean that the company and job profile together with employment market research should be used together when creating an EB strategy. The result should be that the EB conveys both clarity and credibility. Consistency and a high brand investment help to accomplish this. The author’s mean that if the EB seems expensive and like a good investment the organization will be more attractive. These factors combined with the quality of the message, the perceived risk from not being completely truthful (if the company chooses not to be) and the company's facts, such as business, customers and work task together creates the level of attraction (Wilden et al, 2010). It is possible to see from the complexity in the figure that there are many factors that affect the results with attraction.
Information given to candidates that was inconsistent or negative created low trust and credibility, which in most cases lead to lower appreciation from candidates (Wilden, et al, 2010). The respondents said that information through personal relationships was often used before joining a company. Most candidates search after information in their personal network and trust the information provided because they know and trust the source (Wilden, et al, 2010).

When organizations attract work candidates the recruitment practices and not materials are of utmost importance (Cable & Turban 2003). Organizations that sponsor activities at a university are more likely to capture student's interest (Collins and Stevens 2002). Corporate advertising is also strongly related to successfully creating a positive relationship with potential work candidates (Collins & Han 2004; Collins & Stevens 2002).

Lievens, Van Hoye and Anseel (2007) highlight the risk of overselling the organization. They mean that present employees are one of the most important assets regarding advertising. The employees are former applicants themselves. If employees feel the organization did not live up to the brand promise the employee will not just feel disappointed but will likely also share their disappointment with family and friends (Lievens, et al, 2007).

2.3 Retention
Retention refers to the ability to keep employees within the organization. Symbolic aspects of an organization can encourage employees to stay (Edwards 2010). These are included within the organizational culture and the symbolism can encourage employees to regard their work as meaningful (Edwards 2010). However, there are many other aspects which should be regarded as important. Retention can be a considerable challenge with ambitious and highly educated employees. The goal with most employee retention programs is to keep present employees and reduce employee turnover costs as well as loss of knowledge. It can be difficult to motivate employees to stay because there are different factors for each employee. Retention plans that are too successful face the risk of the opposite problem. No new employees, few new ideas and minimal change are the result.

Chhabra and Mishra, (2008) description of how organizations work with retention can be summarized in six different strategies. These six can be used in combination or separately.
• **Re-recruit Top Performers:** being proactive by informing top talent about future work tasks and positions that are ahead.

• **Mentoring Program:** have positive benefits for both the mentor and the mentee. The mentor feels important and responsible for the employee/organization and the mentee feels accepted as part of the company.

• **Offer Better Career Visibility:** Offer the possibility to grow.

• **Explore Various Work Options for Retirement-age Employees:** Instead of letting top staff that reached retirement age leave the company offer them alternatives to stay part or full time.

• **Consider Changes in Managerial Style to Accommodate Younger Workers:** reset the work place to be accepted by the younger employees.

• **Differentiate Your Organization:** Create a unique company that the employees can feel proud of.

Maxwell and Knox (2009) study shows that even though there are strong signals of what the most attractive themes are at one workplace, the attractive theme varied between different companies. There is no coherent reason for any separate business or generation motivating employees to stay, even if there are some patterns. Maxwell and Know (2009) explains that it is important to understand what makes the present employees want to stay and enhance that. These values are not necessarily shared within the organization, rather, they can vary between employees. The themes that will be highlighted in this section are; compensations & benefits, personal development, and mentorship, as well as trainee or ambassador programs.

**Compensation and Benefits**

One important aspect of retention is compensation and benefits as employees’ decision to stay can in part depend on their compensation plan. Employee benefits can be defined as (Rosenbloom 2011) a part of every employee's total compensation or all forms of financial returns and tangible benefits. Attractive compensation and benefits can range from salary, education, medical benefits, insurance, pension, a vehicle, stock options, relocation expenses, sick pay, and travel. Flexible benefit schemes are gaining popularity (Cushway 2011) and are described as individually designed benefits packages. A relationship between societal factors and desired compensation and/or benefits can be seen.
There are a significant number of studies relating employee motivation to compensation and benefits. Attraction, retention, and performance are directly related to compensation (Rynes 2004). Individual as well as situational variables should be taken into account when designing compensation schemes or analyzing why certain employees are leaving an organization (Rynes 2004).

One should follow basic principles proven to work in research regarding compensation (Rynes 2004). These principles include showing concern when employees are not satisfied with their salary (it is somewhat taboo to express that one is motivated by their pay and it is therefore of greater concern when dissatisfaction is expressed). Another mistake is to pay employs much less than average. This will cause the organization to fail at recruiting top talent who will reject a job offer. The closer the pay is to the average in the market sector, the more likely it is that recruits will choose the company. This is due to the fact that the decision can be based on a multifaceted analysis rather than just in regard to the pay standard. Fair practices regarding compensation are associated with favorable brands (Edwards 2010).

The next principle to keep in mind is pay for performance. Many people are attracted to a company which pays in line with the employee’s efforts. A fairly distributed awards program was linked to positive EB activities (Edwards 2010). A disproportionate increase in pay grade when comparing executive to employee pay increase are likely to encourage employees' to seek work opportunities elsewhere. This is why it is of utmost importance to track employee's attitudes and behavior to ensure that they are satisfied. There are other aspects of retention that are important when the basic compensation needs are met such as personal development.

*Personal Development*

Personal development is the difference between where an employee is today and where they want to be tomorrow or even five to ten years from now. An employee can choose to become a specialist in one area, switch areas to gain a broader understanding for processes at a company or climb upwards on their personal career ladder. Personal development is so important that it is included in the Business Psychology 8 common criteria for Human Resources success (Love & Singh, 2011). Extensive research in talent management shows that employee career planning and development are important elements of successful HR work. Even an organization's construction of the notion of talent can effect who is involved in the decision making, whose voice is regarded as important,
and finally the outcome of strategic decision making regarding employer branding (Martin et al. 2011).

De Vos, De Hauw and Van der Heijden (2011) study reveals the relationship between competence development, self-perceived employability and career success. According to the study self-perceived employability intermediates the connection between competency development and career satisfaction/perceived marketability. The study revealed that this not only pertains to branch-specific knowledge but even general perceptions with regard to occupational ability and flexibility. It is therefore important that organizations’ invest in their employees personal development. To ensure personal development an organization can create a compassionate environment where individuals are able to grow and by encouraging individuals to develop their abilities when given the opportunity. The idea is that employees feel motivated by having a personal goal to achieve.

Mentorship

Mentorship is often defined as some type of developmental partnership or having an influential sponsor or supporter. Mentorship in the corporate or organizational setting can entail that new employees get a mentor to meet with and learn from. At the same time the mentor might also seek the advice of a senior staff member in a relationship where the mentor is also the protégé. This enables internal growth. There are a few features to this relationship (Allen et al. 2011) which make it special including;

- The mentor/protégé might not work directly with each other
- The mentor usually does not have any formal or reward power over the protégé
- The mentor may be several levels higher in the organization than the protégé and work with a different responsibility area.

Allen, Finkelstein and Poteet (2011) also points out that the word coaching is now used almost synonymously with mentorship. The terms can be differentiated if one considers that coaching is often based on instruction regarding a specific task. Mentorship is more like a conversation with feedback not necessarily focused on one specific topic but rather varying topics and subject matter. Mentorship is a program within an organization without outside help while coaching is often done with an external actor. Last but not least mentorship is more knowledge than skill based.
It is recommended that a mentorship program begins with an organizational and personal needs assessment to address specific areas the employees are personally interested in and that the organization should invest in but the question remains as to whether employees or organizations benefit from mentorship programs? According to Underhill’s (2006) article mentorship provides increased organizational commitment, and job satisfaction. The effects on income, perception of alternative employment opportunities, intent to stay, tenure, and number of promotions was not statistically significant when compared to those not mentored. Multidimensional success for mentorship (that goes beyond organizational commitment and job satisfaction) which once was hoped for has not been seen according to research findings.

2.4 Organizational Culture as an Analytical Context
Organizational culture can be defined as the collected thoughts, ideas and assumptions within a company (Hatch, 2006). The culture decides the rules and ethics of what is allowed, expected and not acceptable behavior between coworkers, customers and society (Jones, 2007). Jones (2007) uses an example that small innovative companies often become less innovative due to cultural changes as an effect of becoming more bureaucratic to cope with growth. According to Wang, Shieh and Wang (2008), culture is built upon three aspects; the founders, the employees, and all the learned experience the groups have encountered since gained membership to the organization.

New members of the culture are usually chosen as they have similar beliefs (Wang et al, 2008). They are otherwise molded to become a part of it. It is also possible for the individual to put their print on the organization. How much influence a single individual has or even more importantly; the board has regarding the organizational culture, is widely debated between academics and the answer varies (Hatch, 2006; Jones, 2007; Wang et al, 2008).

The organizational culture can be seen as a mutual contract of responsibility, faith, and duty between company and employee (Wang, et al, 2008). If the contract is balanced the employee will engage and be more committed in organizational activities (Wang, et al, 2008). If the contract is not balance the employee is less likely to feel engaged and committed (Wang et al, 2008). There is also evidence that organizational cultures which motivate and provide trust between coworkers create greater performance than similar companies with lower trust embedded in their culture (Nold, 2012). Transparency supports the culture as it makes employees see and better understand decision making
processes (Bock, 2012). Transparency can also help the employees to understand the common goals.

The term organizational culture has many definitions but the one referred to in this thesis is the organizational culture as defined by Alvesson (2001). Alvesson (2001) explains that organizational culture can be defined as collective conceptions and beliefs, norms and values. It can even be described as an organization's emotional side where collective feelings and actions within an organization comprise organizational culture (Alvesson 2001). It is important to consider the fact that culture is a term which is widely used and defined in several different ways which can lead to confusion when not given a concrete definition as a basis for understanding. In order to reduce confusion regarding the definition used in this thesis organizational culture will be utilized with regard to understanding behavior, social phenomenon, institutions and processes (Alvesson 2001). The question then remains as to where one finds this organizational culture. The culture exists not in and of itself but rather between the minds of a group of individuals where significance and symbols are expressed in organizations openly and even in material objects (Alvesson 2001).

Organizational Culture and Employer Branding

There is a famous quote from Peter Drucker “Culture eats strategy for breakfast” which refers to how no strategy, no matter how great it might be, will be successful if it fails to be accepted by the organizational culture. In order to create and implement an EB the organization should first investigate and understand the culture. A highly recognizable and reputable EB is more likely to attract organizational identification (Edwards 2010).

Joint understandings of organizational notions help to cultivate organizational identity amongst employees (Edwards 2010). When changing or developing aspects that effect motivation and/or coordination, managers should take the informal bonds and culture of the company into consideration (Jones, 2007). These changes can be implemented without acceptance from employees but if the culture is not taken into consideration the new structure might disrupt a very beneficial but informal feature which could in turn disrupt the entire business (Jones, 2007).

The EB can also be used to change and form the organization into something new and more attractive from the manager's point of view (Schreurs, Derous, Proost & DeWitte, 2010). They argue that it is possible to change the company
by marketing some information incorrectly. This attracts candidates that favor something different from what the organization provides and which is preferred by the organization though not present. To make this successful Schreurs, et al (2010) suggest that the organization understand where they stand today and have a clear path regarding how the organization should continue. Some could regard this misinformation as manipulative and misleading.

Organizational Culture in Relation to Retention and Attraction

According to literature there are two types of fit regarding employment. These include; Person-Organization (P-O) and Person-Job (P-J) fit (McCulloch & Turban, 2007). The P-O fit describes how well the person fits with the organization, and is often related to business culture. P-J fit is how well the candidate fits with the work tasks. There is a relationship between these and the candidate needs to fit both parameters. McCulloch and Turbans (2007) studied how greater concern for communicating the culture and ensuring fit with the candidate influenced retention positively. By insuring that the candidate fits within the organization already at the interview phase the likelihood of retaining the candidate increases. Chuang and Sackett (2004) found in their study from observing 446 recruiters that P-J fit was most important at the initial state. As the process carried on P-J fit became less important while the importance of P-O fit increased.

As mentioned above Wang et al's (2008) research showed that it was not possible to prove any correlation between culture and attraction, but this might be because of the difficulty in informing about and communicating culture. Carless (2005) study show similarities with Wang et al (2008) and describe that P-J fit was of greater importance for the candidate when deciding to accept a job offer then the organization fit. From this it is possible to derive that marketing the organization is not as important as marketing the work tasks when making job offers. This however is not say that marketing the organization is unimportant.
3. METHOD

The method chapter begins with assumptions and methodology followed by a description of study design and selection regarding collection of data. It contains data analysis and aspects of ethical responsibility for the study. Quality and transferability are the final components of this chapter.

3.1 Assumptions and Methodology
The approach for this thesis was to investigate the managements, employees and thesis students view on the present and future EB to get a full understanding and knowledge to be able to describe and explain the phenomenon better in a larger context. The authors also hoped that the information gathered would be able to support and contribute to further development of the brand. The authors began with getting a larger view the field of EB to be able to detect the focus points of the essay. The approach began as having three factors; attraction, retention and culture but later revised to; attraction and retention, as the cultural approach was integrated within the context in which the authors viewed culture.

The critical researcher's goal is to create conditions for an open conversation between different social actors and not about establishing a superior insight or authoritative truth (Alvesson & Deetz, 2000). This is why the employee and thesis student’s voice or opinion is quintessential and was important to capture more than just the management’s opinions.

3.2 Study Design
The authors decided that a qualitative deductive case study would be beneficial to gain an understanding for how management, employees and thesis students regard employer branding. A case study allows for an in depth study of a problem or issue by looking at and investigating contributing factors (Anderson 2004). Being inspired by an embedded case study design the authors were able to look at specific groups; management, employees and students using different methods, interviews and surveys. The authors could then analyze the results individually and then collectively to search for a pattern. The individual cases and the multiple-case results should be contained in a summary report (Yin, 2003). By using multiple embedded cases analytic conclusions are much more powerful than those used in a single case (Yin, 2003).

3.3 Selection of Respondents and Collection of Data
The data includes interviews with three different interview guides and groups of
respondents; management, employees, and students. These guides can be found in the appendix. To better understand the culture and the organization as a whole group a previous study of organizational values from Stockholm and Gothenburg offices was used. Employees also filled in an online survey to compare case study results. Documentation such as the employee handbook and field notes was utilized. Anderson (2004) refers to this approach of combined methods as methodological pluralism. The usage of complementary data to explain a problem or situation helps by creating a more balanced data interpretation (Anderson, 2004). Benefits of having survey data include information volume, saving time, monetary value (free), and that they are easy to compare (Anderson, 2004).

Management was chosen as a group due to their influential nature and general knowledge about the company. There were three managers at the different office locations that were interviewed about their role. Three process leaders were added to this group. These process leaders are otherwise regular employees as explained earlier. The process leader title means that they are in charge of a certain process, and it is only within that process that they have been asked management questions. The data from the process leaders together with managers aimed to answer the first research question. The second group of data came from the eight employees and aimed to explore the EB from their point of view. The employees together with the third interview group, thesis students, aimed at answering the second question. The third group consisted of six thesis students and complimented the employee group regarding attraction, as it can be difficult for long-term employees to remember what first attracted them to the organization. As the other thesis students had recently chosen to start their thesis it would be easier for them to state why they chose the company.

The case company culture can be seen as the object that the authors are studying. By using many different forms of data collection and subjects the study has been able to highlight the issues from multiple perspectives and a critical analysis has contributed to the results.
Figure 4. The different data sets used for the thesis. The author’s own figure.

Semi-Structured Interviews

There were three types of deep interviews including management, employees, and students. The interview guide was created after looking at previous research regarding employer branding and using the two general areas of attraction and retention within the framework of organizational culture. This was even compared to the EB theories found in order to insure that the authors investigated important aspects of the brand. The interviews were semi-structured with open questions. This means posing the same questions to all respondents increasing reliability while allowing for different follow-up questions (Miller et al, 2010) meaning the respondent can speak freely. The same interview questions were posed to all respondents - not tailored specifically. Follow up questions were only used to clarify an answer or to see if the researcher understood the respondent. While most interviews were conducted with one author posing questions and the other noting answers or body language, two were completed individually due to time constraints on the part of interview subjects.

The participants were chosen at random with between one hour and one week notice before the interview and the choice to abstain. The interviews took about a half-hour to complete. The participants were not informed of the questions before the interview time. The goal during the interview was to see the situation from the perspective of the person being interviewed (King, 1994). The interviews were also taped to insure that the authors could refer to the tapes during the analysis.

Management Interviews

The questions for management reflected the complexity of the responsibility involved with the role which contrasts to the employee interviews. Management was asked broader questions such as what their definition of EB was, how they
work with compensation and benefits, personal development, and recruitment. The three employees from management were chosen based on their main office location which included Copenhagen, Gothenburg and Stockholm. Two process leaders were also added to this group. These process leaders were not asked the full set of questions; only those questions pertaining to their specific field.

**Employee Interviews**

The questions employees were asked were based upon earlier research regarding employer branding. They were free to answer with their opinions and reflections without any constrictions. The eight employees were chosen by random selection in order to increase the variety of responses available to the authors. At both the Copenhagen and Gothenburg office an extra interview person was needed and the members of management there helped to provide a reserve interview person.

**Thesis Students**

The six thesis students provided an interesting perspective because they are not dependent upon the company in the same way as the employees while at the same time being influenced by many other companies. The student interviews were formed with the same consideration as the other two with more focus on the student’s previous knowledge and interest in the case company both in terms of a brand and as a workplace. Students were interviewed twice. Their first interview was conducted during the first week they were present at the case company. As many employees are former thesis students it was important to understand what first attracted them to the organization. The authors hoped that these interviews could give a more in-depth explanation as to why students are interested in the case company.

The second interview was to follow up if their opinion about the company had changed over time and why. The second interview gave insight regarding how well the company marketed themselves to the thesis students. The six interviewed students were all at the Stockholm office. As no students from Gothenburg or Copenhagen office were included the statements from students cannot be completely generalized.

**Field Notes and Informal Interviews**

The authors also conducted four informal interviews in addition to having field notes because many of the interview candidates gave conflicting information.
This information was used to support the other interviews and survey data when more clarity or information was necessary. Field notes and documents from the organization helped to understand the structure for the organization and behavior of employees. Reflexivity is necessary and was used when observing because everyone has a biased opinion and self-distance is necessary. Field notes were written during the job fair, lunch, the monthly meeting, as well as BöL (which is a shortened form of “bulle och öl” or bun and beer in Swedish). The “Böl” is held often on a Friday with little advance notice and an employee presents a topic while the rest of the office enjoys a beverage of choice (often beer) and a baked good (originally a bun). The authors chose not to write person-specific field notes in order to ensure that these field notes are coherent with the ethical standard for the study.

**Employee Survey**

The surveys were created through a program called Survey Monkey. Survey Monkey is a service the case study company bought that creates online survey forms that can be filled in and sent out using a link. Survey monkey created the possibility to complete the survey online anonymously. The program was chosen due to employees being acquainted with it, it was user-friendly and available to the authors. The questions used for the survey can be found in appendix 1 and are designed to understand the employee’s preference and attitudes towards employer branding. This survey was based upon previous research within employer branding. The survey was created in such a way that work experience and office location could be used as filters which provided a better understanding of these different categories within the company. The survey was sent to all 75 employees at the company. The survey received a 65% response rate representing both genders, all office locations, different ages and length of employment in the organization. The female response was less then male due to a gender imbalance within the organization. Some might not have responded due to a lack up time with many projects to complete or a lack of understanding the importance of employee voice or employer branding.

**Documents Describing the Culture**

The case study company documents were found within the company's Intranet and were the main documents for the organization. They include the employee handbook, personal development plan and recruitment process overview. They were collected at the beginning of the thesis work. The documents were written by different processes and employees not necessarily based upon their specific
responsibility areas. The employees wrote the documents from a management perspective although the employee writing the employee handbook had only been employed for a few months previous to getting the assignment to write it. These documents were analyzed and compared with the employees and managements statements and opinions.

3.4 Data Analysis
During the data analysis the authors looked at both patterns and discrepancies in the data. The data analysis has been divided by categories and not by source. This method was chosen to better summarize within each category. The authors assured the participants that the material would be handled in a confidential manner with respect for the interview participants. Only relevant information to answer the specific research questions is included.

Analyzing the Interview Data
The authors performed a situational analysis from the case study using mixed methods. According to Kvale and Brinkmann (2009) the number of interview subjects pertains directly to the study subject matter with regard to collecting enough information from different sources to come to a conclusion. Kvale and Brinkman (2009) suggest that about 10 to 15 participants should be enough. The interview data was summarized in a chart with each question and interview person. Information having nothing to do with EB was disregarded and the rest was put into a chart. The chart was then summarized again by comparing responses. Similarities as well as differences in the summary data were taken into account and a difference of opinion was noted. When the respondents were in agreement it was also noted that they had a shared opinion on the subject. For the study the interviewed participants have been numbered to make it possible to see the spread between employee’s opinions. Respondent 1-3 indicate the managers, respondent 4-5 are process leaders. Respondent 6-11 is the thesis students and lastly respondents 12-19 are other employees.

Analyzing the Employee Survey
The authors transferred the data from the online program using excel to summarize the descriptive data. With the survey there was less of a risk with the analysis considering the answers were more concrete when compared to the interviews where respondents could go off subject. The data was very useful and easy to interpret with regard to the original research questions as is the intention with a qualitative research project (Kvale & Brinkmann 2009). The average was
used to find and understand the group as a whole. One trend in the survey data was the highest ranked benefit. Many of the employees ranked the same benefit with the organization as their favorite which made it possible to use this benefit as a part of the EB work. This trend was then compared between employees. Differences within categorizes such as Stockholm office’s preferred benefit when compared to other offices were scattered all over the survey options. In other words a theme did not exist within the same offices but rather between offices.

Analyzing the Field Notes

The observation data was obtained during the time spent at the Stockholm office. Due to the fact that the authors have spent most time at the Stockholm office the observational opinions are easily influenced by the authors own personal experience. This had both a positive and negative effect on the study. The authors were not always in agreement over their understanding of management's and employees' behavior and actions which made it difficult to have a conclusive opinion of what the case study company is like. However, it should also be noted that many of the other thesis students shared the same conflict. One saw the company in a positive light while the thesis partner was more critical. Although the authors spent the majority of their time at the Stockholm office the authors also visited the Gothenburg office on two different occasions and the Copenhagen office once while interviewing two employees and management.

Joint Analysis

Document data such as the employee handbook provide guidelines for how employees should behave with an array of rules and regulations which the employees are to follow either completely or at their own discretion depending upon what the policy and it is legal implications. It provides a perspective on the mundane circumstances of every day organizational life as well as a standpoint on exactly what to do in crisis situations or with regard to labor laws. Comparing this data to the interview and survey data gives an overview of how management regards the organization. While the interviews provide depth and details on the issue of an EB the survey gives breadth allowing for all employees and members of management to provide their opinion.

This data can then be compared to the perception of employees and management. If management and employees give different versions of the truth one can question if communication is effective or if they are indeed working in the same organization. If both management and employees express the same
version of truth regarding the organization one can regard the communication as effective making it easier to implement employer branding work. A company where the documents match the behavior shows positive organizational perception and can reveal a strong brand.

3.5 Ethical Responsibility
Anderson (2004) describes an ethical study as one which a code of conduct exists based on the individual’s rights. The authors of this thesis chose to follow Ethical considerations in European cross-national research (Freed-Taylor 1994) for the ethical principles used. This meant that there were no commercial interests for this study and that the results would be accessible to everyone interested in the research and belief that the study was conducted in an honorable manner. Conducting the study in an honorable manner meant that the work was done keeping respect for the individuals and the organization at the core of the research. Ethical conduct during the research meant objectivity in not only the choice of questions but even the agenda. Benefits and risks with each step were carefully taken into consideration. Informed consent was important as well as protecting the integrity of subjects in the study. If something was said in a confidential manner it was kept private with respect for the individual. In this case translation was beneficial as expressions and phrasing for a specific individual could be masked.

The authors demonstrated “professional ethics” with regard to the regulations. This means the authors took responsibility for data received and for treatment of individuals involved in the study. No data was left open for employees to see or sent but kept private between the researchers. Important principles regarding ethical responsibility include different aspects such as (Freed-Taylor 1994) a) acceptance of responsibility, b) conduct of research, c) awareness of legislation, d) provision of information to others and finally e)cross-cultural research. Acceptance of responsibility means that researchers should always be mindful of the ethical issues involved with their study and the responsibility which it entails. The subjects revealed personal details which were not shared with anyone else. The aspect regarding conduct (b) refers to outweighing the benefits to the risks of conducting a study meaning that the benefits to society as a whole outweigh the potential risks of conducting a study. With this aspect we were particularly mindful of the fact that we were “invading” the space of the organization and taking their time but with the hopes that our study would contribute to something bigger. Being aware of legislation (shown previously as aspect c) is in regard to legal implications of the study with PuL as an example
of a law which was taken into consideration. This as all collected data from interviews and survey only has been used for the research and not for any other purposes, or longer time then until the completion of the research. Provision of information (or d) protects the reliability or applicability of the study for cooperation between different researchers making the research harmonic. For the reader to better understand and transfer the reliability the questions placed to employees can be found in Appendix 1 and 2. The last aspect named had to do with cross-cultural research (e) where clarity of the objectives of the research and respecting the individuals involved in the study is encouraged so that it is the same as in the main country where the research is taking place. The authors treated the employees of Denmark with the same respect and honor as those in Sweden and had the same questions and time for interviews.

3.6 Research Quality and Transferability
The combination of different research methods was used in order to assure accurate results. By comparing and contrasting the different methods trends can be seen as well as discrepancies through triangulation. Although the researcher’s attempted to provide complete response alternatives to the respondents the respondents could have felt limited by the choices available on the survey. However by using respondent validation (Mays & Pope 2000), the comparison of the researcher’s account with the respondents error reduction was the desired result on the part of the authors. Reflexivity was also used in order to reduce assumptions and influence (Mays & Pope 2000). The management, employees or students might have felt that they could not speak freely due to loyalty to the company or other contributing factors.

It was important to keep all data as close to the original as possible in order to contribute to a result which management and employees could rely upon. The students were asked their opinions of the organization during their first week there and although their responses were used to form the “student opinion” this could be biased considering they chose to do their examination work at the company prior to their interview with the authors. The student, management and employee interviews could all have been influenced by the individual’s perception of the authors, if they liked or disliked them.

The results might be transferable to other modern IT companies with younger employees. Due to the fact that the authors have not investigated employer branding at other IT companies it would be difficult to guess if the obtained results could be used at other companies. An EB is a combination of different
factors defining a type of organization as well as the individual differences which characterize it. However, if looking at the same factors or the same branch it should be quite similar.
4. RESULTS AND ANALYSIS

The results section firstly looks at management’s expectation to then look at managers, employees and potential candidates’ attraction, retention and culture.

4.1 Management’s Expectations on Employer Branding
To understand what the EB should provide for the company the members of management were asked about their expectations regarding how the EB could improve the organization. When asked about their view on EB one respondent answered;

“It is the brand that says how nice it is to work at the employers.” (respondent 1)

Another respondent said that EB is the company brand and also what the organization has to market towards potential candidates just as well at present employees (respondent 2). The third member also mentioned the above factors but added that the EB also has to work towards the past employees who no longer work within the organization.

When discussing the goal of employer branding one of the members of management mentioned that their part of the organization at present had great difficulties in finding top talent as many of the applicants saw the company as last resort after failing to get hired elsewhere. The same respondent hoped that the EB would help the organization, not only with problems but with sales as well;

“I expect it [EB] to be larger than just employer branding and I expect it to also help out with the market in general.”(respondent 3)

All three managers said that they believe the company has to work with their EB to be able to continue growing in the future. Process leaders were not asked this question.

4.2 Attraction
To understand why employees are first attracted to the organization it was important to both investigate the management point of view regarding work with attraction followed by also looking at employees and students views.
4.2.1 Potential Candidates and their Attraction

Management View on Potential Candidates and their Attraction

To understand what potential candidates the company tries to hire it is important to know what their definition is. At the beginning of the discussion about candidates a member of management commented that everyone at the company is seen as top talent:

“Talent is anyone here so the talent manager is someone who works with anyone of our employees” (respondent 1)

The member of management continued explaining that instead of only encouraging a few employees with regard to top talent the talent-management process tries to see and encourage every individual and defines them as top talent. When the members of management were asked what they look for in potential employees one manager explained the importance of fit rather than being best:

“We don’t want to attract the best, necessary, but the people who find what we do interesting...” (respondent 3)

All three members responded on the question with attitudes rather than skills. Things they mentioned specifically were; balanced professionals, and a can-do attitude. One respondent expressed the importance of entrepreneurship by saying:

“Take own initiative, as we are a self-driven organization... ...it has to come from within, what to do, create projects for customers...” (respondent 2)

All respondents mentioned that they can more or less find the right people but that it takes time. One commented on the importance to using social networking when attracting new employees.

Two of the respondents said that a good selling point is the greatest challenge within recruitment. The explanation was that when they look for someone in sales the combination of sales talent and technical savvy is rare and difficult to find.

The respondents explained they chose personal traits before technical skills. They want employees that fit with the self-empowerment structure and that
candidates within the technical field are not as difficult to find as candidates within sales. Some also mentioned using social networking to find candidates.

**Employee View on Company Attraction**

Employees were asked during the in-depth interview why they first accepted employment at the organization. Some responded that they were interested due to the work tasks and the possibility to change and develop not just themselves but also the specific task and the company. Some were less specific about what attracted them and many pointed towards the fact that they had started liking the organization after their first contact through their thesis work at the company;

“I liked it here, and when they were interested in hiring me, I was interested in working here.” (respondent 19)

This is however not true for all employees as some respondents had heard about the company through friends who were doing either thesis work or were already employed at the organization.

**Students View on Company Attraction**

To understand why employees first became attracted it was important to understand the thesis student view. From the interviews with students most had different reasons to start at the organization. Most heard about the company through job-fairs but also through friends and pub nights. Many respondents answered that they appreciated being given a specific task, and not only an area for themselves to create a study within. Most respondents answered that the specific work tasks were more important than the company and its culture, when choosing a thesis company. Some respondents also answered that they found the office location attractive.

**4.2.2 Communication for attraction of Potential Candidates**

**Management View on Communication with Potential Candidates**

One manager explained that the organization uses many means of communication towards potential candidates including; job fairs, branch-specific forums, a social network and sponsored events such as pub nights. The company has a homepage and a few social networks where they update news and information as far as informing the public. On the homepage there is a blog about search, which according to the case study companies employee handbook all employees are encouraged to write in. These channels are utilized in different ways to connect and maintain relationships with potential candidates.
Besides these networks a member of management explained that the organization arranges different activities with students. The respondent also informed us that the organization also participates in job-fairs, lectures, and other business forums. Potential candidates, not just students, are present at these events. The process leader for communication explained that the message differed depending on who they talked to, but that the message of why the organization exists should always be the same.

“Towards students we focus on communicating our vision, work environment... ...Work forums its more about our expertise” (respondent 5)

“We want to communicate, why Findwise exists... ...want to transform information to knowledge, and that is what we want to communicate better” (respondent 5)

Another respondent did not mention the why but instead explained that the message they wanted to convey was:

“They won’t find a better workplace than Findwise” (respondent 3)

The organization's marketing is provided in a job-fair catalog. The job-fair figure for the FARM catalog showed people canoeing, with no reference to whom or why, and the other side for information about the company and their offers in figure 5. The text explains that the company is Scandinavians leading experts in search solutions. It goes on to explain that they are positive towards thesis applications, that they offer international possibilities and that entrepreneurial individuals can share their ideas at the company. The text mentions what they do, but not why.
When employees responsible for these events were asked about the event one explained that the organization often used newly hired employees with connections to the specific university where the fair takes place. There was also an emphasis from the respondents regarding the fact that the company put effort into creating as many interesting thesis suggestions as possible before the fairs.

The communication leader stressed the importance of making a personal and individual message to be honest with attraction. When asked if the message might be different and confusing depending upon the messenger the manager responded by saying they had not been in enough situations to judge the attraction message but hoped that it could be improved upon;

“It is honestly difficult to answer that question, haven’t been in all those situations, but I hope, and imagine it is fairly coherent, it can most likely become better” (respondent 5)
The recruitment process shows how the company works with the potential candidates and transforms the first attraction to employment. One of the managers explained that the company wants to have early contact and long relationships that are not only through the job-fair:

“Come close to students, there are job-fairs but perhaps more importantly events... also through the network we have today through the people who are here today”
(respondent 3)

A leader within recruitment described how the company besides creating available thesis work, events, job fairs and social media also uses headhunters or recruitment agencies for recruitment. The respondent also explained how the company works with referrals and finder's fee for all members that hand in successful recommendation. The only exception is for those employees who work especially with fairs and activities. When a candidate is found the employee meets with the organization's recruitment process. One member of management explained the process by saying:

“In a usual recruitment... ...we got in contact, with, through one of our channels... job-fairs or special events... we initiate contact... ...two interviews... first a screening interview; then a second with another and usually also a second representative, ...More focus on personal matters on the first, and technical matters on the second..” (respondent 2)

Neither an ambassador nor trainee program was mentioned specifically during the in-depth interviews with management although all members of management referred to work at and with universities.

**Student View on Communication with Potential Candidates**

One of the students writing their thesis at the company discussed how they and another student attended their first monthly where the management had displayed figures far below the target goal and thought the organization was doing poorly. The student explained further that this first impression had changed when they understood that the company is more profitable than the competition. None of the thesis student respondents knew all the benefits the company offers and most could not mention more than two.
4.3 Retention
This section will provide management, employees and students view on retention.

*Management View on Retention*

On the topic of retention one of the members of management commented on how important it is for management to have a close relationship with each employee and that everyone gets feedback and a career plan. Another member of management commented on the importance that all employees feel involved and “self-empowered” (clearly misunderstanding the concept of empowerment which can only occur within an individual);

“*Self empowerment is the keyword here.. ...an example of that is creation of teams, spontaneously*” (respondent 1)

The respondent continued by explaining that retention is encouraged by a competitive package of compensation and benefits. He also explained that the salary level in the organization is much more than average according to the Statistical Bureau in Sweden.

*Employee View on Retention*

To fully understand the employees the survey included questions about importance of different compensation forms. The questions show how much each factor matches their personal opinion on a 4-grade scale.

The result showed five factors that stand out from the other seven as can be seen from the figure. The most important factors for the employees of the case company are; inspiring colleagues, flexible working hours, varying tasks, balance between private life and career and tasks leading to bigger challenges.
Table 1 Employer Branding aspects on a 4-grade scale. Information gathered from employee survey

<table>
<thead>
<tr>
<th>Employer Branding aspects</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiring colleagues</td>
<td>3,33</td>
</tr>
<tr>
<td>Flexible working hours</td>
<td>3,29</td>
</tr>
<tr>
<td>Varying work</td>
<td>3,27</td>
</tr>
<tr>
<td>Balance between private life and career</td>
<td>3,24</td>
</tr>
<tr>
<td>Tasks that mean bigger challenges</td>
<td>3,14</td>
</tr>
<tr>
<td>Continuous feedback and follow-up for work</td>
<td>2,93</td>
</tr>
<tr>
<td>Possibilities for advancement/promotion</td>
<td>2,91</td>
</tr>
<tr>
<td>Possibility to work from home</td>
<td>2,87</td>
</tr>
<tr>
<td>Need-based working hours</td>
<td>2,74</td>
</tr>
<tr>
<td>Project-based work</td>
<td>2,73</td>
</tr>
<tr>
<td>Possibility for mobility within Findwise</td>
<td>2,69</td>
</tr>
<tr>
<td>Secure employment</td>
<td>2,58</td>
</tr>
</tbody>
</table>

To gain a better understanding for the employees’ preferences they were asked about their likes and dislikes. The strongest repeating factor was the possibility to make a difference within the organization. This was also seen in the open question from the survey:

“*Ability to explore own business ideas*” (open answer on anonymous survey)

In the interviews a respondent referred to the possibilities to make a difference as empowerment, others referred to it as the trust embedded in the system. Other common denominators from the respondents were the high skill level of the coworkers, the preference for a flat organization and flexibility. One employee said:

“I like that there are competent people, I like enterprise search, the flat structure, self-empowerment... ...that it's fairly young, people don't have a strict work role but flexibility to test ideas” (respondents 16)

Another respondent talked about the flexibility within the company:
“That the role can be adapted... opportunity for coaching” (respondent 17)

The question about improvements showed ideas in strategic idea planning and thoughts about how to not waste company resources. There was one discussion about pension plans and parental leave. Some respondents wanted a stronger role description to insure taking responsibility and using structure. This would also make it possible to prioritize between internal and external projects with regard to employees. One respondent believed there were many employees with the same thoughts;

“Many that want more transparency... it could be easy to inform... where money is spent and such, so everyone knows” (respondent 18)

There were also suggestions regarding legal questions, succession planning and how to change the industry. The interviews revealed mostly positive factors of change with a focus on business opportunities. A few were negative regarding the structure and lack of transparency.

4.3.1 Compensation and Benefits

Management View on Preferred Compensation and Benefits

One of the managers explained that the organization offers a variety of compensation and benefits but;

“...not really better than any other companies” (respondent 1)

The compensations and benefits the respondents mentioned were: breakfast provided at work, a massage every other week, travel (such as ski trips and the company kick off with all employees which they saw as compensation), flexible work hours, presents such as an Ipad, dinner and after work, other activities (such as bowling, playing pool, video games), partnership with the company, a pension plan and;

“a fantastic development plan” (respondent 1)

Another manager explained that the company tries to provide attractive
compensation and benefits for future employees just as much as for the present. The social activities are planned by many different employees and provide the possibility to plan an activity that the person themselves finds interesting.

From field notes it is possible to see that the attendants are almost only members from the organizing office. The social process announced during the February monthly meeting that all employees should try to plan their trips in coordination with these events, to increase the attendance of other office's activities. The social process announced that they would help employees to plan their trips if they let them know in advance.

**Employee View on Preferred Compensation and Benefits**

All the employees seemed informed about the compensation and benefits available. A few were not aware of the possibility to become partner after two years of employment.

*Table 2: Preferred compensation and benefits based on length of work experience. The table only shows the most prioritized benefit. Information gathered from employee survey.*

<table>
<thead>
<tr>
<th>Compensation/benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal development</td>
<td>29,5%</td>
</tr>
<tr>
<td>Flex-time</td>
<td>25,0%</td>
</tr>
<tr>
<td>Competitive salary</td>
<td>25,0%</td>
</tr>
<tr>
<td>Massage</td>
<td>6,8%</td>
</tr>
<tr>
<td>Breakfast</td>
<td>4,5%</td>
</tr>
<tr>
<td>Gym card</td>
<td>4,5%</td>
</tr>
<tr>
<td>Commission</td>
<td>2,3%</td>
</tr>
<tr>
<td>Phone/Computer</td>
<td>2,3%</td>
</tr>
<tr>
<td>Kick-offs</td>
<td>0,0%</td>
</tr>
<tr>
<td>Monthlies</td>
<td>0,0%</td>
</tr>
<tr>
<td>Pension system</td>
<td>0,0%</td>
</tr>
</tbody>
</table>

In order to learn more about preferred compensation and benefits all respondents were asked about them in the survey. The results from the survey are displayed in table 2. There are three aspects valued more than the others; personal
development, flex-time and competitive salary which are divided with a line in the table. It is possible to see in the table that competitive salary is much more important later in work life. Flextime is most important for the first 3 years of work and decreases in importance over time.

4.3.2 Personal Development Plan and Mentorship

Management View on Development Plan and Mentorship

Two of the managers described how all employees have their assigned talent manager who is responsible for personal development. The development plan is considered a;

"Classic development plan, yearly, but also regular updates, and great opportunities for the individual's own initiatives." (respondent 1)

When asked for confirmation if this included everyone and not just the biggest section of consultants the member of management answered that it is for all employees. One of the members of management explained that this is possible because the talent manager doesn't always have to be older with more experience at the company but someone who can help and support personal development. The Personal Development Description (PDD) document describes that the personal development process:

"...is responsible for developing the Findwise talents towards the goals for both the individual as well as the company." (PDD)

Management was asked about the possibilities which exist for employees to affect their work place and how the organization works with personal development. There was a brief discussion about the yearly development meeting and one member of management mentioned the talent manager's roll in development. As the mentorship program is synonymous with the introduction program there was a lot of confusion when the authors asked about mentorship.

Employee View on Personal Development and Mentorship

The interviews revealed that the personal development plans look different from the documents. Two employees talked about the lack of planning:
“No, no formal plan, but I guess it is to continue developing... No specific, this is what you should become” (respondent 19)

“Well, if you consider loose, sporadic goals towards what one could do, then yes I have a career plan” (respondent 16)

While another employee discussed the difficulty in creating plans:

“It is difficult to make a career plan as we don't have any specific roles” (respondent 12)

The employees tried to be positive about the possibilities for development that the company provided:

“If you speak your mind, it is not impossible to make something happen” (respondent 15)

“I don't think anyone who has had an idea has been stopped” (respondent 14)

Some described development plans as discussions during a yearly meeting with planned follow-ups. Others had no plan that they were aware of. Employees that worked as program developers tended to have a more structured plan. Most of the interview respondents felt like they could come up with new ideas and that their colleagues would be supportive even if they would have to work alone on their idea. In the employee survey one respondent had in “other information” that they appreciated the opportunity for coaching by a mentor.

4.3.3 Difference Preference Office Location

In order to understand the differences between office location the survey was made to show the same data regarding each office location. The offices outside the three main offices are smaller and these were in the “other” category. As can be seen in table 3 the Copenhagen office doesn't value flexible working hours as much as the other offices. Stockholm doesn't value work-life balance and feedback as much as the rest of the organization. The possibility to work from home is fairly low valued at most offices except for “other”. The employee in Poland always works from home as that is his office location.
Table 3 Preferred compensation and benefits by office location. The total sums are calculated by adding all employees separately. Information gathered from employee survey.

<table>
<thead>
<tr>
<th></th>
<th>Sthlm</th>
<th>Gthb</th>
<th>Chpg</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspiring colleagues</td>
<td>3.46</td>
<td>3.33</td>
<td>3.25</td>
<td>3.00</td>
<td>3.33</td>
</tr>
<tr>
<td>Flexible working hours</td>
<td>3.15</td>
<td>3.52</td>
<td>2.88</td>
<td>3.33</td>
<td>3.29</td>
</tr>
<tr>
<td>Varying work</td>
<td>3.23</td>
<td>3.43</td>
<td>3.13</td>
<td>2.67</td>
<td>3.27</td>
</tr>
<tr>
<td>Balance between private life and carrier</td>
<td>2.85</td>
<td>3.52</td>
<td>3.13</td>
<td>3.33</td>
<td>3.24</td>
</tr>
<tr>
<td>Tasks that mean bigger challenges</td>
<td>3.15</td>
<td>3.19</td>
<td>3.00</td>
<td>3.00</td>
<td>3.14</td>
</tr>
<tr>
<td>Continuous feedback and follow-up for work</td>
<td>2.69</td>
<td>3.00</td>
<td>3.00</td>
<td>3.33</td>
<td>2.93</td>
</tr>
<tr>
<td>Possibilities for advancement/promotion</td>
<td>2.85</td>
<td>2.95</td>
<td>2.88</td>
<td>3.00</td>
<td>2.91</td>
</tr>
<tr>
<td>Possibility to work from home</td>
<td>2.62</td>
<td>2.95</td>
<td>2.88</td>
<td>3.33</td>
<td>2.87</td>
</tr>
<tr>
<td>Need-based working hours</td>
<td>2.67</td>
<td>3.05</td>
<td>2.38</td>
<td>2.00</td>
<td>2.74</td>
</tr>
<tr>
<td>Project-based work</td>
<td>2.85</td>
<td>2.75</td>
<td>2.75</td>
<td>2.00</td>
<td>2.73</td>
</tr>
<tr>
<td>Possibility for mobility within Findwise</td>
<td>2.42</td>
<td>2.80</td>
<td>2.88</td>
<td>2.50</td>
<td>2.69</td>
</tr>
<tr>
<td>Secure employment</td>
<td>2.31</td>
<td>2.90</td>
<td>2.38</td>
<td>2.00</td>
<td>2.58</td>
</tr>
</tbody>
</table>

There were also differences with preferred compensation and benefits between the different offices as can be seen in table 4. The most significant difference is that Stockholm office values many other benefits in addition to competitive salary such as breakfast provided at work, massage, gym card, phone and computer which can be used personally and taken home. The other offices show more focus considering they can agree as a group and similarities in preference.

Personal development is a popular selection at all offices except “others”. This is likely due to the number of responses from the Gothenburg office.
4.4 Culture
To fully understand the organization and what makes it unique it was important to investigate management and employees views pertaining to organizational culture. The investigation aimed to see if there is a common culture between the members of management and employees.

4.4.1 Organizational Culture and Values

Management View on Culture and Values

The first document analyzed was the employee handbook and more specifically within the handbook the case company’s main cultural components. According to The Employee Handbook (EH) the organization has six main cultural components;

- Taking on responsibility
- Team spirit
- Curiosity and Entrepreneurialism
- Humility before the tasks we undertake and a trust in our team
- Flexibility and “easy to deal with” attitude
- That we dare to try even if we fail at first

Besides these 6 main areas encapsulating the cultural framework the organizations EH also includes five key values;

Table 4 Most preferred compensations and benefits compared to other office locations. Information gathered from employee survey.

<table>
<thead>
<tr>
<th></th>
<th>Sthlm</th>
<th>Gthb</th>
<th>Cphg</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal development</td>
<td>23,1%</td>
<td>40,0%</td>
<td>25,0%</td>
<td>0,0%</td>
<td>29,5%</td>
</tr>
<tr>
<td>Flex-time</td>
<td>38,5%</td>
<td>20,0%</td>
<td>25,0%</td>
<td>0,0%</td>
<td>25,0%</td>
</tr>
<tr>
<td>Competitive salary</td>
<td>7,7%</td>
<td>20,0%</td>
<td>50,0%</td>
<td>66,7%</td>
<td>25,0%</td>
</tr>
<tr>
<td>Massage</td>
<td>7,7%</td>
<td>10,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>6,8%</td>
</tr>
<tr>
<td>Breakfast</td>
<td>7,7%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>33,3%</td>
<td>4,5%</td>
</tr>
<tr>
<td>Gym card</td>
<td>7,7%</td>
<td>5,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>4,5%</td>
</tr>
<tr>
<td>Commission</td>
<td>0,0%</td>
<td>5,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>2,3%</td>
</tr>
<tr>
<td>Phone/Computer</td>
<td>7,7%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>2,3%</td>
</tr>
<tr>
<td>Kick-offs</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
</tr>
<tr>
<td>Monthlies</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
</tr>
<tr>
<td>Pension system</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
<td>0,0%</td>
</tr>
</tbody>
</table>
• Honesty
• Customer focus
• Seriousness
• Inventiveness
• Industriousness

When combining this framework with the written values it is possible to see that they are quite similar and that there are many words and concepts for employees to remember.

From the interviews with management, respondent 2 commented that trust is very important and to allow employees to make mistakes. The respondent continued explaining that the organization offers trust and resources for the employee to develop an idea for him/her-self and that some mistakes are expected. The first respondents from management described the same phenomena by saying;

“The idea that has always been at Findwise, is, just do it”

The third respondent from management discussed the same aspect but linked it with the word; entrepreneurship, and explained that it is in line with the organizational recruitment agenda. The respondent meant that the organization needs people that can handle the structure and culture who are able to “just do it” and not wait for approval from other members. The same member of management also discussed this in relation to the dilemma between innovation and quality. The manager meant that the company strives to be innovative but that quality is the primary focus. The idea is to find the most profitable solution. All the members of management described the organization having a strong focus mainly on being profitable, with the third respondent saying:

“it's quite a profitability focus”

The second respondent commented that the values of the organization are teamwork, sharing information, and being supportive. Other opinions were that flexibility both from and towards employees and customers is important (respondent 2). Respondent 2 explained that the employees have to adapt their free time depending upon crucial projects but are giving the freedom within projects to spend their time as they chose referring to this as flexibility. The organizational culture at the case study company is defined by customers coming
first and profitability. Employees are given the freedom under responsibility to organize themselves and develop the organization to be the best it can.

All management participants agreed that all employees had the possibility to influence the organization. The second respondent explained:

“...they have influence, influence a lot, as most managers have friendly relationship with employee there is a lot of communication, discussion, idea exchanging and feedback.”

The second respondent described how matters were settled rather by discussions then by hierarchy. The manager went on to say that all employees are given trust and resources regardless of length of employment. Another example of the possibilities presented to employees that the first respondent described is an employee who is sent abroad, on his or her own request, to see if there is any chance of opening a new office. Exampels were given such as one employee has been working on starting a new office in the Middle East and another employee is planning a trip to Australia to survey the market there.

Student View on Culture and Values

The thesis students had mixed views about the company culture and many described it as relaxed but still professional. The students had different reasons for their views about the culture when considering the organization as a potential work place. One student (respondent 6) explained that the work tasks did not fully fit his/her expectations. Another student (respondent 7) elaborated explaining how the company had marketed themselves as having a lot of variation with tasks, while the students observed that they only worked with the same type of task at a lot of companies. A few students were not fully convinced about the non-leader style as they felt they needed plenty of feedback and direct orders in the beginning of their career.

“You want to have someone that tells you what to do”
(respondent 8)

When the students were asked about improvement areas with how the case company handled thesis students almost everyone stated that accepting so many thesis students was unique. Some respondents saw this as something positive while others negative. One student thought that it was helpful for exchanging ideas and gaining new contacts:

“ makes it easy to talk... ...exchange ideas, and, get to know
more people” (respondent 7)

The negative aspects the students mentioned were that it felt like too many thesis students (respondent 7 and 10). Respondent 10 thought that it changed the setting of the company in such a way that it was confusing as far as learning the culture. Two students also indicated that the company did not have sufficient resources to take on so many thesis students (respondent 6 and 7).

4.4.2 Organizational Vision and Goals

Management View Organizational Vision and Goals

The members of management were asked about the culture and organizational vision and goals. Parallel to the thesis study the organization worked on creating a new vision and mission. This was not finished before presenting the thesis and is not included. When the management was asked directly by the authors they expressed different views. One member of management—explained a bit confused that:

“We will become global thought leaders and market leaders... within findability... or that is perhaps our mission... our vision is to make knowledge and information more alive... Perhaps global thought and market leadership is our goal...”(respondent 1)

The third respondent also mentioned the same thought and market leader-goal while the second explained that:

“The why [why the organization exist] has always characterized us, but hasn’t been as clear before...”(respondent 2)

The organization goal in the Employee Handbook (EH) states that;

“Findwise turns information into knowledge by making it findable.”

The organization's business idea in the EH is stated as;

“Findwise leverages business value with search technology”
Employees' View on Organizational Vision and Goals

As interviews mostly portray each individual’s personal perspective the value meeting from a previous study at the company was important to gain a broader understanding for employees. One aspect that most employees agreed upon was the view of customers. Customers should according to the employees get a quick solution with high quality results that increase the chances of further purchasing. There was a question about customer responsibility. The discussion was not focused on the employee aspect, only the convenience for customers. The collective understanding from the meeting was that if customers preferred a specific contact or communication channel that would be the communication channel the organization would operate through.

The employees during the previous study were in agreement over the fact that the customers often don't have enough technical skills to determine the best solution themselves. They believed that they themselves should provide the guidance rather than just doing as was suggested by customers.

The discussion during the previous study about possibility to influence and power to change discussions became heated at one of the offices while at the other office both groups were in agreement that all employees did not have the same amount of influence. This aspect was also brought up in a interview where the respondent explained that he had less influence because of being new;

“I have less influence, for now” (respondent 12)

Concerning responsibility many though that it was the team leaders job to motivate them, but the talent manager felt no responsibility for employees career paths. It was also possible to see that making mistakes was not completely acceptable within the company. All employees agreed that mistakes could hurt the brand. The Gothenburg office value meeting lead to discussing mistakes and they agreed that they do happen but that honesty and openness regarding the mistake to the customer can lead to increased trust.

The respondents thought that management has responsibility for motivating them but not in creating a career plan. There was some variation in views on influence where most employees seemed to think that new members needed to build credentials and competence before having the same influence.
4.4.3 Organizational Structure

Management View on Organizational Structure

To understand the structure it is important to categorize and compare the structure with other companies. Understanding the structural character is a selling point in recruitment and important to establish. A few employees and members of management described the organization as flat during the interviews. One member of management describing the organization by saying:

“It’s interesting, because we have no CEO” (respondent 3)

Another member described the organization as flat but also process oriented:

“...flat, and process orientated....” (respondent 1)

One member of management described that the structure is a bit confusing and difficult to understand at first;

“I would probably say confusing, I think it is confusing... changing, for the best, I guess always, ...probably if you are an employee it might be hard to follow” (respondent 2)

The respondent meant that the repeatedly changing structure is very beneficial for the organization, but at the same time confusing. Another member of management described these continuous changes as an essential part of the organization and something that should increase;

“Self-organized, in some sense, something that we want to see more of” (respondent 1)

The same respondent also explained that this structure can create problems for newcomers who are less familiar with the organization. They have had incidents where it hasn't worked. The respondent said that the problem though is quite apparent when it surfaces:

“If someone doesn’t behave, they will have three people saying so” (respondent 1)

One of the respondents also saw a risk with the structure that some question might not be dealt with as the responsibility falls on all employees to handle it which might result on no one being fully responsible.
“Everyone is responsibility can mean that no one is responsible” (respondent 2)

Two members of management and both process leaders agreed that the organization is flat while one manager called it hierarchic. Two members of management also highlighted the organization´s constant change and how it is influenced by the employees. There were opinions that the style can create confusion at first but is necessary for business success. A process leader (respondent 4) also added that it was important to remember that they are a service organization and not production, having a strong customer focus.

Employee View on Organizational Structure

When interviewing the employees about culture it was possible to see the connection between the employee and management view. Respondent answered similarly to management by saying:

“We don’t really have managers...” (respondent 13)

While another employee said:

...from the start it was difficult to understand [the organization structure] and it took me almost a year to understand who my boss was, because we do have bosses” (respondent 14)

From the interviews it was also possible to see that the employees were aware of the profitability goals;

“Billable hours always are prioritized as number one” (respondent 15)

When discussing the organization and the structure one employee discussed the fact that it was always changing often lacking clarity with regard to direction;

“We don't always know what to improve, just that we need improvement” (respondent 13)

The employee's view of the organization is that the structure is confusing and always changing often lacking information regarding the direction or changes. There is a strong customer and profitability focus from the employees. They feel that the responsibility is shared between them in regard to serving customers.
4.4.4 Differences Between Office Locations

The different office locations have different nuances. The Stockholm office is seen by a member of Gothenburg's management as having highly ambitious employees. They went on to say that there are many competing companies in Stockholm and the employees are seen as very professional and business-like at that office. The Gothenburg office is seen by the same respondent as more laid-back and easy-going. The member of management went on to explain that the employees in Gothenburg are a little older than the employees at the other offices. That the employees in Gothenburg have started to think more long-term and a few have started a family. The Copenhagen office is seen by two of the employees as fairly new and international. The management in Copenhagen takes pride in the fact that they have many different countries represented and is the only office with a considerable amount of diversity. Gothenburg has about 4 foreign born employees while Stockholm office has one. One of the respondents commented that the offices look different as they are formed and transformed by the employees at the various offices. The respondent explained that the organization doesn't strive for a uniform structure but for the solution that is most efficient for the office/work group/individual. At the same time these solutions often appear short term. Once a month the case study company had a meeting where they present economic return and eventual important changes for each office. An employee described this as a very important event to keep everyone informed about how the offices and colleagues are doing and to get the latest information.
5. DISCUSSION
The discussion will first have a summary of the results which is the answers to research question 1 and 2 in regards of attraction, retention and culture. The chapter will then discuss the third research question with specific suggestions for development in the following chapter.

5.1 Research Question 1: Management View
This section will answer the first research question: How does the management view the organization from an employer perspective?

5.1.1 Management View on Attraction
The organization works through many different mediums to get close to students. This was true for the thesis students that had met the company at many occasions before their thesis work, which had made them memorable and attractive. Management thinks that finding talent is possible even if it is found difficult and therefore sometimes utilize recruitment companies to enhance the search. None of the employees working with recruitment at the organization has a formal education with regard to such work and the company is instead focusing on getting the opinions from many employees involved in the process to correctly validate the applicant. It is amateur at best.

5.1.2 Management View on Retention
Management highlighted the importance of relationships and development of employees. They regarded the compensation package as highly competitive. It is not possible to see how satisfied the employees are by the compensations but when discussing dislikes with employees there were only a few comments about the package. Parental leave, a personal compensation package, and a pension plan were all discussed. The dissatisfaction was directed at the structure and lack of transparency as well. From the benefits many mentioned flex time and competitive salary but mostly the development possibilities. The development plans seem to be sporadic and lacking structure. Those working with coding have had the most success with regard to development plans with about 50% stating they had one. Management should take this into consideration so that everyone who wants a plan, or should have one to reach organizational goals is provided with one. The most important aspect was not connected with the compensation package but rather the organizational culture and inspiring coworkers.
5.1.3 Management View on culture
The findings revealed a lot of common ground between employees and members of management. There is a profitability focus, an ever-changing and confusing structure. The management wants to keep it moving but will not reveal the destination. There is no clear vision or goal that defines the whole company. The management wants to become global leaders both with market shares and knowledge within findability.

5.2 Research Question 2: Employee and Student View
This section will answer the second research question: How do employees and thesis students view the organization as an employer?

5.2.1 Employee and Student View on Attraction
Many employees were first attracted by the organization through their thesis period. The students had heard about the company usually through more than just one event that had made their interest stronger. The students were attracted by the specific tasks and thesis topic. The students were confused by many aspects of the structure, and preferred direction and feedback from management. They were under the impression from present employees and from what they saw that the work was monotone and had very little variation. From IT-students there was a focus on the work tasks rather than environment with some differences between male and female respondents. There was a difference between thesis students and the survey students in question of gender balanced work place, where the IT-students did not prioritize this while the students in the in-depth interviews did.

The thesis students visualize their ideal company very close to the picture of present employees’ retention factors with inspiring coworkers, variation with work tasks but with more focus on advancement rather than development. This is interesting because the company prefers employees that can work in different areas and management views the company as flat. The question remains as to whether this too will lead to a higher turnover rate considering the organization does not respect their future employee’s goals and needs.

5.2.2 Employee View on Retention
There are considerable differences between offices where the employees have a completely different focus. Most employees saw personal development as one of the most important factors while many also appreciated flex time and a
competitive salary. None of the employees ranked the social events such as kick-offs or monthly as the most important aspect. When scoring different aspects separately; inspiring colleagues, flexible working hours, varying work tasks, balance between private life and career as well as challenging tasks was preferred. There were some differences depending on length of experience, where members with little experience ranked feedback as an important aspect. To fully understand the employees view it is important to also look at compensation and benefits, and personal development separately. There are many different social events at all offices that contribute to the social atmosphere even though there are few activities between offices.

5.2.3 Employee and Student View on Culture
The employees focus is on customer satisfaction just like management. While the management has a strong focus on the acceptance of making mistakes this is not true for employees. The opinion of the organization as flat is not understood or shared by the employees. The employees have a strong understanding for the need for continuous transformation within the organization but seem to feel that the change is mainly determined by more experienced members. Employees have different opinions and understanding of the company goals. Students have not been able to fully grasp the organization at all during the duration of their thesis time according to the interviews.
5.3 Research Question 3: Opportunities and Challenges

This section will discuss the third research question and will start to look at the expectations on the EB followed by communication an attractive message, compensation and benefits, personal development plan and mentorship, keeping the organization united and the organizational structure. Specific suggestions for the opportunities and challenges can be found in chapter 6.

Based on the management’s, employees’ and student’s views on attraction and retention in the organization, what are the opportunities and challenges for the organization’s development of employer branding?

5.3.1 Management’s expectations on Employer Branding

A manager at the case study company see employer branding as a solution to all of the organization's problems. However, making an EB visible, transparent, genuine, and credible can be extremely difficult (Sheppard 2010). There are skeptical or critical opinions regarding EB and its implications such as Mark and Tolkein’s “Poisoned by a Toxic Brand” (2009) or Barrow et al.’s article which begs the question is EB merely a fad? This is due to the fact that EB can be positive if successfully implemented or negative if implemented incorrectly. An EB can be a positive strategic decision for a company but there must be regard for the three conflicting patterns in EB research; conflict between values on a global and local scale, the tensions of inclusive and exclusive HR strategies, and hostility between human and social capital versus innovation (Martin et al, 2011).

The management wants the employees to feel responsibility and gives them the burden of deciding their work load and helping the organization to be successful at the same time. Without a coherent organizational culture it is difficult to demand this responsibility. Hatch (2006) describes how the culture creates rules and ethics for what is allowed. The culture guides the employees in matters of behavior towards both each other and the customers (Jones, 2007). If the employees have different rules and understanding of the code of conduct within the organization it can be argued that it should be difficult to make others understand and accept decision made.

The organization’s policy and handbook should match the actions made by the organization and employees'. In this way the organization integrates the ideas with reality. The organization must also respond to the problems which come to
surface during the ongoing EB work (Martin et al. 2011) and show accountability. Talent management and employer branding can influence strategic practices (Martin et al. 2011).

5.3.2 Communication an Attractive Message
Communication towards potential candidates to attract them varies very much between different employees at the case study company as well as between managers at different office locations. If the company put up different images of what they represent the picture will become confusing, and less attractive (Wilden, et al, 2010). This could be avoided by better understand the organization, and what parts are linked with attraction. Having this in mind the company also has some attractive aspects that the thesis students saw that is not in their first presentation message.

It is also important for recruitment to have a clear direction. If the company values different aspects these aspect could be specifically looked at for not just with applying candidates but also thesis students.

5.3.3 Compensation and Benefits
The results in compensation and benefits were most similar at the same office locations but differed between them. Managing the EB internally is seen as crucial to organizational success by retaining talent and keeping them engaged and motivated (Sheppard 2010). As an example the Gothenburg office really valued personal development and the respondents from none of the three main areas valued the competitive salary. Employees that worked between 3-4 years became more specific with what they wanted from their employer in terms of compensation and benefits. This could be a coincidence or be interpreted that people after 3-4 years of work experience value compensation and benefits more than during other periods of the working life. It was surprising to see that breakfast at work was not appreciated considering that many employees talked about it positively. An explanation can be that employees could only choose one favorite on a list of all compensation and benefits available and although it was appreciated it was not a favorite. The employees also said that they appreciated that they could become a partner in the company and profit when business goes well.

If an organization wants to have similar people to what they already have, the organization should market what the present employees find important (Maxwell and know, 2009). This will also ease the future development of compensation
and benefits as the employees have a collective understanding of what is important.

5.3.4 Personal Development and Mentorship
The company has highly skilled employees and teams that support each other with development. As students and new employees need development and feedback these teams can be used as marketing. Personal development is also an important aspect of retention as well as organizational success (Love et al, 2012). The case study company has a formal system where each employee has a talent manager (TM) to oversee their personal development. This was according to the management working very well, giving each employee a plan. From the interviews it was possible to see that there were many employees with little or no development plan. The amount of effort put into the creation of a career plan varied depending on the TM assigned to the individual. There are two possible explanations. It can be due to difficulties prioritizing TM work when the employee has many other tasks to manage as well, or because of the lack of control and accountability from the TM to upper management.

The lack of planning could be seen from two different perspectives. The first perspective being that there is no harm done, as very few employees thought the TM were responsible for developing career plans in a previous study, and employees did not mind managing the plan themselves. The second perspective is that the lack of career plan is a great disadvantage. This because the individuals are likely to have a personal development plan that is less or not at all coherent with business development compared to if the TM created the plan together. The TM is also less likely to help, support and develop the individual to better fit the organization without creation of a plan. This might lead to a lower retention rate than if the plans are constructed through TM.

5.3.5 Keeping the Organization United
There is a communication mismatch between the different offices as they have different ideas regarding organizational strategy. All offices was driven on future growth but had different ideas and understanding on how to reach it. Research shows (Wang, et al, 2008) that companies that have a strong organizational culture usually become more profitable. The employees will strive towards the same goal using the same business idea to get there, even if there might be some differences in how. The lack of coherent communication between offices can also mean that employees develop complete different understanding and opinions of the company future. If the employees later get new information that
is contradictory towards their understanding this could increase employee turnover. Accountability in this sense plays a role in EB work. As many employees also are shareholders the matter becomes even more sensitive where employees likely feel a stronger need for respect, understanding, and unity. Lacking accountability and consistency is likely to damage the EB.

As the company creates new goals it is important they consider the culture within the organization (Schreurs, et al, 2010). Otherwise there could be a risk that these are contradictory making it difficult if not impossible for employees to reach them (Jones, 2007). The organization sets high goal for its return of investment. When the organization does not meet this high goal the company can be regarded as failing, just as the thesis students first thought, even though they later learned that the organization had better results than many competitors. Setting the bar high is important so the organization has something to strive for, but setting it too high can have negative effect on motivation on employees as they find it unreachable. Motivation and goal setting is also related to retention as creating a company that the employees are proud of is an important aspect (Chhabra & Mishra, 2008).

5.3.6 Organizational Structure
The organizational structure has a great impact on EB through the culture, communication and the possibility for control that it creates (Jones, 2007). The case study company managers market and see the organization as flat. The authors saw the organization as more hierarchical as can be seen in figure 1 in the case description. The employee might see the organization as flat as a person can be at two different levels at the same time, but can also get the idea of a very hierarchical structure without knowing who and where decision are made. This might be the reason for the results from the previous study and employee interviews. New employees regard power to be in the hands of those who have been at the company a longer time. The employees do not always regard power as connected with the process but more often with different individuals.

Tall organizations often have a problem with communication, motivation and profitability (Jones, 2007). Jones (2007) means that this is connected with the fact that employees in lower levels of the hierarchy do not feel they have responsibility, and therefore lack motivation which effects profitability (Jones, 2007). A growing organization that wants to stay flat has to spread out responsibility so the management will not be overwhelmed by routine work (Jones, 2007). Managers will otherwise not have time to focus on strategic and
tactical decisions (Jones, 2007). When analyzing the case study company there are some indications that this is the case. The organization has not been able to spread the responsibility and management has not had the time to create the goal and mission.

As the structure enables employees to be in both high and low positions it makes it possibilities for anyone to join any other part of the company, within their area of skill. This makes it possible for greater flexibility when the organization has highs and lows in customer demand. A good example of this is a district manager who supports and manages the sales department to increase their free time so they can sell more. This system makes the company more flexible but could at the same time damage different areas and decrease specialties when responsibilities are tossed around between different processes and employees.
6. POSSIBILITIES AND CHALLENGES

This section will look at the possibilities and challenges. Firstly looking at the expectation by management followed by the specific topics; attraction, retention and culture.

6.1 Management's Expectations on Employer Branding

When growing at the fast pace that the case study company is the organization faces many issues. Micromanagement leads to a lack of focus on long term goals and blurred lines between different responsibilities areas (Jones, 2007). In other words nobody takes care of different problems because they don’t see them as their responsibility area.

The EB work will not solve all problems as management had hoped but might help to coordinate general ideas and provide the structure that employee’s lack. If someone in Human Resources is provided the opportunity to focus on EB processes they can align the economic goals and balance that with personnel support (Mandhanya & Shah, 2010).

The employee handbook and the organization are not related at the case company. It is very important for an EB to match words on paper and for that to be followed through with actions and consequences. An organization needs to respond to the employee's problems in a proactive way. Keeping the talent satisfied and providing a structured work environment can help to cultivate employees’ happiness and long term well-being (Wang et al, 2008).

6.2 Attraction

A potential candidate can be attracted by organization and/or work tasks (McCulloch & Turban, 2007). Most candidates believe that it is most important with attractive work tasks (Carless, 2005) By being involved in different events and bringing students to the office for informal meetings the organization has found a successful way to market the company, as it displays their work more than a folder. The job fair is still though very important but the success of the fair depends on the contact network already established prior to the event (Collins & Stevens, 2002).

The matrix of skills simplifies the recruitment process as it shows where the company has the greatest need for new talent. However, this only supports the recruiter in measuring the skills without matching the candidate's personality or
taking the organizational culture into consideration (Chuang & Sackett, 2004). As the company value this so highly this aspect should be integrated, and list of cultural aspect lifted. These requirements should also be certain before taking on thesis students as these are a big part of the recruitment pool.

The case company may also consider their reputation. While beer tasting and monthly activities with a lot of alcohol that last late into the evening can be attractive to graduates it could also been seen as unprofessional and juvenile. This message could hurt the company’s reputation regardless of the level of expertise which exists within the company. If an organization has a negative reputation this might exceed all other hard work (Lievens, et al, 2007). By being involved with projects and courses at the different universities where the case company is involved it will help their reputation by being able to take the organization seriously and showing professionalism (Collins & Stevens, 2002).

There is a newly appointed process leader that is responsible for dealing with communication. It could be very bifacial to prioritized this aspect as the company needs a clear message. When there are numerous employees involved in the attraction stage regarding the communication of culture, values, and tasks the message needs to be coherent (Wilden, et al, 2010). Otherwise the employees may use their subjective opinion without concrete ideas. It is also important to remember that the company is still sending out a marketing message when the thesis students are present at the company. They are not only considering their future work place but are also great spokespeople for the company to other students, friends and family. That is why it is important to portray a correct and attractive picture through the whole thesis project and employment (Lievens, et al, 2007). The fact that the thesis students could not name the different benefits the employees had is an example of a lack of marketing or poor communication.

6.3 Retention
The employees value personal development, competitive packages and flexible hours. Inspiring coworkers, varying tasks, flexible and challenging work are other aspects they appreciate. For the case company these aspects could be just as important to improve the retention rate and create loyal employees. The company has to understand what is considered important while using and improving those aspects (Maxwell & Know, 2009).

The employees are fairly satisfied with the compensation and benefits provided. It is important to look specifically at what makes the present employees want to
stay and enhance that (Maxwell and Know 2009). Employees are generally interested in the option of a pension plan and parental leave. Workplace satisfaction affects the attitudes of employees with regard to EB (Punjaisri & Wilson, 2011). Many employees thought the idea of a bonus system sounded interesting. A bonus system should be considered with caution regarding how it is created since it might lead to employees competing with one another rather than being supportive. As noted previously when changing or developing aspects that effect motivation and/or coordination managers take the informal bonds and culture into consideration (Jones, 2007). It is also important to consider that preferred compensation and benefits vary between companies and office locations. Individuals may also have different ideas regarding what they prefer (Maxwell & Knox, 2009). Changing the compensation and benefits can have consequences organizationally or at the individual level.

If an organization wants to have similar people to those who work in the organization today they should market what the present employees find important (Maxwell & Knox, 2009). There might be great risks with this structure if the organization doesn't know what they have, or having too many employees with the same ideas.

A coherent development plan for the employees is currently lacking. There is a guideline document but they are not followed and therefore serve little purpose. Creating a development plan is very important for retention and the lack of it is likely to result in personal development plans that contradict the organizational business plan (Love et al, 2011).

6.4 Culture
The culture is what creates the guidelines for the employees when making decisions for the company (Nold, 2010). Without a coherent organizational culture it is difficult for the employees to make these decisions (Bock, 2012). When adding the fact that the case study company wants all employees to be up to the challenge for themselves to take responsibility, the organizational culture is essential (Wang et al, 2008).

By creating opportunities for the employees to exchange and discuss ideas during informal meetings the case company might increase retention, as this increases understanding and trust between employees (Edwards, 2010). The Gothenburg office is successful at creating informal meetings. At the joint
breakfast the employees can discuss different issues they face or would like to reflect upon. Each office can learn a lot from how the other offices are solving problems.

Future growth is important for the company to have a collective vision, mission and goal (Mandhanya & Shah, 2010). When the company is not moving in the same direction the processes might go in different directions making the company less successful then if it had cooperated.

Clearly it is of utmost importance to give employees goals which are slightly challenging while at the same time being attainable to encourage their success and satisfaction (De Vos, et al, 2011). Unobtainable goals are as useless as a vision without concrete steps (De Vos, et al, 2011).

The structure is not flat, and the misconception that it is might be a reason why new employees and longtime employees have different opinions on newcomers’ power of influence. Long-term employees think the organization structure feels like everyone has influence and power of change, while newcomers see that different individuals have power separate from the processes. This mismatch can create conflict between groups with and/or without political power (Edwards, 2010). A common problem with organization that refuses to increase layers of hierarchy when growing bigger is that the management does not have time for strategic and tactical decisions, and are forced to focus on routine tasks (Jones, 2007).

The case study company has a diverse range of goals and business ideas. These differences can create problems both with attraction and retention. Misunderstandings between employees are inherent without clear goals and ideas. Organizational cultural differences between offices can create further problems. A confusing message is an unattractive message and leaves employees feeling unfulfilled when their ideas do not match reality (Wilden, et al, 2010). The case study company does not have structure on every level and many employees think it is important to have structure even if they enjoy freedom. Freedom can be possible with some organizational structure without the two being mutually exclusive (Jones, 2007). Having organizational values and a business idea will create the base of that structure helping employees understand what is happening at an organizational level (Mandhanya & Shah, 2010). Structure will provide clarity which will make it easier for recruitment when the message the company sends regardless of location (Wilden, et al, 2010).
7. CONCLUSIONS

Just like the Findwise many organizations are investing in their employer brand. The success of this investment needs to correspond and work together within all departments and all aspects of the company (Hunt & Landry, 2005). Drucker's quote “Culture eats strategy for breakfast” points to how important culture is for creating a successful EB. If the employees do not believe in and understand the brand they will not be good representatives for future candidates. It makes no difference if ideas are expensive and well thought out—they will never be used if they are not implemented properly. The employee development plan at the case company is an example of this which looks good on paper but is not used in reality.

Findwise chooses to provide employees with freedom to create their own ideas and solutions. This can be very productive in many areas but could also be contra productive with an employer brand. In Mandhanya and Shah's (2010) strategic plan for EB that was presented in the introduction, companies start EB work at the concept phase. In this phase the company decides their concept of EB and this is where the Findwise is today.

To have no control and free code of conducts is directly contradicts the basic notions of how one works with an EB. This doesn’t necessarily mean it’s wrong, just that it hasn’t been successful before, companies that have wanted low management control have replaced it with for example stronger cultural control between coworkers.

The best practice of EB is a fairly hierarchic view where coherency is in focus. Considering that the management and employees of the company want it to be flat they should probably work on that first before defining other aspects of the business. The company has to have a plan on how to demand responsibility at the same time as they have low management control. It is important to set down rules on what topics that has to be coherent at all offices and what aspects can be varied depending on preference. To do this, there first has to be an understanding of the difference, which this study might support the insight to.
8. FUTURE RESEARCH IMPLICATIONS

A considerable challenge with the thesis work was a discrepancy between the academic understanding of the concept EB and the definition for the term in practice. Lack of a concrete definition for EB pulls the research in different directions causing a lack of cohesive results studying the phenomenon. Future research could reveal effective trends in EB practices which lead to a more general approach to working with EB. This could in turn improve research by exposing the most important features of successful EB work.

Martin, et al (2011, p. 3633) states that “an important direction for further research would be to investigate cases where equivocality in corporate and employer branding has been attempted as a strategy to understand and learn from these attempts to resolve the integration-responsiveness problem.” This is likely to be an even greater challenge as organizations are predicted to see more corroborations between different areas such as marketing, communication and HR. Integration of an EB strategy can be a real challenge within HR and should be explored further to aid in attempts to integrate or implement strategic EB work.

EB’s link with social media would also be interesting to explore in terms of cultivating social capital. Social media and blogs are important modern marketing tools. Many companies have a person designated to write social media updates constantly keeping customers and the public informed. Research regarding the success rate for using story-telling, as an example, instead of traditional marketing would also be interesting for future research. One could compare a company’s traditional marketing with a new story-telling format and investigate if a correlation exists between the old and new format and economic returns or interest in the product. Trends such as using social media or the latest advertising style such as story telling seem to be important aspects of EB work. However, it is difficult at best to judge the returns of social media usage. Social media clearly gives very quick results but that does not mean that the quality of the branding work is better through social media usage. A SWOT analysis of social media usage may be beneficial. Simple mistakes with facts or judgment regarding what is posted on social media platforms can have dire consequences for the brand. Even though there are potential problems with social media the usage of social media platforms for EB work is constantly growing leading us to believe it is a risk worth taking.
REFERENCES


Appendix 1 – Interview Guides

*Interview guide Employees in English*

Information about interview form and secrecy

1) What do you do at Findwise?
2) How long have you been doing that? How long have you worked here in total?
3) Explain what influenced you to accept employment at Findwise
4) What influenced you the most with regard to your decision to accept employment at Findwise?
5) What social activities have you participated in?
6) Have you planned any social activities yourself?
7) Is there any activity you prefer/don't prefer?
8) What motivates you professionally?
9) What existing rewards and benefits do you prefer?
10) What rewards and benefits would you like to see in the future?
11) What does Findwise have that other don't to be able to keep you?
12) What do you like about Findwise?
13) What will Keep Employees at Findwise in the Future?
14) What is/are area/s of improvement at Findwise?!
15) Is there something you would like to change about Findwise?
16) Do you have a carrier plan?
17) Who is responsible for designing it? How do you feel about that?
18) Explain how your time at Findwise contributes to your personal career plans.
19) How would you describe the average Findwise employee?
20) Can you describe the common values at findwise? (Three things)
21) Explain the similarities between you and your colleagues with regard to your personal values.
22) Can you describe what you prefer in a coworker with regard to traits and attitudes?

*Interview guide Employees in Swedish*

info om intervjun, sekretess och känslighet.

1. Var/vad jobbar du med på Findwise?
2. Hur länge har du jobbat med det? Totalt inom företaget?
3. Kommer du ihåg vad det var som fick dig att intresseras av Findwise från första början?
4. Vilka faktorer påverkade ditt beslut att börja jobba här?
5. Vilka sociala aktiviteter har du medverkat i?
6. Har du planerat någon aktivitet?
7. Är det några aktiviteter du föredrar för de andra? Inte föredrar?
8. Vad motiverar dig professionellt?
9. Vilka förmåner och belöningar finns där idag?
10. Vilka av de förmåner och belöningar som Findwise har idag föredrar du?
11. Vilka (f&b) skulle du vilja se i framtiden?
12. Vad får dig att stanna kvar på Findwise?
13. Vad gillar du/ogillar du med Findwise idag?
14. Vilka förbättringsområden ser du att där finns på Findwise?
15. Har du en karriärsplan?
16. Vem är ansvarig för att designa din karriärsplan?
17. Vad tycker du om den ansvarsförläggningen (att någon annan tar det ansvaret/att ta ansvaret själv)
18. Kan du beskriva hur Findwise bidrar till din personliga karriärsplan?
19. Hur skulle du beskriva en typisk Findwise-anställd?
20. Kan du beskriva de gemensamma värderingarna det finns på Findwise? (3 saker)
21. Kan du se att där finns några likheter mellan dig och dina kollegor i fråga om värderingar?
22. Kan du beskriva den ultimata medarbetaren I fråga om kompetenser och attityd?

Interview Guide Management - English

▲ What does employer branding mean to you?
▲ What do you hope employer branding will lead to for Findwise?
▲ What is the organizational structure?
▲ Vision and goals

▲ Describe how Findwise works with attraction?
▲ What is top talent for Findwise? (top performers in their field) What traits
and skills are most interesting in potential employees?

Is top talent difficult to find?

- If you think of the three main areas (production, sales and TM) which are most difficult to hire within and why?
- Which skills within that field are difficult to find?
- What ideas do you have to improve the search for top talent?
- Which skills and traits are more difficult to develop?

Can you describe the different communication channels utilized at Findwise?

Can you describe the wanted message to communicate to potential candidates?

Describe a typical recruitment process

Describe how Findwise works with retention?

Are you aware of the general salary level at Findwise compared to other similar companies? (similar as in workforce) Explain

What compensation and benefits exist today?

Describe how employees influence the workplace?

Can you describe the business culture at Findwise?

How do you work with personal development?

Interview Guide Management - Swedish

1. Vad innebär employer branding för dig?
2. Vad vill du att employer branding ska uppnå för Findwise?
3. Hur ser organisationsstrukturen ut på Findwise?
4. Vad har Findwise för vision och mål?
5. Hur jobbar Findwise med att attrahera potentiella kandidater?
6. Vad är en top-talang enligt dig? Vilka förmågor och kunskaper är viktigast?
7. Är det svårt att hitta top-talanger?
8. Om vi tittar på områdena, produktion, försäljning och TM, till var är det svårast att hitta kandidater?
9. Vilka kompetenser inom det området är svårast att hitta?
10. Vilka ideer har du för att förbättra sökandet efter top-talanger?
11. Vilka förmågor och kunskaper är svårast att utbilda/utveckla inom företaget?
12. Kan du beskriva de kommunikationskanaler som ni använder?
13. Vilket budskap är det som ni vill förmedla till potentiella kandidater?
14. Kan du beskriva en typisk rekryteringsprocess?
15. Hur jobbar ni med retention idag?
16. Vilket löneläget anser du Findwise ligger på jämfört med liknande företag (företag med liknande personal)
17. Vilka förmåner finns där idag?
18. Vad har anställda för möjligheter att påverka sin arbetsplats?
19. Kan du beskriva kulturen på Findwise?
20. Hur jobbar ni med personlig utveckling?

**Interview Guide Management Communication Process**

1. Vilket meddelande utåt vill ni förmedla (kund/studenter/konkurrenter-arbetsmarknad/affärer)
2. Resonans – Hur mottas meddelandet? Får dessa grupper de meddelande som ni vill?
3. Ser meddelandet olika ut beroende på vem som är källan?
4. Hur ser du på det?
5. Hur ser du på den interna kommunikationen idag?

**Interview Guide Students (first) - English**

- What will you write your thesis about? (ice breaker)
  - Whom will you write your thesis with? (to understand the influence between students)
- What influenced you to choose to write your thesis at Findwise?
  - Special area of interest/company/possibility to get a job/other?
- Where did you first hear or learn about Findwise? (channels of communication)
- Do you have a friend/contact at Findwise?
- What is your first impression of the work climate at Findwise?

**Interview Guide Students (first) - Swedish**

1. Vad kommer du skriva ditt exjobb kring?
2. Vem skriver du med?
3. Vad gjorde att du valde att skriva på Findwise arbetsområdet/företaget/de man mött/jobbchanser/annat
4. Var hörde du om Findwise för första gången?
5. Har du några vänner/kontakter som jobbar för Findwise?
6. Vad är ditt första intryck av Findwise hittills?
7. Vilka andra företag känner du till som du tycker är attraktiva?
8. Vad gör det/dem attraktiva?
Interview Guide Students (second) - English

- How is the thesis work going?
- Have you made any new contacts?
- What activities do you know about?
- What activities have you participated in?
- Have you planned or would like to plan any activities?
- How would you describe the work climate?
- What benefits and compensations do you know about?
- Are there any benefits that you would like to add?
- What do you associate with your ideal company?
- What would cause you to accept an employment at Findwise?
- Anything you would like to change at Findwise?
- Is there anything Findwise could improve when it comes to working with thesis students?

Interview Guide Students (second) - Swedish

- Hur går det med exjobbet?
- Har du fått några nya kontakter här på findwise?
- Vilka sociala aktiviteter känner du till?
- Vilka har du varit med på?
- Har du planerat eller lett någon aktivitet?
- Vilka förmåner känner du till hos Findwise?
- Är det några förmåner du anser att de saknar?
- Hur skulle du beskriva arbetsklimatet här?
- Vad associerar du med ett “ideal” företag?
- Vad skulle få dig att tacka ja till en tjänst på Findwise?
- Något du tycker Findwise borde överväga att förändra?
- Något du anser att Findwise borde förändra i anseende till exjobbshantering?
Appendix 2 – Survey Questions

Length of employment at Findwise:

<table>
<thead>
<tr>
<th>Time</th>
<th>0-6 months</th>
<th>7-12 months</th>
<th>More than a year</th>
<th>More than 2 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>0-6</td>
<td>7-12</td>
<td>More than 1 year</td>
<td>More than 2 years</td>
</tr>
<tr>
<td>Number of players</td>
<td>0-6</td>
<td>7-12</td>
<td>More than 1 year</td>
<td>More than 2 years</td>
</tr>
<tr>
<td>Average score</td>
<td>0-6</td>
<td>7-12</td>
<td>More than 1 year</td>
<td>More than 2 years</td>
</tr>
</tbody>
</table>

Length of total work experience:

- Less than 1 year
- Less than 2 years
- Less than 3 years
- More than 3 years
- More than 5 years
- More than 10 years

Office location:

- Stockholm
- Gothenburg
- Copenhagen
- Other

For each question below choose the alternative that best matches your personal opinion regarding importance. I prioritize...

- Not at all
- Slightly
- Very much
- Completely

- Balance between private life and carrier
- Flexible working hours
- Need-based working hours (instead of 9-6)
- Inspiring colleagues
- Possibility for mobility within Findwise
- Continuous feedback and follow-up for work
- Possibility to work from home
- Possibilities for advancement/promotion
- Project-based work
- Secure employment
- Tasks that mean bigger challenges
- Varying work

Other factors that are of importance to you (please note to what extent they are important)

Please choose your most preferred benefit or compensation:

- Commission
- Gym card
- Flex-time
- Monthlies
- Competitive salary
- Phone/Computer
- Massage
- Personal development
- Breakfast
- Pension system
- Project-based work
- Varying work
- Kick-offs
- Other (please specify)

Other information that could be important for Employer Branding
Appendix 3 – Previous Study Questions and Results

Note: The study shows the three project groups; two in Gothenburg and one in Stockholm. The x indicates the responds while x-1 means all agree except one.

<table>
<thead>
<tr>
<th></th>
<th>Stockholm</th>
<th>Göteborg grp 1</th>
<th>Göteborg grp 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Överens JA</td>
<td>Överens NEJ</td>
<td>Överens JA</td>
</tr>
<tr>
<td><strong>Säljare/processledare har större ansvar för kunden än utvecklarna har</strong></td>
<td>x</td>
<td>X-1</td>
<td>x</td>
</tr>
<tr>
<td><strong>Kvalité är viktigare än innovation</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är Teamledarens ansvar att se till att alla är motiverade</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Kunden(kantappa) tappar förtroende när jag gör misstag</strong></td>
<td>x</td>
<td>X-1</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är viktigare att vara saklig än lekfull ute hos kund</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är viktigare att skapa en wow-effekt för kunden än en hållbar lösning/Viktigare att kunden får en lösning som fungerar kortsiktigt än långsiktigt</strong></td>
<td>X-1</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Ett misstag som redan levererats till kund men som den inte förstår är bara onödigt att kommentera</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är min talent manager (tidigare; personal development mangager) som är ansvarig för min utveckling</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är viktigare att kunden får en bra lösning än den lösning den trodde den ville ha</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Kunden är vår viktigaste resurs</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Det är svårt att hinna vara nytänkande när saker måste bli klara i tid</strong></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Man har lika stor möjlighet till inflytande oberoende på hur länge man varit här</strong></td>
<td>X (mest JA)</td>
<td>X (mest NEJ)</td>
<td>x</td>
</tr>
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Appendix 4 – Division of Labor

The letter indicated who has had the responsibility for each chapter even though both writers have been involved in all text.

ABSTRACT AG
1. INTRODUCTION R
   1.1 Objective Aim and Research Questions AG/R
   1.2 The Studied Company AG
2. THEORETICAL FRAMEWORK
   2.1 Creating an Employer Brand AG
   2.2 Attraction R
   2.3 Retention AG/R
   2.4 Organizational Culture as an Analytical Context R
3. METHOD
   3.1 Assumptions and Methodology R
   3.2 Embedded Case Study Design R
   3.3 Selection of Respondents and Collection of Data AG/R
   3.4 Data Analysis AG/R
   3.5 Ethical Responsibility R
   3.6 Research Quality and Transferability R
4. RESULTS AND ANALYSIS
   4.1 Management’s Expectations on Employer Branding AG
   4.2 Attraction AG
   4.3 Retention AG
   4.4 Culture R
5. DISCUSSION
   5.1 Research Question 1: Management View AG
   5.2 Research Question 2: Employee View R
   5.3 Research Question 3: Opportunities and Challenges AG/R
6. POSSIBILITIES AND CHALLENGES
   6.1 Management's Expectations on Employer Branding AG/R
   6.2 Attraction AG
   6.3 Retention AG
   6.4 Culture AG/R
7. CONCLUSIONS AG/R
8. FUTURE RESEARCH IMPLICATIONS R
REFERENCES AG
Appendix 1 – Interview Guides AG
Appendix 2 – Survey Questions R
Appendix 3 – Previous Study Questions and Results AG
Appendix 4 – Division of Labor AG
Proofreading R