The development of Employer Branding in the hotel industry through new media

Bachelor Thesis for Obtaining the Degree

BSc International Management

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Vienna, 31 May 2023

Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed. In particular, I did not use any text generators or other paraphrasing tools. My thesis was not proofread.

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Abstract

Topic: The development of Employer Branding in the hotel industry through new media

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Content: The thesis intents to investigate the correlation between Employer Branding in the hotel industry and the strong appearance of new media platforms over recent years. The study aims to explore the extent to which new media has influenced Employer Branding and recruitment process within the industry. Qualitative Research in form of an interview including open ended questions was conducted with experts in the field of Human Resources, working with the concept of Employer Branding. This method was chosen in order to get a more in depth understanding about Employer Branding and its connection with new media, applied in companies in industries like the hotel industry.

The findings of this research paper highlight the importance of using new media to develop a strong employer brand, concluding in higher talent attraction and retention. The outcome from both the theoretical examination and research analysis demonstrate that new media has a significant influence on Employer Branding. Consequently, the use of new media in Employer Branding strategies is certified to have a positive impact on enhancing the presentation of companies as a good employer. As the importance of attracting and retaining the right talent grows, research in this thesis has shown that implementing an effective Employer Branding strategy can significantly contribute to achieving this objective.

In the end, this thesis has successfully investigated the development of Employer Branding in the hotel industry though new media. The findings clearly present the strong influence of new media in shaping employer branding strategies and elevating the overall attractiveness of a company as an employer.

Supervisor: Eva Aileen Jungwirth-Edelmann, MA

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EB Employer Branding

EVP Employer Value Proposition

HR Human Resources

1   Introduction

The chapter introduces the reader to the topic of Employer Branding in the hotel industry and its development and connection with new media. Additionally, an outline of the thesis will be presented by the writer.

1.1   Motivation and cognitive interest

In recent years, the role of new media has significantly impacted the field of Employer Branding in many industries including the hotel industry. As hotels compete for top talent, it is crucial to establish a strong brand image that attracts and retains quality employees. With the rise of social media and other digital platforms, businesses have new opportunities to showcase their culture and values to potential candidates (Sehgal & Malati, 2013).

As employees play a big part in every organization, not only in the hotel industry, managing them effectively, retaining them, and attracting skilled individuals, known as talent management, should be a company's top priority. Employer Branding serves as a useful strategy for achieving these goals. The term Employer Branding refers to a company's efforts to communicate both internally and externally what sets it apart and makes it an attractive employer. By successfully creating a strong brand image in the minds of employees and potential recruits, companies can foster loyalty and improve talent management (Yogita & Maitri, 2010). Firms all over the world are more and more realizing the importance of building a strong Employer Brand to attract and retain talent. That is why companies in many industries need to develop their Employer Branding strategies and adapt to new circumstances. Especially, if they are still working with older Employer Branding strategies, since the newest features, like the appearance in media, are strongly related to the corporate reputation and conclude in more job requests (Berneau & Nadine, 2022). Since new media is a part of almost everyone's daily life, it not only influences users with advertising as a form of marketing but also includes advertisements from firms communicating with potential future employees. Companies in industries like the hotel industry can use these media tools to communicate online to make the company more attractive as an employer. Some new media like social media channels, enable companies of all kinds to not only communicate their brand message but also share their image as an employer with different kinds of content (Bondarouk, Ruël, Axinia, & Arama, 2013).

Due to new media, Employer Branding is mostly happening online on social media sites, attracting a different target group than before (Bondarouk, Ruël, Axinia, & Arama, 2013). Since social media is used a lot by newer generations, mostly between 18 and 29, it is a perfect tool to make them aware of a top employer searching for new employees (Dixon, 2022). In addition to social media, other new media tools such as podcasts and webinars have also become increasingly popular for companies to communicate their Employer Brand message to potential employees. Channels like YouTube enable them to communicate their company culture and values in a more personalized way. With videos presenting representatives of companies, the presentation of a company is much more personal than through a website. This way the whole recruitment process is more interesting for interested individuals (Schmerber, 2022). Additionally, researchers found that when people search for new jobs, they first take a look at Media and Online, to find out more about the company's brand, and about 80% look specifically at social media profiles to do research (Hutchinson, 2022). A study from 2010 also shows that already 53% of companies already use new media for Employer Branding and recruiting (Bondarouk, Ruël, Axinia, & Arama, 2013).

Therefore, Employer Branding through new media has become well-known in the Human Resources world and has many advantages when wanting to enhance a company's brand in the job market (Gupta, Patto, & Marwah, 2014).

1.2 Outline of Thesis aims, secondary aims, research questions and hypothesis

The main aim of this study is to examine the relationship between Employer Branding in the hotel industry and the development of new media platforms during the past years and how they have influenced the recruiting process.

To give the reader an outline of what to expect in the following chapters, the following secondary aims have been defined:

1. The definition of Employer Branding and all its processes and functions within a company needs to be assessed, as well as changes in strategies and the challenges companies are facing in the Employer Branding process.

2. The definition of new media including the different types will be outlined and the function of new media as a marketing tool. An overview of the different social media channels as well as the challenges surrounding them including generational management aspects will be researched. Lastly, the connection and influence of new media on Employer Branding will be evaluated.

3. The Hotel business as an industry struggling with recruiting the right employees at the right places will be analyzed and brought in connection with the correct use of Employer Branding and more effectiveness of recruiting methods through the use of new media.

The primary aim, along with the secondary aims, establishes the focus of the study and gives rise to the following research questions.

1. How can Employer Branding revolutionize the way organizations attract and retain top talent?

2. How do the latest features of new media impact the execution of Employer Branding and recruiting and what is the key to successfully using it?

3. In what ways did the importance of Employer Branding in the hotel industry develop in the past years?

The research questions above will be used by the author to answer the following hypothesis:

> *Through strategic usage of new media platforms, industries like the hotel industry can develop an Employer Branding strategy that not only attracts and retains top talent but also establishes a strong company culture and enhances overall brand attractiveness, leading to a sustained competitive advantage.*

1.3 Limitations

When writing this thesis and therefore gathering the necessary data, it is important to acknowledge a few limitations. One of these limitations is time, as the research must be completed within the timeframe of a bachelor's degree program. Additionally, as the author is not an expert in the field, efforts must be made to connect with experts through interviews and establish a strong foundation of knowledge through different research. This limitation will be addressed by selecting

experts based on their experience and relevance to the topic. The focus will be on one industry, which is the hotel industry, and more specifically on experts working in the Human Resources department who are dealing daily with the topic of Employer Branding and its development. However, since the researcher has worked in the hotel industry in the field of Employer Branding, these interviews and the research could lead to a topic bias, therefore in-depth literature research will be done in order to deliver different points of view.

Another limitation can be finding and contacting the experts for the interviews since they have to take their time to meet me online or offline and do the interviews with the researcher. Although the time could be a limitation, expert interviews will be done in order to dive deeper into the topic of Employer Branding with the knowledge of experts working in that department daily.

2   Literature Review

This chapter aims to lay out and discuss the research on the development of Employer Branding due to the newest media and other new features coming with digitalization. It will be divided into three big chapters including Employer Branding, new media, and their role in the hotel industry.

2.1   Employer Branding

Employer Branding, which was initially introduced in the 1990s, has gained widespread recognition and has been adopted by numerous management departments in companies worldwide (Backhaus, 2016). In recent years, Employer Branding has emerged as a top priority for management as organizations recognize the value of their Human Resources as intangible assets (Kissel & Büttgen, 2015). Contrary to the perception that Employer Branding is only for large organizations with big budgets, it can be applied by any organization in any industry (Gehrels & Looij, 2011).

The term itself was first used by Ambler and Barrow, who introduced an Employer Brand with the words "*the package of functional, economic and psychological benefits provided by employment, and identified with the employing company*" (Ambler & Barrow, 1996, p.3). Santiago (2019) views the Employer Brand as a benefit that is offered by a company to its employees, building a unique brand identity to encourage potential applicants and future employees to join the company (Ognjanović, 2021). The Conference Board (2001) defined the Employer Brand as the "*identity of the firm as an employer*." This includes the values, policies, and behaviors of the organization toward the goal of attracting, motivating, and retaining both current and potential employees. (Dell & Ainspan, 2001). Additionally, it involves the use of marketing techniques to attract and retain employees during the recruitment process (Backhaus, 2016).

The image of an employer has an important role in attracting more and higher-quality candidates as it enables candidates to differentiate between companies and select the most suitable one. The external Employer Brands can be linked to an organization's employer image, which reflects an outsider's perceptions of an organization as an employer, while on the other hand, the internal Employer Brand

presents the values and attributes of a company as an employer. Both external and internal Employer Brands are critical to creating an attractive Employer Branding image (Lievens & Slaughter, 2016).
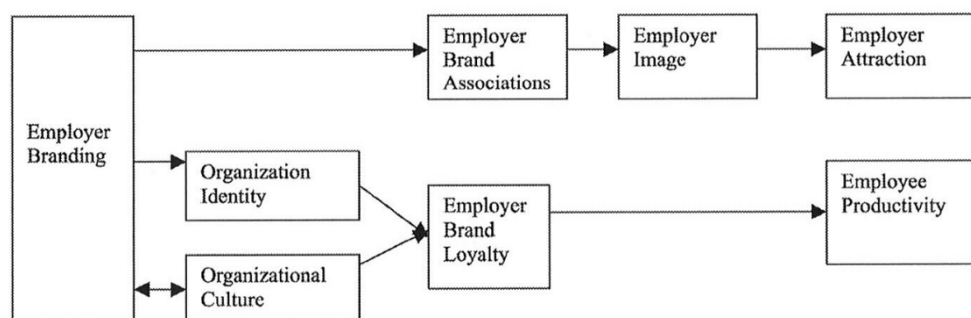
Figure 1: Employer Branding Framework

Source: (Backhaus, 2016)

According to the figure above, individuals considering joining a company, form a perception of the organization based on the associations they have with its brand, which are shaped by the company's Employer Brand. However, prospective employees may also form Employer Brand associations based on sources beyond the company's control. To ensure effective Employer Branding, it is essential to take a proactive approach by identifying desired brand associations and working to cultivate them (Backhaus, 2016).

Having established the fundamental concepts of Employer Branding in the previous chapter, the following section will focus on the strategy of Employer Branding, presenting research on essential elements to consider when developing an EB strategy.

2.1.1 The strategy of EB

Employer Branding, when applied to the recruitment process, integrates various principles from marketing, Human Resources, and strategy, including the resource-based view, internal and external branding, psychology, and organizational behavior (Nilsen & Olafsen, 2013). A company's Employer Brand is established through a variety of elements such as the policies, programs, rewards, benefits, and other incentives

that are available to both potential job candidates and current employees, so it is crucial to develop a fitting Employer Branding strategy (Jay, 2022).
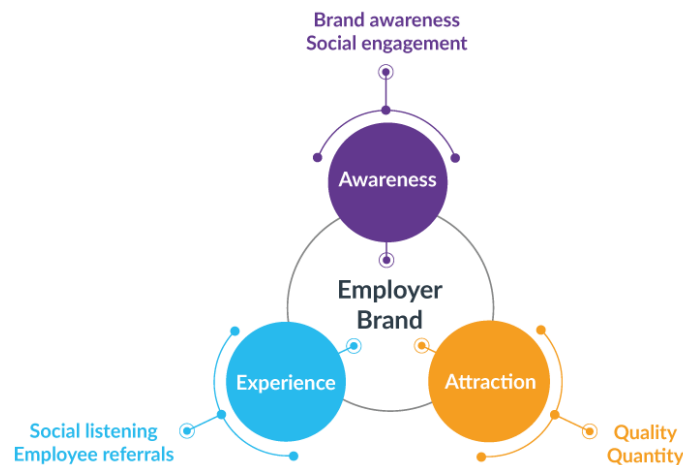
Figure 2: Employer Branding Strategy

Source: (Jay, 2022)

The graphic above gives an idea of the key components constituting a company's Employer Brands. First, the "Awareness", which can be measured by asking potential candidates about brand awareness and tracking social media metrics such as followers, impressions, likes, and shares to gauge interest and excitement in the brand, and to find out about the brand's visibility on the market. Then there is "attraction", which can be measured by the number and quality of applicants it attracts. And lastly "experience", referring to how candidates perceive your Employer Brand and can be measured by monitoring areas of improvement (Jay, 2022).

While the key components play a crucial role, they are only a part of the process of building an Employer Brand. According to Sullivan's (2002) perspective, for creating an effective Employer Brand, firms first need to establish their value proposition or EVP, which involves gathering information about the company's culture, management style, the qualities of existing employees, the current employment image, and the perceptions of product or service quality (Rajagopalan & Baral, 2017). Below there are the main 5 blocks of every employee value proposition, according to Matric (Martic, 2021):

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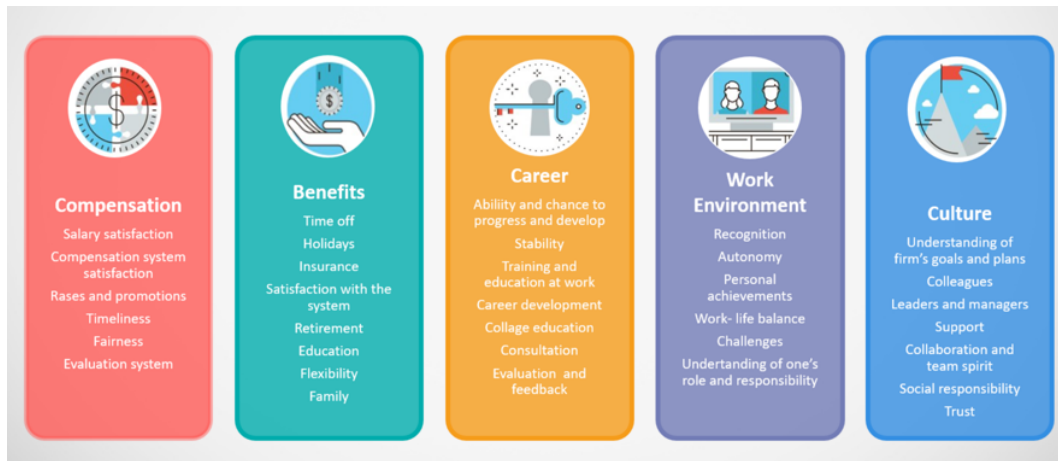
Figure 3: Employer Value Proposition

Source: (Martic, 2021)

The Employer Value Proposition (EVP) not only gives motivation to the employees but also reflects the company's brand image, which is exactly what a company should communicate to make it stand out. By boosting employee engagement and reducing labor costs, such as salaries, an organization can efficiently manage its EVP (Rajagopalan & Baral, 2017). Therefore, it is essential for any organization to understand deeply the dynamics of value preferences of its current and potential employees who belong to a specific national culture (Sengupta, Umesh, & Pankaj, 2015). Once organizations develop asset of EVP's, they use them to target and attract future employees. To attract the best candidates, organizations must make a compelling case for their Employee Value Propositions and distinguish themselves from competitors. Given that top candidates have a range of employment options, organizations must present a clear and compelling EVP to attract talent (Rajagopalan & Baral, 2017).

The model in Figure 4 shows that there are three brand propositions that a company should manage, including the employer brand, the corporate brand and the customer brand (Gehrels & Looij, 2011):

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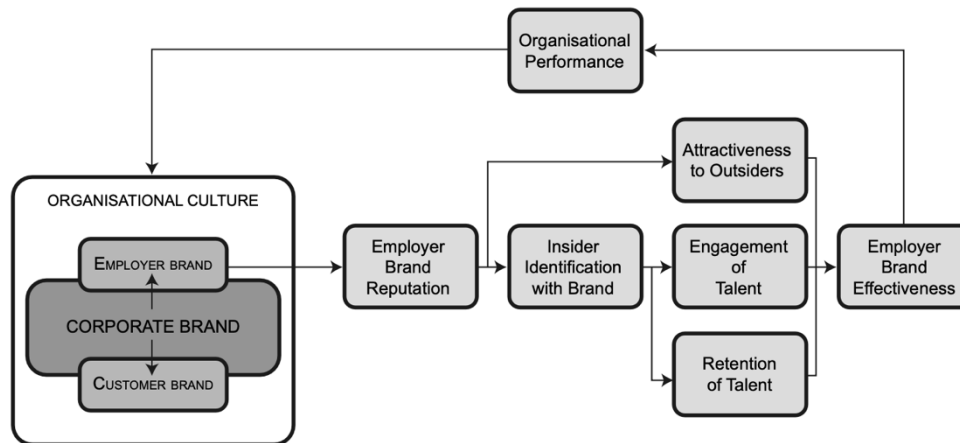
Figure 4: Integrated Brand Model

Source: (Gehrels & Looij, 2011)

When analyzing more research on the topic of Employer Branding, there are a few steps suggested for building a strong Employer Brand:

- Assess the current perception and experience of the company by employees, job candidates, and stakeholders.
- Define the ideal perception and experience the company wants to create as an employer.
- Identify the gap between the current and desired Employer Brand.
- Create a plan to bridge the gap between the current and desired Employer Brand.
- Take action to close the gap between the current and desired Employer Brand.
- Monitor the results of the actions taken.
- Revise the plan as needed to continue closing the gap (Figurska & Matuska, 2023).

2.1.2   The functions of EB

This next chapter outlines the functions Employer Branding has, including the many benefits coming with an effective strategy. The following Figure puts together the components, effects, and results of implementing Employer Branding into a model, clarifying why caring for an attractive Employer Brand is important (Gehrels S. , 2019).

Figure 5: Components, Effects, and Results of Implementing Employer Branding

Source: (Gehrels S. , 2019)

Employer Branding is getting increasingly important for many companies worldwide since it can manage and communicate their reputation, talent management, and recruiting altogether (Graeme, Gollan, & Grigg, 2011). Additionally, there is the fact that there is a shortage of labor due to smaller-sized generations, making Employer Branding essential for being seen in a large pool of competition, so employers should make use of it and make their business attractive to potential employees (Drury, 2016). There is no doubt that Employer Branding has the purpose to present a positive and attractive image to current and future employees (Backhaus, 2016). More specifically, Employer Branding can be defined and executed in many ways, it can be said that it is not only used to communicate the brand's identity as an employer of choice, but also to raise awareness of the company, to attract potential future employees and to motivate current employees and partners (Gupta, Patto, & Marwah, 2014).

Whether you are looking at a new recruitment process or at improving your current one, investing in an effective Employer Branding strategy can boost your recruitment impact and attract suitable candidates to your organization (Martic, 2021)**.** Having a strong Employer Brand can also decrease the time it takes to recruit new employees. The recruitment process can be lengthy and can involve various methods, such as emailing potential candidates. Candidates are often attracted to inbound opportunities, so having a positive Employer Brand is crucial in encouraging them to apply (Gupta, Patto, & Marwah, 2014).

Being a compelling employer can also lead to benefits such as enhanced talent acquisition without having additional costs, as well as a decreased time to fill and hire, and lower salary expenditures, which can save a company a lot of money (Martic, 2021). Additionally, effective Employer Branding can reduce the cost per hire by acting as a referral system that attracts potential candidates to apply and join the company. This enables the organization to identify and select the best candidates while minimizing costs (Gupta, Patto, & Marwah, 2014). Additionally, as mentioned above, aligning the employee value proposition with the company's brand promise can attract potential employees who possess the skills and personal values necessary to represent the brand consistently. This can lead to positive customer experiences and satisfaction, followed by increased customer loyalty, ultimately driving revenue growth and profitability. Research has shown that even a small increase in customer loyalty can significantly impact the profit and the overall revenue of a firm (Moroko & Uncles, Employer branding-the case for a multidisciplinary process related empirical investigation, 2005). A strong Employer Brand is also connected with a stronger attraction and a higher-than-average level of engagement from current employees, which contributed not only to better company culture but also to positive financial results (Figurska & Matuska, 2023). The primary objective of enhancing Employer Brand attractiveness is to entice prospective employees to join the company, while the objective for current employees is to maintain the benefits of being a part of the organization and contributing to a good company culture (Ognjanović, 2021). Moreover, having an appealing employer image enables organizations to attract highly skilled and value-oriented employees. As a result, labor productivity and product innovation increase, thereby enhancing the company's competitive edge. The organization's image also impacts how consumers perceive its products. For this reason, entrepreneurs are increasingly mindful of how they are viewed by prospective employees (Figurska & Matuska, 2023)

So summarized by Hewitt Associates (2009) *"the three major benefits of strengthening organizational Employer Brand, are: enhanced attraction, retention and engagement (Figurska & Matuska, 2023, p.39)."* In conclusion, a successful Employer Branding strategy can lead to results including a competitive advantage, more employee engagement, more diversity when it comes to the workforce, a better culture in the company, stronger public relations, more support for the brand, and increased value of the shareholder (Figurska & Matuska, 2023). Before getting hired, candidates

typically encounter a few touchpoints, which is commonly referred to as the "candidate journey." These touchpoints represent opportunities for promoting an Employer Brand and can be channels through which companies can promote their brand as an employer. Here are a few examples of such channels:
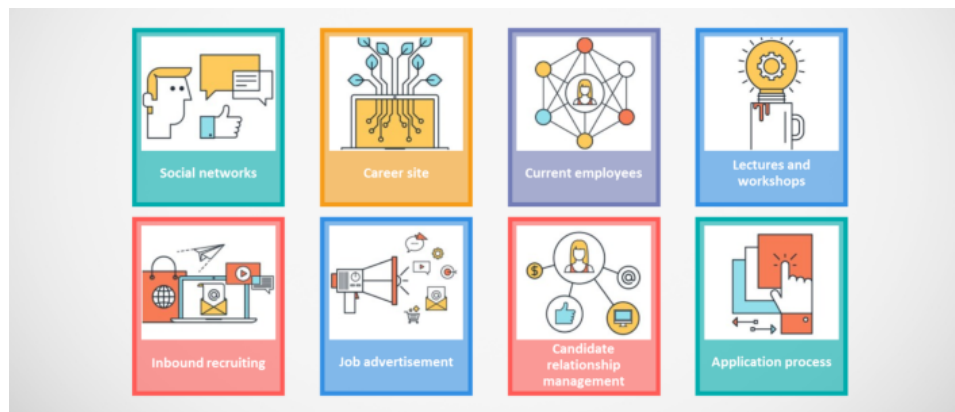
Figure 6: Methods and channels for promoting your Employer Brand.

Source: (Martic, 2021)

2.1.3 The challenges of EB

The process of Employer Branding is seen as a long-term and strategic approach, including the communication and engagement with employees as well as the strong value proposition of the employer (Backhaus, 2016). The process of developing successful Employer Branding has been outlined by a few researchers (Figurska & Matuska, 2023), but still few challenges surrounding the process of EB can be found. The difficulties related to Employer Branding encompass several aspects such as the requirement for efficient communication and messaging, synchronization with business strategy, and the capability to allure and retain exceptional talent amidst a competitive labor market (Cable & Turban, 2023).

Gupta (2014) listed a few limitations, which can occur during the process of creating and managing an Employer Brand such as:

1. Developing an Employer Brand can be costly as it requires not only financial resources for marketing purposes but also the time and dedication of a small committee or workforce exclusively focused on creating the brand.
2. Additionally, poor implementation of the branding strategy can result in misrepresentation, highlighting the importance of an effective approach and therefore more work input.

3. Lastly, building an Employer Brand required much time and effort, as it demands creating a separate team or workforce solely dedicated to this purpose, diverting some employees from their regular tasks or resulting in creating a new work department (Gupta, Patto, & Marwah, 2014).

When facing these challenges, companies can use different measures to ensure credibility and engagement to have a more authentic appearance in the job market. To appear more authentic, firms should make sure, to present themselves honest, and transparent when communicating company values and goals, as well as sharing internal benefits and milestones celebrated. Especially, through current employees sharing stories and content, companies can use new media to appear more honest, when communicating their Employer Brand through new media channels (O'Neill, The Five Biggest Employer Branding Mistakes That Lead to Terrible Talent Retention, 2023).

2.2   New Media

Defining new media was a question of many academics, journalists, and new media artists since the 1990s and in many of the discussions about new media, the term "digital" stood out. The term new media can also be referred to as constantly evolving digital technologies that are transforming the way we communicate, learn, work, and play (Manovich, 2013). New media also is characterized by its interactive nature, user-generated content, and social networking features also known as the use of social media, facilitating increased collaboration and engagement in the communication process (Thomas, 2006).

Social Media is defined by the Merriam-Webster dictionary as

"forms of electronic communication, as Web sites for social networking and blogging, through which users create online communities to share information, ideas, personal messages, and other content, as videos (Merriam-Webster Dictionary, 2023)*."*

Social media platforms offer users a range of options to engage with each other such as chatting, sharing information, and exchanging ideas. These platforms are designed to fulfill different types of communication needs. For instance, LinkedIn is primarily used for professional content and job searching, while Instagram is primarily used for

sharing photos and videos (Berneau & Nadine, 2022). Within recruiting, various types of marketing channels including new media, are being used. The internet and new media both opened up many new possibilities for advertisements and the sharing of information, especially through social media. For organizations, this has changed the way of thinking in trying to attract new employees (Nilsen & Olafsen, 2013).

2.2.1 The development of new media in the last few years

Interestingly, new media, as we know it today has a long way back until the 1790s, when the first telegraph was transmitted, which was one of the first times, any kind of media was used for conversation. After that, every ten years, a new invention was brought into the market as for example the telephone and the "Usenet" in the 1970s, the "Internet Relay Chat" in the 1980s, and then the first social network platforms in the 1990s.   (Ritholtz, 2010). During that time, networking became more and more popular with many new social media sites for keeping contact, although the big development came after 2000 when social media received a big boost. This boost made it possible for companies, to engage in media, to make the brand more aware of the customer, and also use it for marketing purposes (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011).
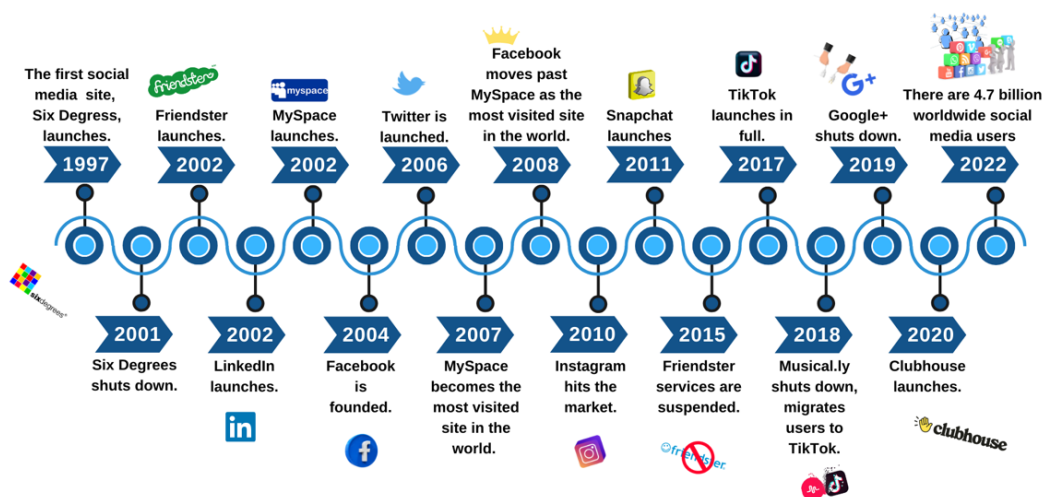
Figure 7: Social Media Timeline

Source: (Broadbandsearch, 2022)

It is evident that individuals are increasingly engaging with digital and social media platforms for various reasons, such as fulfilling their consumer needs by searching for information about products and services, making purchases, and sharing their experiences with others (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011).

Since not only social media developed as a new medium but also the users on these platforms rise every day, it is very crucial for companies to use it so their consumers can search for products, share information with friends online or even purchase products through social media (Stephen, 2016).

2.2.2 The importance of new media for EB

As already mentioned, did the growth of social media networks rose exponentially in the past years, providing many people not only a new communication tool but the possibility to look for a new job or career by offering their experiences and abilities online (Mičík & Mičudová, 2018). Additionally, advertising job vacancies through the Internet has become common, and this allows organizations to find and evaluate candidates at a lower cost than before. Social media is only one way to present brand awareness to a big audience but brings the advantage of having a free account and unlimited use (Nilsen & Olafsen, 2013). Different social media sites can help companies communicate their brand value through sharing knowledge, the creation of a trustworthy image, and peer-to-peer communication (Bondarouk, Ruël, Axinia, & Arama, 2013). These tools around social media make it possible for companies to support the building of a strong Employer Brand and active communication with people interested in the brand (Mičík & Mičudová, 2018).

As already mentioned, a company needs aspects such as a competitive advantage to stand out when presenting themselves online, which is why the reputation and awareness of the brand are highly important, especially for attracting skilled employees (Cappelli, 2001). Therefore, engaging in social media will help strengthen the brand experience which will support brand building. The strong online appearance and a well-built brand name can make a company much more attractive to customers, as well as current and potential employees (Edosomwan, Prakasan, Kouame, Watson, & Seymour, 2011). The communication trough social media is often considered more personal, realistic, and interactive, providing a cost-effective and wide-reaching way for companies to communicate their values directly to their target audience (Kissel & Büttgen, 2015).

The results in Figure 8, show a summary of the use of social media for Employer Branding and all its different tools, including the proposal of the value proposition, external marketing, and internal marketing (Bondarouk, Ruël, Axinia, & Arama, 2013).

	Value Proposition	External Marketing	Internal Marketing
Social Networks	x	x	x
Blogs	x	x	x
Collaborative Projects	x		
Content Community		x	
Virtual, social, game worlds	x	x	
	Organizational culture, management style, image of current employees, image on what the company can offer to its employees	Reach and attract employees, recruiting, create unique image, distinctiveness	Respecting the promises made before recruiting, build a workforce difficult to imitate, achieve a unique culture, increase employee retention

Figure 8: The use of social media for Employer Branding

Source: (Bondarouk, Ruël, Axinia, & Arama, 2013)

The increasing influence and relevance of social media has become crucial for companies seeking to establish themselves as desirable employers and attract potential employees, by utilizing methods that are commonly used by both job seekers and recruiters. As 53% of companies are already using new media for Employer Branding and also recruiting since 2010 (Bondarouk, Ruël, Axinia, & Arama, 2013), social media as a new communication channel, enables companies to communicate their brand values and job-related topics to everyone online, using it to strengthen their brand image and building a relationship with potential applicants. With the wide range of information available online, new media enables companies to look into applicants even before seeing them, making searches for new employees even easier (Kissel & Büttgen, 2015).

2.2.3 Social media channels used for EB

Based on a research survey the most used social media channels for recruiting are LinkedIn with 82%, Twitter with 55% and Facebook with 51%. These channels used for recruiting are even more attractive for employers to use them to communicate their

built brand image. Another outcome of the research was that the majority had the feeling of an improved employer image and more potential candidates, after using social media as a strategy of Employer Branding (Berneau & Nadine, 2022).

Social media channels used for recruiting
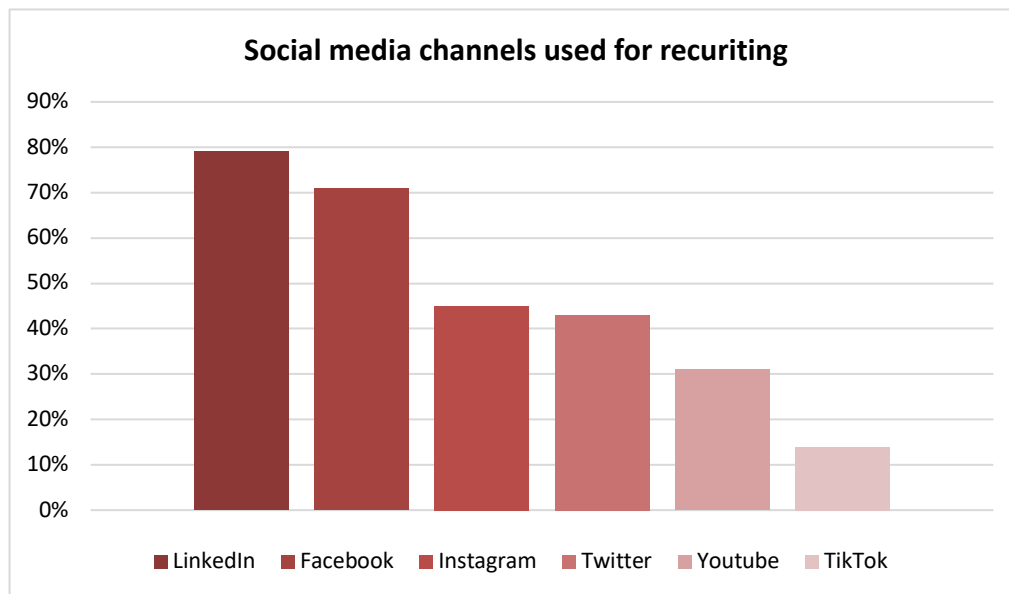
Graph 1: The social media channels used for recruiting

Source: (Beukelaer, 2022)

The results in the chart above show the top 6 channels on social media, used for recruitment and therefore Employer Branding. The top two are LinkedIn, which is one of the most popular job announcement platforms, and Facebook, one of the oldest and most known social media platforms worldwide (Beukelaer, 2022).

Since all these social media platforms became a big part of people's daily life, being able to promote a company's brand on these sites is a big advantage. Especially, to attract younger generations, social media is much more efficient than older methods to find jobs like television or radio. Facebook, as a daily used social media platform, is the largest network of them all, enabling companies to use it for Employer Branding to communicate (Villeda & McCamey, 2019) with 1948 million daily users (Dixon, 2022).

2.2.4   Recruiting and EB with the younger generations

As mentioned above, the labor market is getting smaller, due to the smaller size of the newer generations (Drury, 2016). Additionally, the unemployment rate in the European Union continues to rise and the job proposals on the market are much more

than the demand for them (Mičík & Mičudová, 2018). Furthermore, the attractiveness and other factors concerning job offers, vary over different cultures and generations, which is why companies need to consider these aspects when creating an Employer Brand. As work-related preferences and motivations vary among different generations, there is a need to modify people management practices, particularly during the recruitment and retention processes (Reis & Brage, 2016).

Especially, newer generations like generation Y, from 1980 until 1995, and generation Z, from 1995 until 2010 have special expectations when it comes to searching for a workplace (Bencsik, Gabriella, & Juhász, 2016). These generations not only want to work in modern and adventurous surroundings but also want to have a trustworthy and supportive employer. Additionally, they would like their employer to be modern and prestigious when it comes to their appearance (Khanolkar, 2013). The preferences of the newer generations should be the focus of companies when using Employer Branding. The use of new media to communicate the company's values and in the best case, match them with a potential applier, is therefore a great opportunity (Pandita, 2021).

What millennials prioritize in a job
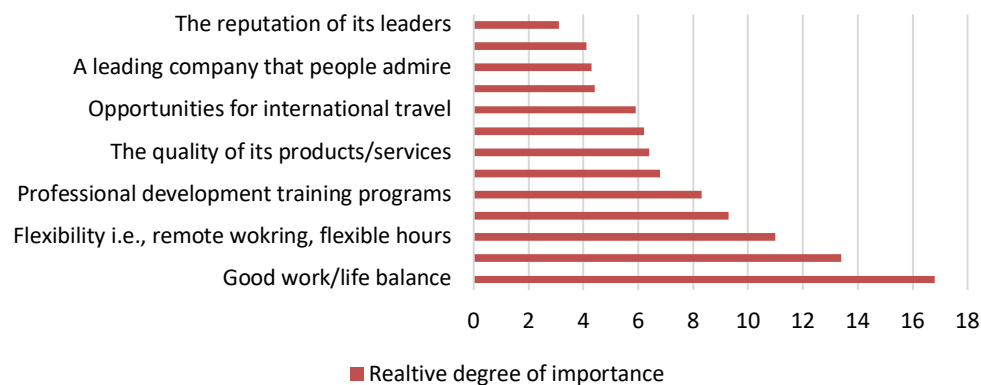
Graph 2: What millennials prioritize in a job

Source: (Luxton, 2016)

The figure above presents the different things, millennials and newer generations prioritize when looking at a job proposal, other than their income. As seen on the scales, a good work-life balance is the most important aspect for these generations (Luxton, 2016).

Due to the fact that millennials grew up in a digital environment dominated by the internet, it has become the most popular source of information, when searching for a job and therefore presents a great chance for companies to recruit through it. (Mičík & Mičudová, 2018).

2.2.5 The strategies for improving EB through new media

Communication through new media can be difficult and hard to focus on only one group of consumers, due to the broad user range, so companies have to use different measures to be attractive to potential employees (Nilsen & Olafsen, 2013). As there are many different tools and users on all channels, it will always be complex for companies to transport their message, their values, and their methodologies to everyone the right way (Arriscado, Quesado, & Sousa, 2018).

As for successful Employer Branding, respondents from a study explained, what they have as an answer. "*A company with a successful Employer Brand has the conscious awareness of what is actually of value to its people and why carries through on that with action and effectively supports this with communication* (Moroko & Uncles, 2008, p.163)." Employers can leverage the power of storytelling through new media platforms to create compelling narratives about their brand, values, and culture, and attract and retain top talent (Wojdynski & Evans, 2015).

A study found some factors supporting an Employer Branding strategy, such as the monetary factors which are more important than non-materialistic components in Employer Branding and recruitment campaigns. Furthermore, potential employees value application, social, and innovative values when evaluating employers, as well as regularly updated and credible profiles, as they establish more credibility. Companies can be attractive by including videos, employee testimonials, benefits information, awards, and job openings on their social media pages. For example, YouTube is one channel, which also can be used to showcase company culture and Employer Brand. It is important for companies to think carefully before posting content online, as social media has become the face of employers and employees. Additionally, regularly updating and maintaining online profiles can help establish credibility and reputation among employees (Kaur, Shikha, Japneet, & Sanjeev, 2015).

2.2.6   The risks of using EB on new media

Even though social media presents many new possibilities for the recruitment processes of companies, there are some limitations to it (Nilsen & Olafsen, 2013). Although by now it has been shown that social media can have many advantages for presenting and advertising a brand and its values online, the content put online can also lead to a false information flow, leading to negative publicity (Bondarouk, Ruël, Axinia, & Arama, 2013). Researchers even found that 74% of employers have the opinion that it can be easy to destroy a brand reputation through these online networks (Nilsen & Olafsen, 2013). False or wrong put information is even faster communicated online, than positive one, so companies using new media should think twice about what they want to publish (Bondarouk, Ruël, Axinia, & Arama, 2013). Another disadvantage of incorporating social media in recruitment is the reliability of the information available. Human Resources managers face challenges in verifying the accuracy of posted information as individuals tend to edit their details to present themselves in a more favorable light or appeal to their audience before publishing and sharing on social media (Berneau & Nadine, 2022). Even if effective Employer Branding is an important element in a company's success, it is often executed incorrectly. Insufficient Employer Branding can lead to a lack of employee retention, which in turn can cause missed prospects and significant financial setbacks. Common mistakes by companies include:

1. Lack of authenticity with employees: Employers often fail to convey authenticity in their messaging for Employer Branding, which can result in mistrust and resentment between employers and employees, leading to a challenging environment for retaining talented employees.

2. Inconsistent messaging in and outside the company: Consistent brand messaging across various channels, including social media, email, and in-person communication, is essential for successful Employer Branding, as inconsistent messaging can cause confusion and doubt among employees.

3. Ignoring employee feedback: Failing to actively seek and act on employee feedback can lead to missed opportunities to improve the workplace environment, risk losing valuable talent, and create a negative perception of the Employer Brand, as mere surveying is insufficient.

4. Focusing on external marketing only: While investing in external marketing is crucial, taking a holistic approach to Employer Branding, including prioritizing marketing to employees, is essential as they are the ones who personify the brand.

5. Overpromising and underdelivering: To avoid disengagement and mistrust that may lead to employee attrition, it's crucial for employers to be conscious of their Employer Value Proposition and ensure the delivery of its core values, benefits, and culture (O'Neill, The Five Biggest Employer Branding Mistakes That Lead to Terrible Talent Retention, 2023).

In such cases, recruitment on social media can not only profit but also damage a company's reputation, as found in a study (Nilsen & Olafsen, 2013).

2.3   EB in the Hotel Industry

The tourism and the hotel industry are growing faster than other industries in the world when it comes to business and employment (Gehrels S. , 2019). To include the concept of Employer Branding in service businesses such as the hotel industry, which is more labor intensive than others, can end up in an overall impact on the service as it is (Gehrels & Looij, 2011). Hotel management should create more strategies including a strong Employer Brand to improve the job satisfaction of employees, considering the imbalance between the demand for skilled workers and the unsatisfactory working conditions. This will help to ensure that employees feel rewarded for their efforts in performing their business tasks (Ognjanović, 2021). Another factor concerning the process of Employer Branding in this, and other industries is the issue of deciding who is responsible for setting up the Employer Brand. Although branding, in general, is seen in the marketing department, the setting up of an Employer Brand is also debated to be in the public relations department or the Human Resources (HR) department. Even though this is the case, the majority of respondents from a study believe Employer Branding should be situated in the corporate office of a firm, supported by the whole company, especially the HR department (Gehrels & Looij, 2011).

Companies in hospitality leading the way in recruiting and selecting new employees have proven that Employer Branding is the most effective approach to attracting and

retaining top talent in companies, especially in a competitive market (Gehrels S. , 2019).

2.3.1   Examples of successful EB strategies

Companies using employee-generated content, like videos and photos, to present the brand and the company culture, appear more attractive to potential employees, due to the authentic and honest view of the workplace (O'Neill, Employee Generated Content: How to Leverage Your Employee's to Attract Talent, 2022). As the hospitality industry continues to expand at a fast pace and the competition for skilled employees gets more intense, companies within this sector must find innovative ways to distinguish themselves from their competition and rise above the competition (Heather, 2019). There are a few brands, providing a good example of a strong Employer Brand online and therefore setting themselves apart from the competition.

One example of a great Employer Branding model is Marriot Hotels. As the former president and CEO of Marriot once said it "*In a business like ours, where the hospitality we provide is essential, we simply cannot succeed unless our people love their work* (Careers, 2022).", and that is exactly the value that the company is presenting to potential new employees (Careers, 2022). Through a strong Employer Branding campaign, the company managed to get certified as the "Best Workplace for Millennials", focusing on recruiting and retaining top millennial talent globally (Pederson, 2017).
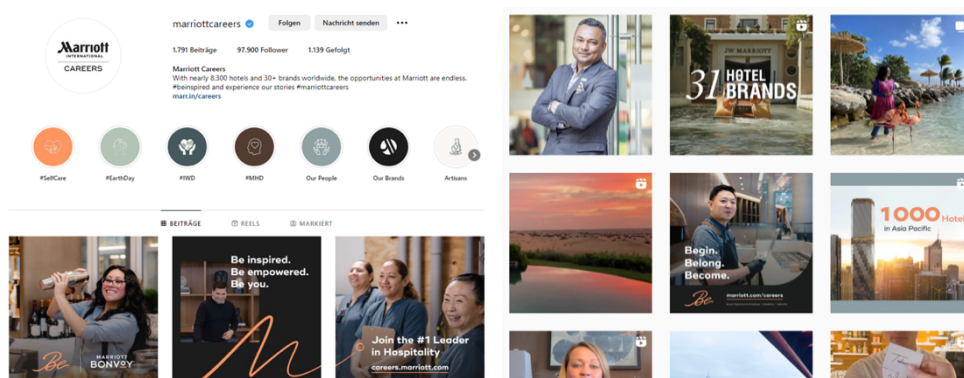
Figure 9: Marriot Careers on Instagram

Source: (Marriott International, 2023)

Another example is the "Motel One", which is a Munich-based budget hotel chain that has approximately 75 hotel locations and 2,000 employees. They offer growth and training opportunities to their employees through their One University program, which includes detailed descriptions of career levels and activities. The One University campus is considered an idea laboratory and Motel One promotes career days to attract job seekers. They have built a unique Employer Brand by investing in employee experience, highlighting the culture through social media, and hosting in-person hiring events (Heather, 2019).

Also, the Hotel group 25hours, which developed 2020 its new Employer Brand "25hours people" by evaluating the opinions of its employees to understand why they enjoy working for the company and what is important to them. The outcome of the annual employee survey was "*come as you are*", which is the employer's promise to its employees. This promise encourages employees to bring their unique talents and personality to work. The promise is further defined through four core messages: "*we like people, we are passionate, we search for the unconventional, and we are in charge*" (Berger, 2020).
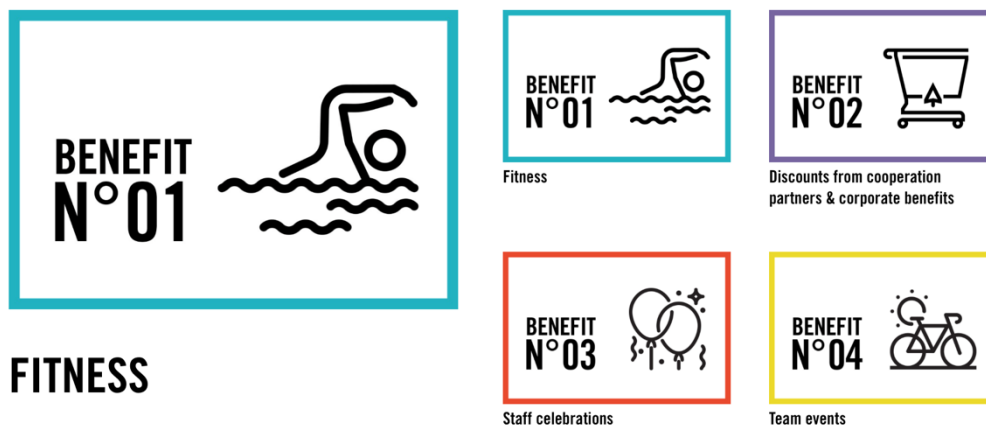
Figure 10: 25hours People – Your Benefits

Source: (25 Hours People, 2023)

The last example is the hotel group Four Seasons Hotels and Resorts based in Toronto, Canada, is one of the top companies working with Employer Branding, with over 100 hotels worldwide and 45,000 employees. The company emphasizes campus recruitment and diversity in its hiring efforts, and its "Manager in Training" program. They promote their Employer Brand on employee social media platforms, showcasing

"The Faces of Four Seasons" and recognizing specific employees from their locations worldwide. The company engages with prospective employees through a variety of content on social media, from tips and trends to fun challenges, making them an attractive employer in the hospitality industry (Heather, 2019). One example of such content is a video posted on YouTube, as well as on the website, showing many different employees, explaining why they choose to work at Four Seasons. It shows different people employed at Four Seasons explaining why they decided to work with the company and how it feels to be a part of the "Four Seasons Family" (Four Seasons, 2022).

3   Methodology

The subsequent section of this thesis will offer a detailed description of the methodology employed in this study. By furnishing comprehensive elucidation of the framework's evolution and organization, the following paragraphs will provide enhanced clarity and understanding. It will include the following contents:

1. Stating the aim of this thesis
2. Introducing the topic of Research Design as well as establishing what design was chosen for this thesis
3. A section dedicated to the topic of the "Unit of Analysis"
4. The introduction into the participant for the research method, the expert interviews, with an outline of the interview, and why the writer chose to do an interview, followed by the presentation and analysis of the interview questions

3.1   Aim

The primary objective of this research is to investigate the correlation between Employer Branding in the hotel industry and the evolution of new media platforms in recent years. This study aims to analyze how the advent of new media platforms has impacted the recruitment process and the extent to which it has influenced Employer Branding in the hotel industry.

3.2   Research Design

According to Abbott and McKinney, research design can be explained by the modes of exploring the surrounding of the world by collecting observations in structured ways. The methods of research design can help researchers to learn how to find and test the right research questions, then draw conclusions on that research, and lastly analyze them (Abbott & McKinney, 2013). Research methodologies used in different studies employ three different approaches: quantitative, qualitative, and mixed methods.

- The quantitative approach is designed to explore the relationships between variables using statistical techniques. This approach typically uses closed-ended questions and either experiments or surveys as procedures of inquiry.

It requires the use of instruments to measure the data and analyze the results statistically.

- In contrast, the qualitative approach is used to understand the individual perspectives and experiences of participants in relation to a social issue. This approach uses open-ended questions and emphasizes the interpretation of the results by the researcher. The procedures of inquiry in qualitative research include narrative research, phenomenology, grounded theory, ethnographies, and case study.

- The mixed methods approach combines both quantitative and qualitative data collection and analysis to provide a more comprehensive picture of the research topic. It includes a range of inquiry procedures such as convergent, explanatory sequential, exploratory sequential, transformative, embedded, or multiphase. This approach uses both pre-set and emerging research methods and asks both open-ended and closed-ended questions to gather various types of data. It allows for both statistical and text analysis and enables the interpretation of results from multiple databases. The Qualitative Study Design with expert interviews was chosen, to obtain in-depth information on my topic and to understand the work with Employer Branding from different perspectives. This approach will be executed face to face and online, since for some of the respondents, it will not be possible to do the interview in person, due to different locations. The number of respondents will be a minimum of 10 people (Creswell, 2009).

For the purpose of this thesis, the research approach of the qualitative method was chosen to investigate the development of employer branding in the hotel industry through new media. The chosen methodology involved conducting interviews with experts and professionals in the field of Human Resources. The interview was structured with only open-ended questions, meaning to give the researcher a more in-depth view of the matter. By using the qualitative method and conducting interviews with experts, the research will generate rich and insightful data, offering valuable perspectives and giving a good perception of successful Employer Branding strategies.

3.3 Units of Analysis

The unit of analysis is a fundamental concept in research projects as it refers to the main entity being analyzed in a study. Various entities can be used as a unit of analysis such as individuals, groups, artifacts like books, photos, newspapers, geographical units like towns, census tracts, and states, as well as social interactions like dyadic relations, divorces, and arrests. The term 'unit of analysis' is used instead of other terms like 'unit of sampling' because the analysis performed in a study determines the unit (Trochim, n.d.). While there is no universally perfect approach to research, it is generally agreed that researchers should aim to select a unit of analysis that retains the necessary information to interpret the data effectively. Researchers must carefully consider the specifics of their study when selecting a unit of analysis and ensure that they maintain uniformity in all stages of analysis, including coding, category and theme development, and data interpretation (Satter, 2023).

The present thesis comprises two distinct units of analysis. The first unit of analysis pertains to the literature review, while the second unit concerns the expert interviews. However, the second unit is further divided into two sections, each representing a different area of expertise in terms of the industry among the interviewed experts.

1. Experts in Human Resources Marketing in all industries
2. Experts in Human Resource Marketing in the hotel industry

The information found during the completion of the literature review was used to build the research question for the expert interviews. During those interviews, the respondents will serve either to confirm or disconfirm the hypothesis mentioned at the beginning as well as get the researcher a deeper insight into the topic of Employer Branding.

3.4 Participants

In order to get a clear overview of the topic of Employer Branding, four experts working on this subject were chosen to support this thesis with their expertise. Among the four selected experts, three currently work within the hotel industry, while the remaining one works in the HR Marketing sector within an insurance company. The

diverse backgrounds of these experts bring a range of perspectives to the research, allowing for a more nuanced understanding of the topic of Employer Branding.

3.4.1 Selection Criteria

The process of identifying respondents for this study involved requesting the participation of experts and personal contacts within the hotel industry. These individuals were invited to participate in an expert interview either online or in-person, depending on their location. The experts will be chosen based on their experience, working with Employer Branding, and their opinion on the changing approach due to new media. All of the experts chosen for this study are currently employed in the Human Resources department and have several years of experience in Employer Branding. A total of four expert interviews were conducted for this research, with the majority taking place online, and some conducted on-site in-person.

3.4.2 Construction of Questionnaire

Questionnaires are great tools that can be utilized in various settings to collect information about consumer behavior and opinions. They can either serve as the foundation of a structured interview, administered by the interviewer, or be completed by the subjects themselves. Once the method of administering the questionnaire has been decided upon, the next step is to formulate the questions. In general, it is recommended to keep the questions short and make them simple and specific (Williams, 2003).

During an interview, questions can be categorized in several different ways:

- One way to categorize them is based on whether they are open or closed questions. Open questions allow for a more extensive and personalized response, while closed questions have a finite set of possible responses.
- Another way to categorize interview questions is based on whether they are spontaneous or prompted. In spontaneous questions, respondents are free to answer in their own words, while prompted questions offer a set of possible options to choose from.
- Finally, questions can be either open-ended or pre-coded. Open-ended questions allow the respondents to give a free-form answer that is recorded

verbatim. On the other hand, pre-coded questions limit the possible responses to one or more predetermined answers (Brace, 2018).

Demographic survey questions are an integral part of market research that provide valuable insights into respondents' age, gender, marital status, and other relevant information. By gathering demographic data, researchers can acquire important details about their participants that other question types may not capture. This enables interviewers to conduct focused and reliable survey research, ensuring that they obtain filtered responses from their intended audience (Bhat, 2018).

In conducting this thesis, a decision was made to use open-ended questions for the interview, which require respondents to provide detailed and independent answers This approach was chosen since the topic of Employer Branding is known for a wide range of opinions and perspectives from different individuals. To ensure clarity and simplicity, the interview questions were structured and written in a manner that is easily understandable for the respondent. The first set of questions had the purpose of getting demographic information of the respondent, which allowed for a more personalized introduction. Subsequent questions were designed to progressively dive deeper into the topic of Employer Branding, allowing for a thorough exploration of the research objectives. The interview includes a total of 19 questions. Seven questions are in the first set, which is about the demographic details of the respondents. The second set of 12 questions connected to the central theme of the study, which was the relationship between Employer Branding and new media. As mentioned above, the interviews were conducted both online and in person, depending on the location of the respondent. Each interview lasted approximately 30 minutes, allowing for a thorough exploration of the research objectives.

3.4.3   Reflection concerning questionnaire

PART ONE

The questionnaire has two parts starting with 6 questions in part one including the demographics of the participants.

Demographics
1.   What is your name?

2.	How old are you?
3.	What is your current occupation?
4.	What company are you working for?
5.	What are your primary responsibilities in your position?
6.	How long have your worked in Human Resources?

Several objectives were achieved through the inclusion of these questions at the beginning of the questionnaire. Not only do they introduce the participant, but also provide information about his or her background, including their expertise in the field of Human Resources.

<table>
<tr><td align="center">PART TWO</td></tr>
</table>

The second part had the objective to slowly get into the topic of Employer Branding, starting with more general questions, questions one to three, to first get an outline of what the respondent knows and thinks about the topic. After question three, the outline is to connect the topic of Employer Branding with the respondent's work and her or his experiences with Employer Branding. The last question, question 12, is only intended for participants working in the hotel industry since this is the industry focused on in this thesis.

<table>
<tr><td align="center">Q 1: How important is Employer Branding generally?</td></tr>
</table>

Question one has the purpose of finding out the importance of Employer Branding to the expert.

<table>
<tr><td align="center">Q 2: What are the benefits of Employer Branding?</td></tr>
</table>

With the next question, seen above, the researcher wants to find out what benefits Employer Branding has, from the perspective of the respondent.

<table>
<tr><td align="center">Q 3: What are the challenges of Employer Branding?</td></tr>
</table>

With question four, the expert should provide a few challenges, companies or people are facing when working with Employer Branding.

Q 4: Can you describe your experience working with Employer Branding in your company?

Question four should give the reader an insight into the experience the participants have in the sector of Employer Branding and all its methods and implications.

Q 5: How has new media impacted the field in recent years?

Question five should give an outline of how the respondents noticed the change in Employer Branding in recent years due to the appearance of new media. Specifically, the impact of social media as a new communication tool should be considered when answering.

Q 6: How has your company used new media platforms to build and promote its Employer Brand?

With question six, the reader should get an idea of the new media platforms the company, employing the respondent, is using to build and promote its Employer Brand.

Q 7: What kind of content is most effective for engaging potential employees?

Question seven has the purpose of finding out what kind of content the participants use on social media sites to make potential employees or applicant engage with the company's profile.

> **Q 8: How important would you say, is social media in the development of Employer Branding?**

Question eight should give an outline of what the person interviewed is thinking about the importance of social media during the development of Employer Branding.

> **Q 9: In your opinion, what are the biggest challenges facing companies looking to develop and promote their Employer Brand through new media, and how can you overcome these challenges?**

With question nine the researcher wants to gather insights from the interviewee on the biggest challenges that companies face when developing and promoting their Employer Brand through new media.

> **Q 10: How does the use of new media impact the recruitment process, and what kind of skills and expertise are required for HR professionals working in this field?**

This question has the purpose to give the researcher insights from the interviewee on how the use of new media is impacting the recruitment process and what kind of skills and expertise are necessary for HR professionals working in this field.

> **Q 11: What emerging trends do you see in the development of Employer Branding in your company, and how do you see new media shaping the future of this field?**

This next question is designed to gather information from the participants on emerging trends in the development of Employer Branding in their company and how they see new media shaping the future of this field.

> **Q12: (ONLY FOR THE HOTEL INDUSTRY) How do you think is the hotel industry affected by Employer Branding and how can it be used to its advantage?**

The last question, only asked to participants working in the hotel industry, is supposed to present the impact of Employer Branding in the hotel industry and how it can be used to its advantage. The question is designed to understand the interviewee's perspective on the potential benefits of Employer Branding in the hotel industry.

4 Summary and Interpretation of expert interviews

The following part of this thesis presents the researcher's interpretation of the questions asked during the conducted expert interviews. Additionally, it includes a summary of all the questions and answers in the interviews as well as an analysis of the answers given by the participants. Moreover, the analyzed data will be compared to the literature review and the research found in this paper.

4.1 Interview Partners

Full Name	Age	Gender	Occupation	Company	Tasks	Duration
Kathrin Gollubits	44	Female	EVP People & Culture	Ennismore	Leading and coordinating people and culture	25 years in hotel industry and 16 in HR
Cristine Knapp	41	Female	VP HR & Training	HR Group	Care for all employees and ensure their happiness	Three years in HR and before than General Manager
Büsra Bakar	26	Female	Head of HR for Austria and Germany	Arcotel Hotels und Resort GmbH	Everything concerning HR	Seven years
Melanie Puhm	25	Female	HR Business Partner and Recruiting and Employer Branding Specialist	Generali Verischerung GmbH	Strategic but also operative partner, Employee Lifecycle, Employer Branding	Five years

Table 1: Demographics of Interview Partners

The table presented above includes the demographics of the interview respondents, answered in seven questions. In this research, by coincidence, only interviews with women were taken, all between 25 and 44 years old. As a result, there are several implications to consider regarding the predominance of female perspectives on the topic and the viewpoints of individuals above the age of 44 and below the age of 25 were not considered or included in the analysis. The majority of the participants work

in a higher position in the Human Resources Department and have a long history with HR or the hotel industry. Three out of four respondents work specifically in the hotel industry and have tasks from leadership in people management and everything around HR to topics like Employer Branding and Employee Lifecycle. The fact that almost every participant is working in a leadership position may also influence the outcome of this research since these jobs come with more of a variety concerning Human Resources and more leadership, so the respondents may not be as included in Employer Branding as for example Melanie Puhm, which specializes in the topic. Additionally, even if the interview questions were outlined to be conducted in the English language, two of the interviews had to be conducted in German, due to the comfort of the participants interviewed. Since these two interviews were translated back to English, the validity of the responses may have been affected, but the researcher carefully assessed them to prevent any loss or misinterpretation of information.

4.2 Summary and interpretation

Surname	Answer to Q 1: How important is Employer Branding generally?
Gollubits	"(…) it's important to think what you stand for not only as a brand and not only for your consumers but also for your most important stakeholders, your people, and that's why I believe in the past year's Employer Branding has become of great importance to any Organization no matter how big or small you are."
Knapp	"I think it's very important because people want to know the purpose why they want to work for a company. So, it's really important that the company knows what they're standing for and to promote that on the homepage and all social media. (...)."
Bakar	"Of course, this is a top issue, especially in our industry, in the hotel industry, because we have a very high fluctuation rate and suffer from a very severe shortage of personnel, it is a top issue for us Employer Branding (…)"
Puhm	"(…) very important, the situation on the labor market has simply changed a lot over the last few years, (…) it is of course important that you position yourself as an attractive employer and simply have an authentic external presence in order to draw attention to yourself."

Table 2: The importance of Employer Branding

Based on the responses in the table above, it is evident that all the respondents recognize the importance of Employer Branding. They state the need for companies

to establish a clear brand identity, communicate their values, and promote their purpose to attract and retain top talent, as also revealed by the literature found (Graeme, Gollan, & Grigg, 2011). Christine Knapp also emphasizes that people want to know the purpose and values of a company before deciding to work for it. She highlights the importance of organizations knowing and promoting their Employer Brand and values through various channels to attract new talent. In summary, these responses underline the growing significance of Employer Branding in organizations. It is viewed as essential for establishing a strong organizational identity, attracting talent, and creating a positive perception among both current and potential employees.

Surname	Answer to Q 2: What are the benefits of Employer Branding?
Gollubits	"Well, I think if you have an honest and good approach to Employer Branding, it can actually create a great culture in an organization. (…) it gives you clear organizational guidelines when you have thought about the different pillars, which Employer Branding comprises. It's not about branding in terms of marketing only but there's various pillars you have to consider. And I think you have a good guideline for a strategic growth, internally as well as externally."
Knapp	„I think finding the right talents that fit to us and also to keep the talents in the company. "
Bakar	"There are many advantages. Of course, you can push the company here with various portals and also events and so on and then also get employees here. Yes, you can also use it for branding and to present the benefits (…) use network so then you can get very close to people who are simply also qualified."
Puhm	"By positioning yourself attractively on the market and addressing specific target groups of applicants and people, it is of course an advantage to increase the quality of applications if you are accurate. (…) So, that what you also speak externally also is being lived inside and that shows so that then the applicants also feel just as well in the company as it was presented to them so to say (…)."

Table 3: Benefits of Employer Branding

The responses from question two highlight the positive aspects and advantages of effective Employer Branding. Upon analysis of these responses, it becomes clear that effective Employer Branding can bring many different advantages to organizations. It has the potential to cultivate a positive corporate culture, offer strategic guidance, attract highly skilled talent, improve the quality of job applications, and enhance the overall image and reputation of the employer, as mentioned already by Figurska and

Matuska (2023) (Figurska & Matuska, 2023). Overall, the responses in the table above mark the potential benefits of Employer Branding in terms of cultural development, talent attraction and retention, branding enhancement, and improved applicant quality.

Surname	Answer to Q 3: What are the challenges of Employer Branding?
Gollubits	"(…) With sustainability, I would say greenwashing. With Employer Branding, I would say brainwash. It's literally like just having cool claims or statements and beautiful people smiling from posters and banners and social media campaigns. (…) You do have to differentiate from your competitors or from the market. However, every boldness has to have honesty, and if you just have a cool claim and then an employee enters your organization, and that's not what he or she experiences. Then you're all Employer Branding strategy is just for the bin."
Knapp	„I think there's a lot out there, and the most important thing or challenge may be to be honest enough. I think it's crucial that you're not pretending to be someone, because as soon as the people start working for you, they actually get the point of how you as an Employer are and it should really not be like that, that they choose a company and then find out that it's totally different."
Bakar	"(…) because so I just think that Employer Branding, simply has so many facets there is it here the difficulty or the challenge to specialize in certain guidelines and the certain portals, because there is simply too much already. (…) and the second challenge is, of course, to have the right employees in the HR area, and this track that then also leads this track and also leads it in the right direction."
Puhm	"I would say currently, in the labor market situation all companies feel simply the same. It is difficult to stand out, of course, but in a certain way, as it also simply still fits the company also authenticity. The retirement wave is imminent, i.e., the entire baby boomer generation, which will now also retire in the coming years, you also need successors in this case (…) Also, that it was perhaps more common in the past for someone to have been with an employer for 30 years and that this simply looks a bit different today with the new generation and that the willingness to change is simply different."

Table 4: Challenges of Employer Branding

Throughout the interviews, all the responses indicate the challenges of maintaining authenticity, managing multiple platforms, attracting and retaining talent, and adapting to the evolving expectations of different generations in the context of Employer Branding. The term "brainwash" used by one interviewee also suggests that Employer Branding can be manipulative and misleading. It highlights the importance of ensuring that the claims and messages communicated through Employer Branding

align with what the employer actually offers to the employees, which is why Employer Branding can also quickly damage a company's reputation (Nilsen & Olafsen, 2013). All in all, these responses offer critical perspectives on Employer Branding, emphasizing the importance of authenticity, honesty, and differentiation given by the employer.

Surname	Answer to Q 4: Can you describe your experience working with Employer Branding in your company?
Gollubits	"(…) Basically, the management had the belief they knew what they stand for. (…) This is now for me. Is it now for the consumer? Where do I stand in this whole picture? And it causes frustration. (…) And then we involved also the people teams in the hotels. We involved absolutely everyone. (…) Literally rethinking what the brand stands for as an EVP. What do we wanna stand for? Because it's not always what you stand for is what you want. (…) And this is a working progress since 2018. You never stop."
Knapp	„Well, actually interesting is that I hopped into Vienna house *(is now part of the HR Group)* with the current Employer Branding that is already ongoing for many years, and I think it worked really really well and now we're actually in the middle of a switch. So, now there are four companies that are merged together with 4 different company cultures to be brought together. So, we're actually starting from scrap and I think it's of course very very interesting to find the right values and the right content for the future Employer Branding we're actually starting just now."
Bakar	"(…) we are now trying to completely redesign or redesign our HR concept strategy, because we are a family business and the structures are very clearly set and defined and, of course, we have remained quite old school here, (…) that we have to completely reorganize this. We have now already with Job Fair Vienna, which is one of the largest trade fairs in Vienna, (…) we will be there this year for the first time and we are now just looking where we can now simply become more active, in which channels in which events, that we simply work our way up?"
Puhm	"The topic has also grown a lot for us internally in recent years due to the given circumstances on the market, we started a large Employer Branding project four years ago, it's been a while now, where we still worked out our employer value proposition with focus groups (…) To present our benefits a bit more to the outside world, so to speak, we have completely redesigned our advertisements, the applicant correspondence, so that the whole communication with the applicants but also our website and all our employer profiles, (…) We wanted to present ourselves in a modern and "state of the art" way and, of course, we made sure that we included our employees in the whole thing, because we wanted to be as authentic as possible in our project and that our appearance was very important to us, that the inside and the outside still matched very well."

Table 5: Employer Branding in the different companies

The responses provided in the table offer the different insights into the experiences of individuals working with Employer Branding in their respective companies. When going through the answers it can be said that companies are realizing the importance of actively shaping their Employer Brand and aligning it with the expectations and needs of employees and the external market. Kathrin Gollubits mentions the ongoing process in their company since 2018 of redefining what the brand stands for as, emphasizing that this is a continuous work in progress. She again states the importance of involving everyone, including the people teams in the hotels, to ensure a comprehensive and authentic Employer Branding approach. Concluded, the responses highlight the importance of continuous development, adaptation, and employee involvement in successful Employer Branding initiatives.

Surname	Answer to Q 5: How has new media impacted the field in recent years?
Gollubits	"(…) Five or ten years, because I believe a lot of companies have just neglected the fact that employers' search and activation has shifted to social media already 10 years ago. (…) That has not started after covid. That's been ongoing since 15 years. It's just a matter of our industry, specifically our Industry, the hotel industry, has just ignored it. So, how does social media play an important role for us? It does. A tremendous. In 2018, already, we decided that we will base our communication strategy, when it comes to the Employer Branding, to a 100% on digital teams. (…) So, we're actually targeting audiences through active advertising through these channels and we have expanded the network of different partners in recruitment work. (…) We do newsletter tools or newsletter marketing also for employees or ex employees. There's basically quite a lot we're doing."
Knapp	„I think a lot because I talked about honesty and showing who we are as employer and New Media of course has a great opportunity to do that. So you can show how it is working for us. You can show the people that are working for the company. You can show the values we actually live and the daily things we actually deal with so, it's, you can really show a great picture of what we do on a daily basis."
Bakar	"So I must honestly admit that I am very positively surprised, because well the change has been very quickly handled by companies (…). Yes and there I see it already very positive and see it in a positive direction."
Puhm	"It's already very strong, so the classic print ad is now no longer necessarily quite as attractive as it might have been in the past. Everything has simply switched to this, i.e. to the platforms, the social media, and the topic of social media recruiting in particular is currently a very hot topic with, of course, having a social media profile on the one hand and posting is one thing, but also being able

	to address passive seekers through jobs, so there are a great many possibilities at the moment."

Table 6: The impact of new media on Employer Branding

The responses from question five clearly emphasize the transformative impact of new media on Employer Branding practices. When interpreting the table above, it is evident that the importance of social media and digital platforms in Employer Branding is widely recognized. The research from Bondarouk, Ruël, Axinia, and Arama (2013) also confirms the advantage new media sites can bring to a company's Employer Branding strategy concerning its communication (Bondarouk, Ruël, Axinia, & Arama, 2013). The companies from the participants, including those in the hotel industry, have started to realize the value of utilizing these channels to target and attract potential candidates. Overall, the responses underscore the growing significance of new media in shaping and enhancing Employer Branding strategies. However, it is important to acknowledge that while these channels present significant opportunities, they also demand that companies adapt and stay current with evolving trends and technologies.

Surname	Answer to Q 6: How has your company used new media platforms to build and promote its Employer Brand?
Gollubits	Already answered in Question 5.
Knapp	„I think we actually started using that a few years ago. So we, of course, used Facebook. I think for the classical, and how do you say, looking for staff members, new staff members and everything and then we started actually using TikTok i think two years ago. And that was brand new for us because we kind of have to find out you know, what to do on TikTok how to get some people to follow us and to like us and that's still a field that is new for us, but I think we're doing really good. (…) And of course, a lot of platforms like LinkedIn and Xing are very important for us finding talents actually, so for that."
Bakar	"Unfortunately, this was very little used or hardly used. As I said, we are here still in a very flat hierarchy and we have here, what just the modern HR concerns we have just too little experience in the company (…) we are of course active on Instagram we have our pages, but it could be much better (…) Yes, because we have 11 locations under one social media manager is simply too few here. Yes, and you can see how the structures are still in place."
Puhm	"W have completely revised our entire website, so our career page completely (…) We have also gone over to the topic of video formats, simply in order to explain some topics even more and, um, yes, the current generation simply watches more videos (…) We have launched a digital employee referral program. And yes, we still have social media profiles, and exactly the topic of social media

	recruiting is currently on the table and is being worked on, so to speak."

Table 7: The use of new media to promote the Employer Brand in the company

The responses above highlight the varied approaches and outcomes that companies have encountered when leveraging new media platforms for their Employer Branding efforts. While certain companies have enthusiastically embraced platforms such as TikTok, acknowledging their effectiveness in attracting and captivating prospective candidates, others have faced challenges in fully capitalizing on social media's potential, primarily due to resource constraints or a lack of proficiency in the domain. One interviewee specifically mentions the utilization of Facebook and TikTok, with TikTok being a relatively new addition to their company's Employer Branding strategy, acknowledging that this Platform can be a very effective way to attract new and younger talent. Overall, the responses demonstrate that companies are aware of the significance of new media platforms in building and promoting their Employer Brands.

Surname	Answer to Q 7: What kind of content is most effective for engaging potential employees?
Gollubits	"Well, it's either people and stories about our team members. So it's literally the most liked and commented posts are posts from our employees telling stories about what they're doing and why they are working with us, and or crazy place with us. (…) but it was literally decided that we don't want to be too bold in our communication when it comes to the Employer Brand. (…) But yeah, crazy claims would work better."
Knapp	„I think it depends on the age. I think looking at the „best agers", it's more about showing how the company works and what the daily tasks are and on the other hand looking at the younger generation, I think it's more important showing, how we combine life and work balance, how digitalization is going on, what we do actually do to support our employees in their daily work, to make it easier. And I also think there's a fun factor that is very important for them as well. (…)"
Bakar	"Of course, these are the benefits. Yes, that is the A&O (…) Yes, and how do you design a job advertisement. (…) but simply that one really designs good digital and also really makes it more attractive. Of course, it is now also in the conversation, the four days is week, that is now also a new trend that has come to it and yes with such with such points you can definitely make a difference, definitely."
Puhm	"Um, I would say authentic content, and as I mentioned briefly before, simply has to match internally and externally, that is, what you live internally, to present that externally and not to make any false promises, that doesn't help, because the person then starts in the company and preferably has already dealt with the cultures and

	all the trappings or has already been told how that is lived in the company, so to speak. (…)"

The respondents highlight in the answers from question seven the different types of content that are effective in engaging potential employees. These responses emphasize the importance of personalized and genuine content in effectively engaging potential employees. By sharing stories and experiences from current employees, the Employer Brand becomes more relatable and fosters a sense of connection. However, it is important to note that while some interviewees highlight the effectiveness of authentic and genuine content, others mention the potential impact of bold and attention-grabbing claims. As far as all of the respondents had an idea of what effective content to share online, the research found only confirms that the content should include benefits, job openings, bold information, employees during their work day and more (Kaur, Shikha, Japneet, & Sanjeev, 2015). In summary, the responses indicate that successful content for engaging potential employees is characterized by authenticity, personalization, and relevance to the target audience.

Surname	Answer to Q 8: How important would you say, is social media in the development of Employer Branding?
Gollubits	"I think it's one pillow. It's not the most important one. I think it goes hand in hand with your communication strategy. I think it's as important to clearly define your activities connected to Employer Branding and what you wanna stand for and how do you get there? And then social media is one communication aspect. And the question is: is it social media, the classical platform we're talking about, and CIA and CEO campaigns or is it also the social media tool you might have as an intranet? (…)"
Knapp	"(…) Very important because social media is actually the great the greatest platform to show how we are as employers so you can you have so much possibilities to show it. (…) all those possibilities are very very important to show actually the world outside the working space, who we are. And also to maybe gain back people that left us already. Yeah, I think that's also a very important thing to keep in touch."
Bakar	"Very important, because of course you're addressing target groups here that you simply couldn't reach in this way. Yes, and this is simply a great opportunity to address diverse and different target groups."
Puhm	"Yes, important, because now people spend a lot of time in social media, so to speak, and also that the topic of fast-moving is also just totally advanced, so you also have to react quickly to everything,

	you can see, for example, on rating sheet forms and yes various trends is simply there, exactly."

Table 9: The importance of social media in the development of Employer Branding

The responses suggest that social media plays a crucial role in the development of Employer Branding as it serves as a platform for communication, showcasing the company's culture, and values, and engaging with diverse target groups. It provides opportunities to reach a broader audience and adapt to the rapidly evolving trends and dynamics of digital media, as already mentioned in earlier questions. Christine Knapp also emphasizes the significance of social media in showcasing the company's Employer Brand and engaging with the outside world. As also mentioned in the research by Kissel & Büttgen (2015), social media is indeed a more personal, realistic, and interactive, providing a cost-effective and wide-reaching way for companies to communicate their Employer Brand (Kissel & Büttgen, 2015). In general, social media is recognized by the respondents as a crucial tool concerning Employer Branding; however, it is important to integrate it into a wider communication strategy to ensure a comprehensive and unified approach.

Surname	Answer to Q 9: In your opinion, what are the biggest challenges facing companies looking to develop and promote their Employer Brand through new media, and how can you overcome these challenges?
Gollubits	"I think the most difficult is creating and distributing the right content at the right time to the right target audience. I think it's the most challenging part is that you have to really know who you wanna address with what? (…). So, I think that the biggest challenge is literally creating the right content and spreading it to the right target group on the right time. And doing this constantly. (…) Who creates those content as great as some influencers of crazy crazy kids honestly, don't get me wrong, but like we don't have the people who we employ are not the target audience anymore. Yeah, so it's a bit of a contradicting story."
Knapp	„Well, I think the problem is that we're actually, that you try to be different and I think that's a hard thing because we have those typical values and things we talk about that kind of, you know, everybody wants to hear. So you have to find your path, your own path and really try to be honest again, who we actually are. (…) So, I think that's the most challenging part to be really honest and not to try to be everybody's darling like I said. Because that's not gonna not gonna work out."
Bakar	"That is now in our situation at the moment at Arcotel, we are now facing the challenge. (…). That means that the first step would be to really define who is taking on this role in the company via Employer Branding and then, of course, brainstorming about how and which

	model simply suits us in the company and simply defining clear structures here as to how we would now like to continue. My focus is now simply on the fact that we really change our jobs where many job advertisements, change for our website, more with videos and so on, bring more digitization (…) You need clear structures and you have to approach this step by step, it won't be possible all at once, because of course during the time when you hire a new employee, onboarding is still taking place and that shouldn't suffer either, so you should approach it calmly and strategically."
Puhm	"In principle, what I have just mentioned, so just this fast pace I would say is quite a challenge to always be up to date quickly, so to speak, to implement the trends, and to respond to evaluations. Yes, so to start there and simply to see that you have an overview of what is going on in the market and what the competition is doing, simply to observe that and also to always be able to start as quickly as possible."

Table 10: The biggest challenges facing companies looking to develop and promote their Employer Brand through new media

Throughout the answers to question nine, the responses highlight several challenges that companies face when developing and promoting their Employer Brand through new media platforms. These challenges underline the fast-changing development and promotion of an Employer Brand through new media. It requires a good understanding of the target audience, the capacity to be authentic and stand out from competitors, well-defined organizational structures, and adaptability to the rapidly evolving digital landscape. Although the answers given by the participants were also confirmed in research materials, it was interestingly not mentioned once, that the fact that false or wrong put information distributes even faster, can be an even bigger disadvantage for companies (Bondarouk, Ruël, Axinia, & Arama, 2013). To conclude the answers, companies must face these challenges strategically, continuously refining their approach to effectively develop and promote their Employer Brand through new media.

Surname	Answer to Q 10: How does the use of new media impact the recruitment process, and what kind of skills and expertise are required for HR professionals working in this field?
Gollubits	"Well, I think there will always be different competences needed in HR. But if we're talking about recruitment experts only, I believe that an equipment expert has to be a social media expert at the same time and he or she needs to be very much digital native. (…). It's about actively approaching the various target audiences through direct approach through campaigns, different activation activities, and this is, that's more graphics and art director than it is HR. And e-commerce. (…)"

Knapp	I think HR professionals are facing a lot of challenges because they have to deal with every kind of things (…) So I think that's always the challenge, the big challenge we have in the HR field. (…) Yeah, they hardly have time to think about Employer Branding and selling actually the working place outside of the hotel. So, I think that's a huge challenge, we are facing at the moment. But the impact of New Media is also something we have to explain to the HR professionals. Especially the older generation needs those explanations. (…).
Bakar	"(…) Yes, that you understand the dynamics of the different platforms. Yes, like for example LinkedIn , which is a platform where we really only job ads that are in a management position, because no house keeper or any such positions with us in the hotel industry, is not sponsored on LinkedIn (…) Yes, that is very important and that you then proceed strategically again and use various channels for the various job ads. (…)"
Puhm	"Well, I would say that it has an effect in that, on the one hand, you can control the number or the quality of the applications a little bit through the various possibilities that you have given in Employer Branding and various approaches that you are pursuing there, but of course also the issue that passive seekers, that you make passive seekers aware of you (…) what skills or expertise are necessary for this, of course, with the HR business simply also always basically know about the topic of recruiting. Also to always be up to date, and I think the important thing is that you simply burn for the field, that you are simply so interested in the content that you also like to look at the latest trends, that you are always educating yourself a bit further in the digital affinity, that you are developing further and that the social media topic is not a foreign word now (…)"

Table 11: The impact of new media on the recruitment process

In question 6, the respondents emphasize the transformative influence of new media on recruitment processes and the evolving role of HR professionals. The utilization of new media platforms necessitates HR professionals to have a special skill set that combines traditional HR competencies with expertise in social media, digital marketing skills, and a good understanding of any digital platforms. Additionally, Christine Knapp mentions the need to explain the impact of new media to older HR professionals who may require further understanding of the dynamics of different platforms and therefore struggle with the whole topic of Employer Branding. Overall, the answer highlighted that the use of new media in the recruitment process requires HR professionals who are digitally affine, strategic in their approach, and capable of using digital platforms to attract and engage potential candidates.

Surname	Answer to Q 11: What emerging trends do you see in the development of Employer Branding in your company, and how do you see new media shaping the future of this field?
Gollubits	"Emerging trends are definitely a change of work environment in terms of how people want to work, how people are willing to work, and how less (…) it's like people are literally up for six months. If they don't like one thing, they don't stick to a job anymore. They find something new. They know that they're needed, specifically in our industry. (…) So, I think if you ask me, for 25 hours it's concentrating on limited things, focusing on the core of what you stand for, and not overdoing millions of things. Differentiation is the key. (…) but everyone wants to feel personally approached and wants to pass is individuality in focus and I think this is also where we need to go for. So, you don't have to have 78 benefits nowadays, but you have to have the right tool for the right person. (…) I think Social Media is the communication tool of the present and the future. (…)"
Knapp	"Well, I think you just have to be open minded for things that come on now. (…) So, I think it's crucial that you just you know, you keep your eyes open to what is happening? You have to try to look into the future already a little bit and be ahead of time. Yeah, and the last years I was actually more dealing with following up on things we missed, we missed out. And now I am at the point I actually want to be one of those that do the first step."
Bakar	"So in any case, as I said, we will redesign our career page, that will be our highlight, so it will be covered with videos and so on. That is, we will really look to let our creativity speak here and further that of course we are now recently using LinkedIn very actively for management positions, (…)"
Puhm	„I would say that, in principle, social media recruiting, i.e. the topic of "Drop ADS" is something that is totally on the rise now, so that you can also, so to speak, get advertisements of job postings displayed on various pages, but that is simply to remind people again and again (…)"

Table 12: Emerging trends shaping Employer Branding and the connection with new media

The answers to question 11 state the need for adaptability, differentiation, personalization, and proactive engagement with emerging trends in Employer Branding. The changing work environment, characterized by increased mobility and higher expectations, necessitates a strategic approach that focuses on core values and stands out from the competition. All in all, emerging trends in Employer Branding focus on personalization, differentiation, and working with new media platforms. The proactive adoption of these trends can shape the future of Employer Branding by enhancing the organization's ability to attract, engage, and retain talent in an increasingly competitive landscape.

Surname	Answer to Q12: (ONLY FOR THE HOTEL INDUSTRY) How do you think is the hotel industry affected by Employer Branding and how can it be used to its advantage?
Gollubits	"I think like in a lot of things in the hotel industry, we are always three steps behind. And the same accounts for Employer Branding. (…) We always said we cannot do it because we don't have the money which is absolute bullshit. Excuse my wording but it's just crazy. It's not true. It's just a matter of no one wanted to sit down and be honest about what are the possibilities we have and what would it cost to do it differently. (…) So, what I think the industry should learn from what others are doing is, to focus on the main needs and don't try to overdo it. (…) So, if you ask me, please create an honest Employer Brand, don't overdo it. (…) I would never step up and say we pay the best salaries because it's not true. But we might have the coolest uniforms. We might have the most personal approach and we might have nowadays an environment where you also go with your friends after work. So, that's what you should communicate and not something people want to read because it's in the end they leave again if they don't deliver."
Knapp	„I think a lot of colleagues in the hotel industry still didn't understand that Employer Branding is very important. But on the other hand, I think it's also not that easy for single companies sometimes, you know to really come up with great campaigns and everything. On the other hand, I think it's a great chance and I said it a few times today already in the interview, as long as you show how you are and also single properties, like, you know, go out showing who they are as Employer."
Bakar	"As I mentioned at the beginning, it's a top issue, especially in our industry, because we have a shortage of personnel, and many people changed professions during the Corona period. (...) Yes, and then you also have to invest a little money. That's how I should put it, plain and simple. Employer Branding simply requires a budget. Yes, and you can see that in some of the hotel companies it works well. In any case, it is very valuable. And it must be implemented in the future, because otherwise you fall by the wayside and are forgotten."

Table 13: Employer Branding in the hotel industry

In the last question, the respondents present their opinion on the current state of Employer Branding in the hotel industry. There is an acknowledgment that the industry has been slow to adopt effective Employer Branding strategies, possibly due to a lack of awareness, resources, or a reluctance to change. However, there definitely is recognition of the industry's potential to use Employer Branding, including social media, to its advantage. The research found also confirmed that such an industry as the hotel industry is more labor-intensive than others but also mentioned the question of the responsibility of Employer Branding in a company as an interesting factor, which was not included in any of the participants answers (Gehrels & Looij,

2011). Although, by adopting an effective Employer Branding strategy, especially the hotel industry can establish itself as an appealing employer and effectively compete for highly skilled talent in a nowadays competitive labor market.

5   Conclusion and Recommendations

The main aim of this study is to investigate and analyze the correlation between Employer Branding in the hotel industry and the development of new media over recent years, focusing also on how these platforms have further influenced the recruitment process. By exploring this relationship, the study aims to provide insights into the potential benefits that come from effectively using new media platforms for Employer Branding purposes within the hotel industry.

The findings of both the examination of the theoretical part and research analysis revealed, that the new media indeed has an influence on Employer Branding and its development in the hotel industry. Thereupon, the use of new media in Employer Branding strategies is proven to positively impact the attractiveness of companies as an employer, in theory as well as in practice. In recent years, employer branding has indeed gained immense popularity and importance among many industries, including the hotel industry. As the significance of attracting and retaining the right talent becomes increasingly crucial for achieving success among strong competition, research has demonstrated that having the right Employer Branding strategy can greatly contribute to this objective. Additionally, according to research made during the writing process, it was found that not only the hotel industry is influenced by the development of Employer Branding, but also other industries like the insurance industry, rely on new media for communicating their employer brand effectively.

Based on extensive research during the writing process of my thesis, the hypothesis can be validated and proven right. The empirical evidence gathered demonstrates that through strategic usage of new media platforms, specifically within industries such as the hotel industry, can develop an employer branding strategy that not only attracts and retains top talent but also establishes a strong company culture and enhances overall brand attractiveness, leading to a sustained competitive advantage. These research findings throughout the paper strongly support the hypothesis, emphasizing again the importance of using new media platforms for effective Employer Branding.

Along with the hypothesis, also the three research questions presented at the beginning of the thesis were answered properly throughout the different chapters in the thesis and have proven themselves important for the structure.

When it comes to recommendations, it is worth mentioning that companies, no matter if small or big, should deal with the topic of employer branding in connection to new media. During the interview process with only HR specialists, it was noticeable which companies work with effective Employer Branding and which do not. Since new media indeed has an impact on Employer Branding, companies in all sectors should use it to their advantage and start dealing with the new and modern way to attract top talent, which is for the younger generation new media. Additionally, further research should be done in order to keep up with the development of Employer Branding in the following years, although while doing research for this thesis it was recognizable, that the research on this topic is more advanced and plenty. Therefore, companies wanting to create a strong Employer Brand can simply do research or visit blogs or newspapers all around the topic and how to include New Media.

In conclusion, this thesis has successfully examined the development of Employer Branding in the hotel industry through new media. The findings demonstrate the significant impact of new media on shaping employer branding strategies and enhancing the overall attractiveness of companies as employers. By effectively using new media platforms, such as Instagram, Facebook or other social media channels, firms can attract and retain top talent, establish a compelling company culture, and developing a strong brand image. The thesis also highlights the advantages and challenges that arise from using new media for Employer Branding purposes and emphasizes the importance of finding the right Employer Branding Strategy, after carefully considering all the factors surrounding a good employer. The findings of this thesis provide valuable insights for companies in all industries, but especially for the hotel industry, seeking to create or enhance their Employer Branding strategies in the future.

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Appendices

Appendix 1 Interview Questions

PART ONE

7. What is your name?
8. How old are you?
9. What is your current occupation?
10. What company are you working for?
11. What is your current position?
12. What are your primary responsibilities in your position?
13. How long have your worked in Human Resources?

PART TWO

1. How important is Employer Branding generally?
2. What are the benefits of Employer Branding?
3. What are the challenges of Employer Branding?
4. Can you describe your experience working with Employer Branding in your company?
5. How has new media impacted the field in recent years?
6. How has your company used new media platforms to build and promote its Employer Brand?
7. What kind of content is most effective for engaging potential employees?
8. How important would you say, is social media in the development of Employer Branding?
9. In your opinion, what are the biggest challenges facing companies looking to develop and promote their Employer Brand through new media, and how can you overcome these challenges?
10. How does the use of new media impact the recruitment process, and what kind of skills and expertise are required for HR professionals working in this field?
11. What emerging trends do you see in the development of Employer Branding in your company, and how do you see new media shaping the future of this field?

12. (ONLY FOR THE HOTEL INDUSTRY) How do you think is the hotel industry affected by Employer Branding and how can it be used to its advantage?

Appendix 2 Interview Kathrin Gollubits

Okay then let's start with the interview. What is your name?

My name is Kathrin Gollubits.

And how old are you?

Puh, *(laughing)*, I am now 44 years old.

And what is your current occupation?

I am the EVP People & Culture at Ennismore and alongside I work at the 25hours Hotels to lead the global people function, building a holistic experience for our teams whilst remaining true to their brand values.

Then what company are you working for, even if you already mentioned it?

Yes, so I'm working for Ennismore. So, I'm actually employed with Ennismore, but you could also say at the 25-hour hotels as the brand is part of Ennismore.

What are your primary responsibilities in your position?

In my position? Splits in two main responsibilities. On the one inside I'm in charge of leading and coordinating the people and culture strategy for Ennismore Global. This includes an overall of 13 brands at the current state and approximately 30,000 employees. And parallel and this is my heart I'd say and my soul. I'm in charge of 25 hours and building the people strategy as well as leading the organization and the hotels together with the core executives.

Very good. And how long have you worked in Human Resources?

Oh well, it's a good thing that you showed me the question before because I had to think *(pause).* I am in the hotel industry since 25 years and I'm in HR since 2007 after graduating from university.

Wow. Okay, then let's get to part two. The first question is: How important is Employer Branding generally?

I believe in every big organization, it's important to think what you stand for not only as a brand and not only for your consumers but also for your most important stakeholders, your people, and that's why I believe in the past year's Employer Branding has become of great importance to any Organization no matter how big or small you are.

And what are the benefits of Employer Branding?

Well, I think if you have an honest and good approach to Employer Branding, it can actually create a great culture in an organization. It will build a good reputation for external stakeholders, and it's not only the employee but it's also nowadays that your guests or your consumers or customers are actually checking what you stand for and what is important to you. And thirdly I think it gives you clear organizational guidelines when you have thought about the different pillars, which Employer Branding comprises. It's not about branding in terms of marketing only but there's various pillars you have to consider. And I think you have a good guideline for a strategic growth, internally as well as externally.

And what do you think are the challenges of Employer Branding?

It's not just. With sustainability, I would say greenwashing. With Employer Branding, I would say brainwash. It's literally like just having cool claims or statements and beautiful people smiling from posters and banners and social media campaigns. I think it's important to create a true storyline connected to your Employer Branding so that whatever you put on your communication cards or strategy in regards to the Employer Brand, but it's honest. And at some point, you also have to be bold. You do have to differentiate from your competitors or from the market. However, every boldness has to have honesty, and if you just have a cool claim and then an employee enters your organization, and that's not what he or she experiences. Then you're all Employer Branding strategy is just for the bin.

Yeah, and can you describe your experience working with Employer Branding in your company?

When I joined 25 hours 2018, so that was already some years ago. Basically, the management had the belief they knew what they stand for. So I think it was an interesting approach to first literally ask the ones who created the brand what they stand for as an employer and that kind of was a mix of what we actually wanted to stand for our consumers and that's exactly what's should not be the case, because it's super hard for the employee to differentiate. This is now for me? Is it now for the consumer? Where do I stand in this whole picture? And it causes frustration. So it was quite the process to get the gentleman, and was all male back then, to have workshops on it. And then we involved also the people teams in the hotels. We involved absolutely everyone. So we had kind of like all the target group but it's called a work group or whatever you want to call it. Literally rethinking what the brand stands for as an EVP. What do we wanna stand for? Because it's not always what you stand for is what you want. And how do we get there and what activities, actions and activations that we have to do in order to get to where we want to be? And this is a working progress since 2018. You never stop.

And how has New Media impacted the field in the recent years?

In the recent years, is a good question. Five or ten years, because I believe a lot of companies have just neglected the fact that employers' search and activation has shifted to social media already 10 years ago. It's not a new thing. It's the same thing, like "War for talents". That has not started after covid. That's been ongoing since 15 years. It's just a matter of our industry, specifically our Industry, the hotel industry, has just ignored it. So, how does social media play an important role for us? It does. A tremendous. In 2018, already, we decided that we will base our communication strategy, when it comes to the Employer Branding, to a 100% on digital teams. So, we actually created our own Instagram channels. We created our own, back then still Facebook, because we do reach quite of the target audience still through Facebook. It's literally the parents of our future employees and we have created our own homepage, the present homepage, is I don't know. It's the homework. It's not the real work we're doing but it's just like the foundation of a lot of things. In the last couple of years, so in the last two to three years, we started CIA and CEO campaigns. So, we're actually targeting audiences through active advertising through these channels and we have expanded the network of different partners in recruitment work. So, when in 2007 hotel career was the one and only thing we're advertising and there

were literally hardly any career pages for our industry. Now, there's quite a lot on the market and it's not only the classical search machines. We're using also, working with platforms who use aggregators, we're working with agencies who help target and focus down on specific target audiences. we do a lot. We do newsletter tools or newsletter marketing also for employees or ex employees. There's basically quite a lot we're doing.

Very well. Okay. So, the next question would have been how your company has used New Media platforms to build and promote its Employer Brand, but I think you already answered that very well.

Yeah.

So, let's go to the next one which would be what kind of content is most effective for engaging potential employees?

Well, it's either people and stories about our team members. So it's literally the most liked and commented posts are posts from our employees telling stories about what they're doing and why they are working with us, and or crazy place with us. It's like literally we decided that typically with the Employer Brand we didn't want to go the road to cockiness, let's go to this way, because with 25 hours you do have those claims like "Catch Me If You Can", "let's spend the night together." So a lot of like this very catchy phrases… "come as you are" is not as catchy as all the others, but it was literally decided that we don't want to be too bold in our communication when it comes to the Employer Brand. But once in a while, we do use some of those crazy claims in the Employer Branding strategy as well and it's funny now because people want those claims. And they do work. You have to be careful, but they do work. They do not work everywhere anymore and this was also the reason, because in Dubai we cannot use "25 seconds of pains on condoms" because we cannot distribute condoms there. So that's why we decided for a more neutral Employer Brand. But yeah, crazy claims would work better.

Okay, very interesting. So how important would you say is social media for the development of Employer Branding?

I think it's one pillow. It's not the most important one. I think it goes hand in hand with your communication strategy. I think it's as important to clearly define your activities

connected to Employer Branding and what you wanna stand for and how do you get there? And then social media is one communication aspect. And the question is: is it social media, the classical platform we're talking about and CIA and CEO campaigns or is it also the social media tool you might have as an intranet? We're using workplace, which is a business platform from Meta for internal calls as well. And this was equally important to the further rollouts, because we needed the 1500 employees of 25 hours to live this brand as much as we needed the external communication channels.

Very good. Okay. So, in your opinion what are some of the biggest challenges facing a company when trying to develop and promote their Employer Brands through New Media, and how could they overcome the challenges?

I think the most difficult is creating and distributing the right content at the right time to the right target audience. I think it's the most challenging part is that you have to really know who you wanna address with what? So, you have to build your persona and I think this is very challenging in days where you literally just want to attract people. And people don't feel attracted if you attract people. So, I think that the biggest challenge is literally creating the right content and spreading it to the right target group on the right time. And doing this constantly. This requires huge efforts and it requires so much work and the outcome. what you can measure. is very little. And the big question mark is where is this going, are people actually reading social media? What about TikTok and all these crazy platforms where it's only about videos nowadays? Who creates those content as great as some influencers of crazy crazy kids honestly, don't get me wrong, but like we don't have the people who we employ are not the target audience anymore. Yeah, so it's a bit of a contradicting story.

Yeah. I can imagine. Okay. So how does the use of New Media impact the recruitment process and what kind of skills and expertise are required for HR professionals working in this field?

Well, I think there will always be different competences needed in HR. But if we're talking about recruitment experts only, I believe that an equipment expert has to be a social media expert at the same time and he or she needs to be very much digital native. And has nothing to do with age and I'm not talking about the generation called like this, but you have to be very IT savvy and social media savvy to to get the most out of the different tools. It's not about advertising the job nowadays. It's about

actively approaching the various target audiences through direct approach through campaigns, different activation activities, and this is, that's more graphics and art director than it is HR. And e-commerce. It's like it's literally, it's eCommerce. It's yeah, it's not HR. And you have to be fast.

Yeah, definitely. Okay. So, what emerging trends do you see in the development of Employer Branding in your company? And how do you see New Media shaping the future of this field?

Emerging trends are definitely a change of work. Environment in terms of how people want to work, how people are willing to work, and how less, I'm missing the English word, really not reliable. It's not 100% the right word, but it's like people are literally up for six months. If they don't like one thing, they don't stick to a job anymore. They find something new. They know that they're needed, specifically in our industry. And they don't have to have to stay with the company and you have to really be precise in what you offer and what you don't want. It's getting more challenging to not overdo it as an employer. I find it extremely crazy in some companies. If I look at it what people actually offer to catch newcomers and for us that was the reason why we said, okay, we want to focus on one thing. We do the full day work week, but then we don't do bonuses for signing a contract and all these crazy things you read from various players in our industry. So, I think if you ask me, for 25 hours it's concentrating on limited things, focusing on the core of what you stand for, and not overdoing millions of things. Differentiation is the key. You have to be very, you have to offer personalize activations and activities to your team members how you do this and how much time this cost is a very different topic, but everyone wants to feel personally approached and wants to pass is individuality in focus and I think this is also where we need to go for. So, you don't have to have 78 benefits nowadays, but you have to have the right tool for the right person. At least make him feel that way. How does social media play a key in this? I think it's the communication tool of the present and the future. I don't know, the future is always a tricky question, but it's definitely that communication tool of the present. I still learned how to advertise in newspapers and I was, literally everything was still on paper. We are so far away from this now and I'm pretty sure it will get more digitalized in the future, with more videos, nothing on paper anymore, no CVS being sent, and things like that. And I think this is the transportation method, is social media. Well, whatever social media means.

Okay, and how do you think especially in the hotel industry? How is this industry affected by Employer Branding and how can they use it to its advantage? I know you mentioned it already in a few answers, but if you could just sum it up again how the hotel industry benefit from Employer Branding?

I think like in a lot of things in the hotel industry, we are always three steps behind. And the same accounts for Employer Branding. When big organizations like Ikea, any airline in the world, or any farmer industry, was already creating their EVPs and what they want to spend or and their Employer Branding strategies. We always said we cannot do it because we don't have the money which is absolute bullshit. Excuse my wording but it's just crazy. It's not true. It's just a matter of no one wanted to sit down and be honest about what are the possibilities we have and what would it cost to do it differently. So, I think a lot of our competitors or partners in the industry, whatever you are how I want to call Hilton, Marriott, Vienna House, Wyndham, or whatsoever. We are all on the right track, but we are couple years too late. So, what I think the industry should learn from what others are doing is, to focus on the main needs and don't try to overdo it. Now you read a lot of great papers, but in the end, if you ask only one or two employees or ex-employees, not what they experienced and this is just again. It's creating a picture which is not helping our industry. So, if you ask me, please create an honest Employer Brand, don't overdo it. It's like, I don't like Maritim. I don't know you've come across this but the team when they created their Employer Brand, they literally said that they're a boring organization. But it was honest. I don't know. I don't recall the statement for a 100%. But yeah because it was such an honest approach to set. You are not going to be the coolest, you're not going to have the hippest uniforms, but you get the most classic education with us, and I think that's the fair statement. So be who you are and what your actually offer. And it's the same thing, like, I would never step up and say we pay the best salaries because it's not true. But we might have the coolest uniforms. We might have the most personal approach and we might have nowadays an environment where you also go with your friends after work. So, that's what you should communicate and not something people want to read...

Definitely.

...because it's in the end they leave again if they don't deliver.

Yeah, that's how it is. Yes. Okay. Well, that was the end of the interview. So, thank you for this and your answers were very interesting, I have to say. So, thank you very much for taking the time!

Of course! Thank you!

Appendix 3 Interview Christine Knapp

Okay, let's start. First, what is your name?

Christine Knapp.

And how old are you?

I'm 41.

And what is your current occupation?

I'm working for the HR Group. And I'm in charge for all the employees in the company.

What are your primary responsibilities in your current position?

To take care of our employees, to make sure that we have enough employees and that we ensure that they have the possibility to grow in the company and that we get a lot of good talents to stay with us and also new to gain new colleagues.

How long have you worked for Human Resources or in Human Resources?

I actually started in 2020 to work in the field of Human Resources and before that, I was General Manager. And of course, during that time, I also had to deal a lot with Human Resources topics.

Okay. So then let's go to part two and start with the question of how important is employer branding generally.

I think it's very important because people want to know the purpose why they want to work for a company. So it's really important that the company knows what they're standing for and to promote that on the homepage and all social media. So the new talents that actually want to work for us really know what kind of company we are.

And what are the benefits of employer branding?

I think finding the right talents that fit to us and also to keep the talents in the company.

And what are the challenges of employer branding?

I think there's a lot out there, and the most important thing or challenge may be to to be honest enough. I think it's crucial that you're not pretending to be someone, because as soon as the people start working for you, they actually get the point of how you as an Employer are and it should really not be like that, that they choose a company and then find out that it's totally different.

Can you describe your experience working with employer branding in your company?

Well, actually interesting is that I hopped into Vienna house *(is now part of the HR Group)* with the current employer branding that is already ongoing for many years and I think it worked really really well and now we're actually in the middle of a switch. So, now there are four companies that are merged together with 4 different company cultures to be brought together. So we're actually starting from scrap and I think it's of course very very interesting to find the right values and the right content for the future employer branding we're actually starting just now.

And how has New Media impacted the field in the recent years?

I think a lot because I talked about honesty and showing who we are as employer and New Media of course has a great opportunity to do that. So you can show how it is working for us. You can show the people that are working for the company. You can show the values we actually live and the daily things we actually deal with so, it's, you can really show a great picture of what we do on a daily basis.

How has your company used New Media platforms to build and promote its employer brand?

I think we actually started using that a few years ago. So we, of course, used Facebook. I think for the classical, and how do you say, looking for staff members, new staff members and everything and then we started actually using TikTok i think two years ago. And that was brand new for us because we kind of have to find out you know, what to do on TikTok how to get some people to follow us and to like us and that's

still a field that is new for us, but I think we're doing really good. So we're trying to use that as well. And of course, a lot of platforms like LinkedIn and Xing are very important for us finding talents actually, so for that.

Yeah. And what kind of content do you think is most effective for engaging potential employees online?

I think it depends on the age. I think looking at the „best agers", it's more about showing how the company works and what the daily tasks are and on the other hand looking at the younger generation, I think it's more important showing, how we combine life and work balance, how digitalization is going on, What we do actually do to support our employees in their daily work, to make it easier. And I also think there's a fun factor that is very important for them as well. So Kind of packinG the typical things you do on a daily basis and try to create a funny content out of it. So I think that's how you get the catch them the most.

And how important would you say is social media in the development of employer branding?

Very important. Very important because social media is actually the great the greatest platform to show how we are as employers so you can you have so much possibilities to show it. You can actually go for maybe a podcast as well or you can show videos and all those possibilities are very very important to show actually the world outside the working space, who we are. And also to maybe gain back people that left us already. Yeah, I think that's also a very important thing to keep in touch.

Yeah, definitely. And in your opinion, what are the biggest challenges facing companies looking to develop and promote their employer brand through New Media and how can you overcome these challenges?

Well, I think the problem is that we're actually, that you try to be different and I think that's a hard thing because we have those typical values and things we talk about that kind of, you know, everybody wants to hear. So you have to find your path, your own path and really try to be honest again, who we actually are. Because you're not going to be everybody's darling. That's not that's possible and it's it shouldn't be actually, so be honest who you are. I think that's the most important thing and then you will also attract the people that fit into your company. So, I think that's the most challenging

part to be really honest and not to try to be everybody's darling like I said. Because that's not gonna not gonna work out.

Yeah. okay, and how does the Use of New Media impact the recruitment process and what kind of skills and expertise are required for HR professionals working in this field for your opinion.

I think HR professionals are facing a lot of challenges because they have to deal with every kind of things and a lot of us have things we do really good, and I think on the other hand you have to be open-minded to learn about things you're maybe not so comfortable with. in my case It was TikTok, so I I it took me a half a year to understand TikTok. I had my daughter telling me actually two or three times explaining it to me how it works. And after that, I tried to I signed on and I tried to go into it. And now I think I'm at the point after two years, I understand it, I think it's funny and I know how it works. So I think that's always the challenge, the big challenge we have in the HR field. And I know that especially people that work in the hotels in the HR field that they're in charge of so many things and there's so many things happening at the same time. In the hotel a lot of administrative things as well. Yeah, they hardly have time to think about employer branding and selling actually the working place outside of the hotel. So, I think that's a huge challenge, we are facing at the moment. But the impact of New Media is also something we have to explain to the HR professionals. Especially the older generation needs those explanations. They sometimes do not understand why we have to go on TikTok now and what does this really help out? It's not going to work. And so there's a lot of work to do for us just to you know, give them a hand, explain it to them. And then tried to, how do you say, motivate them to do it?

Okay, and what emerging Trends do you sign the development of employer branding in your company? And how do you see New Media shaping the future of this field?

Well, I think you just have to be open minded for things that come on now. And I recently just talked to a colleague of ours and found out that there's something new popping up in China, Lemonade. So the first thing I did I went on Google, I tried to sign i,n and I found out that in Europe you're not allowed to sign in yet. S,o I think it's it's crucial that you just you know, you keep your eyes open to what is happening? You have to try to look into the future already a little bit and be ahead of time. Yeah, and

the last years I was actually more dealing with following up on things we missed, we missed out. And now I am at the point I actually want to be one of those that do the first step.

Yeah. Okay. Okay. And the last question, how do you think is the hotel industry affected by employer branding and how can it be used to its advantage? different to other Industries maybe.

I think a lot of colleagues in the hotel industry still didn't understand that employer branding is very important. But on the other hand, I think it's also not that easy for single companies sometimes, you know to really come up with great campaigns and everything. On the other hand, I think it's a great chance and I said it a few times today already in the interview, as long as you show how you are and also single properties, like, you know, go out showing who they are as Employer.

Yeah.

I think that's the best thing you can do. So in that case, it's employer branding anyhow, already on that side. But I still think that bigger companies usually have more expertise in that field of course and small companies should really keep the focus on doing good employer branding because it's it's crucial to find the right talents.

Yeah, definitely. Okay. Thank you so much, Christine.

You're welcome.

Appendix 4 Interview Büsra Bakar

In German

Good Morning Mrs. Bakar/ *Guten Tag Frau Bakar.*

Good morning/ *Guten Tag.*

Let's start with the first question: what is your name/ *Dann starten wir doch gleich mit der ersten Frage: wäre denn was ist ihr Name?*

Well, let me introduce myself: Dr. Büsra Bakar MSc./ *Also genau, ich darf mich vorstellen Dr. Büsra Bakar MSc.*

How old are you/ *Wie alt sind sie?*

26.

And what is your current job/ *Und was ist ihr derzeitiger Beruf?*

I am Head of HR responsible for Austria and Germany/ Ich bin als Head of HR für Österreich und Deutschland zuständig.

What company do you work for/ *In welchem Unternehmen arbeiten sie denn?*

Arcotel Hotels and Resort GmbH/ *Arcotel Hotels und Resort GmbH*

And what are your main tasks in this position/ *Und was sind ihre Hauptaufgaben in dieser Position?*

Basically everything that concerns HR management, i.e. everything to do with HR are my topics and I have 850 employees under me/ *Also grundsätzlich alles was die Personalleitung betrifft, das heißt rund um Personal sind meine Themen und ich habe 850 Mitarbeiter untergestellt.*

Wow, and how long have you been working in the HR department/ *Wow und wie lange arbeiten sie schon in der Personalabteilung?*

Um since now are this year for 7 years now already. I entered the professional field very early, at the age of 19 exactly, so I have always studied part-time/ *Ähm seit jetzt sind dieses Jahr seit 7 Jahren jetzt schon. Bin sehr früh eingestiegen in die Berufsfeld damals mit 19 genau, also ich habe berufsbegleitet immer studiert.*

Then to part 2, how important is employer branding in general/ *Dann zu Teil 2, wie wichtig ist Employer Branding im Allgemeinen?*

Of course, it is a top issue now, especially in our industry, in the hotel industry, because we have a very high fluctuation rate and suffer from a very severe shortage of personnel, it is a top issue for us, employer branding, um is very highly ranked at the moment, especially after Corona/ *Das ist natürlich jetzt vor allem in unserer jetzigen Zeit bei dem Generations Wandel, ist es natürlich ein Top-Thema, vor allem auch in unsere Branche, in der Hotellerie, da wir eben eine sehr hohe Fluktuationsquote haben und sehr starken Personalmangel leiden ist es für uns ein Top*

Thema Employer Branding, ähm ist sehr hoch gerankt momentan, vor allem nach Corona.

Yes and um, what are the benefits of employer branding would you say/ *Ja und ähm, was sind die Vorteile von Employer Branding würden Sie sagen?*

There are many advantages. Of course, you can push the company with various portals and also events and so on and then also get employees here. Yes and here is then quasi branding and with the benefits then also highly increase and then here also with the personnel planning and also introduction then also to employer branding then also quasi this network use and there one comes then really also very near to persons, who are simply also qualified/ *Da gibt es viele Vorteile. Natürlich kann man hier mit diversen Portals und aber auch Veranstaltungen und so weiter das Unternehmen pushen und dann hier auch zu Mitarbeitern kommen. Ja und hier ist sich dann quasi branden und mit dem Benefits dann auch sich hoch steigern und dann hier auch bei der Personalplanung und auch Einführung dann auch zu Employer Branding dann auch quasi dieses Netzwerk nutzen und da kommt man dann wirklich auch sehr nahe zu Personen, die einfach auch qualifiziert sind.*

And what would you say are the challenges for employer branding/ *Und was würden Sie sagen sind die Herausforderungen für Employer Branding?*

Yes, so are you aksing me now general questions, because so I just think that employer branding is, simply has so many facets there is it here the difficulty or pulls the challenge to specialize in certain guidelines and the certain portals yes, because there is simply too much already goes. That's one challenge and of course you have to clearly determine what suits the company image yes, which portal which guideline which event and so on and the second challenge is of course then also in the HR area then of course to have the right employees for this, and this track which then also leads this track and also leads in the right ways/ *Ja, also fragen Sie mich da jetzt allgemeine Fragen, denn also ich glaube einfach nur, dass Employer Branding ist, einfach so viele Facetten gibt ist es hier die Schwierigkeit bzw. Zieht die Herausforderung sich zu spezialisieren in gewissen Richtlinien und den gewissen Portalen ja, weil es einfach zu viel schon geht. Das ist die eine Herausforderung und da muss man natürlich klar feststellen, was passt zum Unternehmen Bild ja, welches Portal welche Richtlinie welche Veranstaltung und so weiter und die zweite Herausforderung ist natürlich dann*

auch im HR-Bereich dann natürlich auch die richtigen Mitarbeiter dazu zu haben, und diese Schiene die dann diese Schiene auch führt und auch in die richtigen Wege leitet.

And can you describe your experience with employer branding in your company/
Und können Sie Ihre Erfahrungen mit Employer Branding in Ihrem Unternehmen beschreiben.

Yes, of course! That is such a process at the moment. Yes, we are now trying to completely redesign or redesign our HR concept strategy, because we are a family business and the structures are very clearly set and defined and, of course, we have remained pretty old school here, you can say that here and we are now on the way to that, that we are really completely new employer branding here. On Monday, we filled a new position - a recruiter with a focus on employer branding - and this position will then be responsible for ranking our brand, of course, for high-quality rankings, and then also for getting to the qualitative employees here, and that is my current challenge and also my experience here in the company, that we have to completely reorganize this. We have now already with Job Fair Vienna, which is one of the largest trade fairs in Vienna, which is now in September or in November, I think to take place with 5 to 8000 visitors, we will be there this year for the first time and we are now just looking where we can now simply become more active, in which channels in which events, that we simply work our way up/ *Ja natürlich! Das ist nämlich so ein Prozess momentan. Ja, wir versuchen jetzt nämlich gerade unser HR-konzept Strategie komplett von neu zu gestalten bzw. umzugestalten, weil wir ja ein Familienbetrieb sind und da sind die Strukturen sehr klar gesetzt und auch so definiert und natürlich sind wir hier ziemlich Old School geblieben, das darf man hier auch so aussprechen und wir sind jetzt am Wege dazu, dass wir wirklich Employer Branding hier komplett neu aufführen. Wir haben jetzt mit Montag einen eine neue Position besetzt einen Recruiter mit Schwerpunkt Employer Branding und die Position wird dann quasi dafür zuständig sein, dass wir unsere Marke ranken, natürlich hochwertige ranken und dann auch eben hier zu den qualitativen Mitarbeitern kommen und das ist so meine momentane Herausforderung und auch meine Erfahrung hier im Betrieb, dass wir diese komplett neu aufstellen müssen. Wir haben jetzt schon mit Jobmesse Wien, das ist ja eine der größten Messen in Wien, die jetzt im September oder im November, glaube ich stattfinden soll mit 5 bis 8000 Besucher, da werden wir dieses Jahr das erste mal dabei sein und wir schauen jetzt einfach nur wo können wir jetzt einfach aktiver*

werden, in welchen Kanälen in welchen Veranstaltungen, dass wir uns einfach hocharbeiten?

Very good, and how have the new media affected this area in recent years/ *Sehr gut, und wie haben sich die neuen Medien in den letzten Jahren auf diesen Bereich ausgewirkt?*

Well, I have to admit that I have been very positively surprised, because this change has been very, well, the change has been very quickly handled by companies of channels and still by companies such as Karriere.at and such various sites, which have really implemented here very great this also immediately and have here also really a great portal or like kununu and so on. Yes and there I see it already very positive and see it in a positive direction/ *Also ich bin da sehr positiv überrascht muss ich ehrlich zugeben, weil es diesen Wandel sehr, also der der Wandel ist sehr schnell abgewickelt worden von Betrieben von Kanälen und noch von Unternehmen wie z.B. Karriere.at und solche diversen Seiten, die haben hier wirklich sehr toll diese auch gleich umgesetzt und haben hier auch wirklich ein tolles Portal oder wie kununu und so weiter. Ja und da sehe ich es schon sehr positiv und sehe es in eine positive Richtung.*

And how has your company used these new media platforms to build and promote its employer brand/ *Und wie hat Ihr Unternehmen diese neuen Medienplattformen genutzt, um seine Arbeitgebermarke aufzubauen und zu fördern?*

Unfortunately, it was very little used or hardly used as well. As I said, we are still in a very flat hierarchy here and we have too little experience here in terms of modern HR, which is why not much has been done to date. So social media yes, so social media, we are of course active on Instagram we have our pages yes, but it could be much better and we could there really much more Puschen, we have for example In the headquarters or We have here only one lady who looks after the social media area and then you realize how flat these hierarchies are still. Yes, because we have 11 locations under one social media manager is simply too few here. Yes, and you can see how the structures are still in place/ *Leider wurde diese sehr wenig genutzt oder kaum auch benutzt. Wie gesagt, wir sind hier noch in einer sehr flachen Hierarchie und wir haben hier, was eben das modernen HR betrifft haben wir eben zu wenig Erfahrung im Betrieb und deswegen wurde hier bis dato noch nicht viel ausgeübt, wir sind dann guten Weg, aber wir sind noch am Anfang. Also Social Media ja, also Social Media, das*

sind wir natürlich aktiv auf Instagram haben wir unsere Seiten ja, aber es könnte viel besser sein und wir könnten da wirklich viel mehr Puschen, wir haben z.B. In der Zentrale bzw. Wir haben hier nur eine Dame, die den Social Media Bereich betreut und dann merkt man schon, wie flach diese hierachien noch sind. Ja, weil wir haben 11 Standorte unter eine Social Media Betreuerin ist hier einfach zu wenig. Ja und da merkt man schon, wie die Strukturen noch im Betrieb sind.

And what kind of content do you think is most effective when it comes to addressing potential employees via these media/ *Und welche Art von Inhalten, also jetzt über diese Medien quasi vermittelt, glauben sie, sind die effektivsten, um quasi potenzielle Mitarbeiter dann anzusprechen und zu werben?*

Of course, these are the benefits. Yes, that is the A&O, where you can then also just devalue, yes and also comes to new employees, that is, that speaks of course a very high role of course also the job ads are yes also very important. Yes, how do you design a job advertisement. Please don't take an example from our job ads now (laughs), but simply that one really designs the digital and also really makes it more attractive. Of course, it is now also in the conversation, the four days is week yes, that is now also a new trend that has come to it and yes with such with such points you can definitely make a difference, definitely/ *Natürlich sind das die Benefits. Ja, das ist das A&O, wo man dann auch einfach nur abwerten kann, ja und auch zu neuen Mitarbeiter kommt, das heißt, dass das spricht natürlich eine sehr hohe Rolle natürlich auch die Stellenanzeigen sind ja auch sehr wichtig. Ja, wie gestaltet man eine Stellenanzeige. Bitte nehmen Sie jetzt kein Beispiel aus unseren Stellenanzeigen (lacht), aber einfach nur, dass man das wirklich die digitale gestaltet und auch wirklich attraktiver gestaltet. Natürlich ist es jetzt auch im Gespräch, die vier Tage ist Woche ja, das ist jetzt auch ein neuer Trend, der dazu gekommen ist und ja mit solchen mit solchen Punkten kann man auf jeden Fall was bewirken, auf jeden Fall.*

And how important do you think social media are for the development of the employer brand, so to speak, for the development of employer branding in the futur/ *Und wie wichtig sind ihre Meinung nach den sozialen Medien für die Entwicklung der Arbeitgebermarke, also quasi für die Entwicklung von einem Employer Branding in Zukunft?*

Very, very important, because here you simply address target groups that you simply could not reach in this way. Yes, and this is simply a great opportunity to address diverse and different target groups/ *Sehr hoch sehr hoch, weil man hier einfach natürlich Zielgruppen anspricht, die man so einfach nicht erreichen könnte. Ja und das ist einfach eine tolle Chance hier diverse und verschiedene Zielgruppen anzusprechen.*

And what do you think are the biggest challenges for companies that use new media to develop and promote their employer branding measures, and how can they meet or overcome these challenges/ *Und was sind ihre Meinung nach der größten Herausforderung für Unternehmen, die ihre Employer Branding Maßnahme über neue Medien quasi entwickeln und fördern und wie könnte man diese Herausforderung quasi bestehen oder bewältigen?*

Well, that is now anyway in our situation at the moment at Arcotel, we are now facing the challenge. My first step was to really hire a recruiter with a focus on employer branding, so that we really do have a person in the company who takes responsibility for employer branding and contributes ideas. That means that the first step would be to really define who is going to take on this role in the company in terms of employer branding and then, of course, brainstorming about how and which model simply suits us in the company and simply defining clear structures here as to how we would now like to continue. My focus is now simply on the fact that we really change our jobs where many job advertisements, change for our website, more with videos and so on, bring more digitization with and in consequence of course then also at events are there like on the job measure, about which I have already reported Habe and such topics I think, you need clear structures and you have to approach this step by step, so it won't be possible all at once, because of course during the time when you hire a new employee, onboarding is still taking place and that shouldn't suffer either, so you should approach it calmly and strategically/ *Also, das ist jetzt eh sowieso in unserer Situation momentan bei Arcotel, wir stehen jetzt vor der Herausforderung. Mein erster Schritt, war es jetzt noch mal wirklich einen Recruiter einzustellen, mit dem Schwerpunkt Employer Branding, dass wir quasi wirklich auch eine Person im Betrieb auch haben, der hier die Verantwortung übernimmt für Employer Branding und Ideen noch einbringt. Das heißt, das wäre mal der erste Schritt mal wirklich zu definieren, wer übernimmt überhaupt diese Rolle im Betrieb über Employer Branding und dann natürlich Brainstorming wie und welches Modell passt einfach zu uns im Betrieb und*

einfach hier zu definieren klare Strukturen zu stellen, wie man jetzt weiterführen möchte. Mein äh Fokus ist jetzt einfach darauf gerichtet, dass wir wirklich unsere Stellen wo viele Stellenanzeigen ändern, für unsere Webseite ändern, mehr mit Videos und so weiter, mehr Digitalisierung mit einbringen und in Folge natürlich dann auch bei Veranstaltungen dabei sind wie auf den Job messen, worüber ich schon berichtet Habe und solche Themen halte ich glaube, da braucht man klare Strukturen und man müsste dieses Step by Step angehen, also auf einmal wird es nicht möglich sein, weil natürlich in der Zeit, wenn man einen neuen Mitarbeiter einstellt, findet ja das Onboarding noch statt und das sollte auch nicht darunter leiden, deswegen sollte man das in Ruhe und strategische angehen.

And, uh, how does the new media or the use of new media affect the recruiting process and what skills and expertise do people in the HR department need in order to deal with social media/ *Und äh, wie wirkt sich wie wirken sich die neuen Medien oder Einsatz der neuen Medien auf den Recruiting Prozess aus und welche Fähigkeiten und Fachkenntnisse brauchen eben Leute in der Personalabteilung, um quasi auch mit Social Media umzugehen?*

Here, of course, it is very important to understand the dynamics. Yes, that you understand the dynamics of the various platforms. Yes, like for example LinkedIn , which is a platform where we really only job ads that are in a management position, because no house keeper or any such positions with us in the hotel industry, is not sponsored on LinkedIn and is not made aware of LinkedIn here, because there is this track, not here and then you just have to do my analysis. Well in which platform do the following job ads belong. Yes, that is very important and that you then proceed strategically again and use various channels for the various job ads. That is of course variable, there one must have this feeling and of course it is then important for the person that simply also a little creativity with speaks. Yes, that here the job advertisements are also really designed and yet the whole slides and also our profile, that is easier attractive and there is of course another factor. Of course, it must be in the German-speaking area, that is, the findings are also very important. Yes, well, I have had many applicants, of course, who were here in the German level anyway very very low-generous or to an extent of B1 B2 and that is simply not in the dimension, because we simply still need someone here who simply speaks fluent German/ *Hier ist natürlich ganz wichtig, dass man einmal die Dynamik versteht. Ja, das man die*

Dynamik der verschiedenen Plattformen verstehen. Ja, wie zum Beispiel LinkedIn , das ist eine Plattform, wo wir wirklich nur Stellenanzeigen, die in einer Managementposition sind, weil kein Haus-Keeper oder irgend solche Positionen bei uns in der Hotellerie, wird nicht auf LinkedIn gesponsert und wird hier nicht auf LinkedIn aufmerksam gemacht, weil es diese Schiene, hier nicht gibt und dann muss man eben meine Analyse durchführen. Gut in welche Plattform gehören die folgenden Stellenanzeigen. Ja, das ist ganz wichtig und dass man hier dann eben wieder strategisch vorgeht und diverse Kanäle für die für diverse Stellenanzeigen nutzt. Das ist natürlich variabel, da muss man dieses Gefühl haben und natürlich ist es dann wichtig für die Person das einfach auch ein bisschen Kreativität mit einspricht. Ja, das hier die Stellenanzeigen auch wirklich so gestaltet werden und doch die ganzen Slides und auch unser Profil, das ist einfacher attraktiv ist und da ist natürlich ein weiterer Faktor. Natürlich muss es im deutschsprachigen Raum sein, das heißt, das sind die Erkenntnisse auch sehr wichtig. Ja, also, ich habe nämlich viele Bewerber natürlich gehabt, die hier im Deutsch Level eh sehr sehr geringzügig waren bzw. in einem Ausmaß von B1 B2 und das liegt einfach nicht im in der Dimension, weil wir einfach schon noch hier jemanden benötigen, der einfach fließend Deutsch spricht.

And what new trends do you see now, especially in the development of employer branding in your company, and how will new media, for example, flow into this area in your opinion in the future/ *Und welche neuen Trends sehen sie jetzt vor allem in der Entwicklung von Employer Branding in Ihrem Unternehmen und wie werden auch neue Medien z.B. ihrer Meinung nach in der Zukunft in diesem Bereich bei euch einfließen?*

So in any case, as I said, we're going to redesign our careers page, that's going to be our highlight, so it's going to be covered with videos and so on. That is, we will really look to let our creativity speak here and further that of course we are now recently using LinkedIn very actively for management positions, I have for example my recruiters also taken through LinkedIn, so, I got the application in. Management positions, there lies in we are now in contact with karriere.at and there we would like to lead now also a step further that we simply participate here as a company and otherwise we are rather "Hotel Carreers" we are active anyway. Yes, but it is simply not enough/ *Also auf jeden Fall, wie gesagt, wir werden unsere Karriere Seite umgestalten, das wird so unser Highlight sein, also mit Videos und so weiter überspielt*

wird. Das heißt, da werden wir wirklich schauen, dass wir hier unsere Kreativität sprechen lassen und weiter das natürlich nutzen wir jetzt neulich LinkedIn sehr aktiv für Management Positionen, ich habe zum Beispiel meine Recruiter auch durch LinkedIn aufgenommen, also, da habe ich die Bewerbung reinbekommen. Management Positionen, da liegt in wir sind jetzt in Kontakt mit karriere.at und da möchten wir jetzt auch einen Schritt weiter führen, dass wir hier als Unternehmen einfach mitwirken und sonst sind wir eher „Hotel Carreers" sind wir eh aktiv. Ja, aber es ist einfach nicht ausreichend.

And the last question specifically for the hotel industry, and that is how do you think employer branding, um sort of, how does employer branding influence and how can it be used to advantage in the hotel industry, now comparatively with other industries/ *Und die letzte Frage speziell für die Hotelindustrie, und zwar wie wird in der Hotelbranche ihrer Meinung nach Employer Branding, ähm quasi, wie beeinflusst Employer Branding und wie kann es in der Hotelbranche zum Vorteil genutzt werden, jetzt vergleichend mit anderen Branchen?*

As mentioned at the beginning, it is a top issue, especially in our industry, because we have a shortage of personnel, in the Corona period many have also changed their profession. Yes, it plays a very important role that we strengthen our employer branding. There are many competitors who are already doing a great job of this. Yes, of course there are examples where we can look at these and say that it works. Yes, and then you also have to invest a little money. That's how I can put it, plain and simple. Employer branding simply requires a budget. Yes, and uh, you can see that in some of the hotel companies that it works well. In any case, it is very valuable. And it must also be implemented in the future, because otherwise you will fall by the wayside and you will be forgotten/ *Wie am Anfang auch erwähnt, es ist ein Topthema vor allem in unsere Branche, weil wir Personal Mangel haben, in der Corona-Zeit haben viele auch den Beruf gewechselt. Ja, da spielt es wirklich sehr hoch natürlich die Rolle, dass wir hier ein Employer Branding stärken. Es gibt viele Konkurrenten, die das auch schon toll durchführen. Ja, da gibt es natürlich Beispiele dazu, wo wir uns diese auch natürlich abschauen können und sagen können, das funktioniert. Ja und dann muss man halt auch ein bisschen Geld in die Hand nehmen. So darf ich das auch ausdrücken, also klipp und klar. Es ist nämlich so für Employer Branding braucht man einfach ein Budget. Ja und äh, das sieht man einfach natürlich in manchen der Betriebe*

Hotelbetriebe, dass das auch gut funktioniert. Es ist auf jeden Fall sehr wertvoll. Und es muss auch in Zukunft umgesetzt werden, weil sonst bleibt man auf der Strecke und man kommt ins vergessen.

Yes, very important. Okay. Thank you, um, that's actually it again. Thank you so much for the great interview and your time/ *Ja, sehr wichtig. Okay. Danke, ähm, das war's eigentlich auch schon wieder. Danke vielmals für das tolle Interview und Ihre Zeit.*

Thank you as well. It was a pleasure/ *Danke Ihnen auch. Hat mich sehr gefreut!*

Appendix 5 Interview Melanie Puhm

in German

Then let's start with the first question: What is yourname/ *Dann starten wir nun mit der ersten Frage: Was ist denn ihr Name?*

Melanie Puhm.

And how old are you/ *Und wie alt sind sie?*

25.

And what is your current profession/ *Und was ist ihr derzeitiger Beruf?*

I am a current HR Business Partner and Recruiting and Employer Branding Specialist at Generali Versicherung GmbH/ *Ich bin aktuelle HR Business Partnerin und Recruiting und Employer Branding Spezialistin in der Generali Versicherung GmbH.*

The next question would be which company do you work for, which is Generali, as you said. And what are your main tasks in your position/ *Die nächste Frage wäre für welches Unternehmen sie arbeiten, also für die Generali, wie sie schon gesagt haben. Und was sind ihre Hauptaufgaben in ihre Position?*

Um, so the one, so it's kind of a little bit divided into three topics. Um, so as an HR Business Partner, you're sort of a strategic but also operational partner for the managers and the employees, there, that is, from the beginning of a vacant position through recruiting and then the second, so the second thematic block comes in, so to

speak, um about recruiting hiring a person and about all HR topics that arise, so to speak, over the employee lifecycle, These are the responsibility of the HR business partner and are always closely coordinated with payroll accounting, and on the other hand, in the employer branding area, to position the company as an attractive employer in the labor market and to observe all the trends and make sure that we are up to date in order to attract new employees, but on the other hand, of course, also to retain the current employees, i.e. the retention issue/ *Ähm, also das eine, also es ist sozusagen ein bisschen in drei Themenblöcke gegliedert. Ähm, also als HR Business Partnerin ist man sozusagen als strategische aber auch operative Partnerin für die Führungskräfte und die Mitarbeiter, da, das heißt ab dem Beginn einer vakanten Position über das Recruiting und da kommt dann die zweite also der zweite Themenblock sozusagen mit rein, ähm über Recruiting Einstellung einer Person und über alle HR Themen die sozusagen über den Employee Lifecycle anfallen, die sind eben beim HR Business Partner angesiedelt und immer in ganzer enger Abstimmung auch mit der Personalverrechnung und auf der anderen Seite im Employer Branding Bereich eben das Unternehmen einfach als attraktive Arbeitgeberin Arbeitsmarkt zu positionieren und da auch einfach immer die ganzen Trends auch zu beobachten und zu schauen, dass man auch am aktuellsten Stand ist, um eben neue Mitarbeiter auch zu bekommen, aber auf der anderen Seite natürlich auch die derzeitigen, also die Mitarbeiter die schon da sind auch zu halten, also das Retention Thema.*

And how long have you been working in the HR department/ *Und wie lange arbeiten sie schon in der Personalabteilung?*

Almost five years in the summer, then it will be five years exactly/ *Fast fünf Jahre im Sommer, dann wären es fünf Jahre genau.*

Well, let's move on to part 2 and the first question, which is how important is employer branding in general/ *Gut, dann gehen wir schon zu Teil 2 und zur ersten Frage, die wäre wie wichtig ist Employer Branding denn im Allgemeinen?*

Um, very important, the situation on the labor market has simply changed a lot over the last few years, we simply see that there is a total change, there are a lot of jobs that are advertised, all companies are desperately looking for talent, and of course it is important that you position yourself as an attractive employer and simply have an authentic external presence in order to draw attention to yourself/ *Ähm sehr wichtig,*

es hat sich über die letzten Jahre auch die Arbeitsmarktsituation einfach sehr stark verändert, wir sehen einfach, dass der totale Wandel da ist, es gibt sehr viele Jobs, die ausgeschrieben sind, alle Unternehmen suchen händeringend nach Talenten und da ist es natürlich wichtig, dass man sich als attraktiver ArbeitgeberIn positioniert und ja auch einfach authentisch einen Auftritt nach außen zu haben, um dann eben aufmerksam auf sich zu machen.

And what would you say are the advantages of employer branding/ *Und was würden Sie sagen sind die Vorteile von Employer Branding?*

By positioning yourself attractively on the market and addressing specific target groups of applicants and people, it is of course an advantage to increase the quality of applications if it is accurate. So that you generate a bit of accuracy, so to speak, so that suitable applicants and talents actually apply for the job and, of course, also the retention issue on the other hand. In other words, you have to present yourself to the outside world as authentically as you do on the inside, so that the applicants feel just as comfortable in the company as it was presented to them, so to speak, and to increase retention/ *Dadurch, dass man sich eben sozusagen attraktiv eben auch positioniert am Markt und auch Zielgruppen spezifisch die Bewerber und die Personen anspricht ist es natürlich ein Vorteil, wenn das treffgenau ist, dass man halt die Qualität auch der Bewerbungen steigert. Also, dass man da ein bisschen Treff-Genauigkeit sozusagen generiert so dass passenden Bewerber und Talente sich auf die Stelle dann tatsächlich auch bewerben und natürlich auch auf der anderen Seite dann auch das Retention Thema. Also, dass man sich auch nach außen hin sozusagen authentisch so wie es auch noch innen gelebt wird auch zeigt damit auch natürlich dann die Bewerber sich dann im Unternehmen auch genauso wohl fühlen, wie es ihnen so zu sagen auch vorgestellt wurde und so das Retention Thema dann natürlich auch zu steigern.*

And what are the challenges of employer branding/ *Und was sind die Herausforderungen von Employer Branding?*

I would say that the current labor market situation is the same for all companies. It is difficult to stand out, but in a certain way, as it also simply still fits for the company also for authenticitycity. The retirement wave is imminent, i.e. the entire baby boomer generation, which will now also retire in the coming years, you also need

successors in this case and of course the generation also opposes the topic a bit in terms of the higher willingness to change, so I think that is also a challenge that companies simply have to learn to deal with in the future. Yes, that it was perhaps more common in the past for someone to have been with an employer for 30 years and that this simply looks a bit different today with the new generation and that the willingness to change is simply different/ *Ich würde sagen aktuell, die die Arbeitsmarkt Situation also es geht allen Unternehmen einfach gleich. Es ist es ist schwierig sich natürlich auch bisschen ja ein abzuheben, aber auf eine gewisse Art und Weise, wie es auch einfach noch für das Unternehmen auch für die Authentizität auch passt. Die Pensionierungswelle steht bevor, also die ganze Babyboomer Generation, die jetzt auch in den kommenden Jahren in Pension gehen wird, man braucht eben in dem Fall dann auch Nachfolger Nachfolgerinnen und natürlich steht dem Thema auch die bisschen die Generation auch entgegen hinsichtlich der höheren Wechselbereitschaft, also, das ist auch glaube ich eine Herausforderung, mit der Unternehmen einfach in Zukunft auch umgehen lernen müssen. Ja, das es natürlich früher vielleicht üblicher war das jemand 30 Jahre bei einem Dienstgeber war und das heute einfach bei der bei der neuen Generation ein bisschen anders aussieht und da die Wechselbereitschaft einfach eine andere ist.*

Can you describe your experience with employer branding in your company/ *Können Sie Ihre Erfahrung mit dem Employer Branding in Ihrem Unternehmen beschreiben?*

Yes, with pleasure, it was actually very exciting. The topic has also grown a lot for us internally in recent years due to the given circumstances on the market, we started a large employer branding project four years ago, it's been a while now, where we still worked out our employer value proposition with focus groups and um and then also revised our entire external appearance, so we also designed it a bit more modern, we went away a bit from these classic phrases in the advertisements. So, we had my striking example to call earlier in the advertisement stand we ask the usual social benefits of a large concern. Of course, you can not imagine much under it as apply now, we have now steered a bit to the whole thing in the direction that you say okay, what do we offer as a company. To present our benefits a bit more to the outside world, so to speak, we have completely redesigned our advertisements, the applicant correspondence, so that the whole communication with the applicants but also our

website and all our employer profiles, so that everything has had a red thread to the outside world, of course, that we are so to speak modern and also "state of the art" but and then present and of course towards them we just looked that we with so our employees there simply in the whole also with one refer, because we wanted to let it just as authentically as possible also simply in our project flow and our appearance and that was very important to us there that the inside and the outside still agree very well/ *Ja, gerne, es war eigentlich sehr spannend. Das Thema ist auch bei uns intern in den letzten Jahren sehr gewachsen aufgrund der gegebenen Umstände auf dem Markt, wir haben vor vier Jahren, ist es mittlerweile her, ein großes Employer Branding Projekt doch gestartet, wo wir unsere employer value proposition noch erarbeitet haben mit Fokusgruppen und ähm und dann auch unsere unser ganzen Außenauftritt auch überarbeitet haben, also bisschen moderner auch gestaltet haben auch, wir sind bisschen weggegangen von diesen klassischen Floskeln in den Inseraten. Also, wir hatten mein plakatives Beispiel zu nennen früher im Inserat stehen wir bitten die üblichen Sozialleistungen eines Großkonzerns. Natürlich kann man sich da drunter als bewerben jetzt nicht viel vorstellen, wir haben jetzt ein bisschen auf das Ganze in die Richtung gelenkt, dass man sagen okay, was bieten wir als Unternehmen. Unsere Benefits sozusagen nach außen hin ein bisschen mehr zu präsentieren, wir haben unsere Inserate komplett neu gestaltet, die Bewerber Korrespondenz, also, dass das ganze Kommunikation mit dem Bewerbern aber auch unsere Website und alle unsere Arbeitgeber Profile, also das hat alles nach außen hin natürlich dann einen roten Faden gehabt, dass wir da sozusagen modern und auch „state of the art" doch und dann präsentieren und natürlich nach ihnen hin haben wir eben geschaut, dass wir mit also unsere Mitarbeiter da einfach in das Ganze auch mit einem beziehen, weil wir es eben so authentisch wie möglich auch einfach in unserem Projekt einfließen lassen wollten und unsere Auftreten und das war uns da ganz wichtig, dass das innen und das außen noch übereinstimmt sehr gut.*

And how would you say the new media have affected this area in recent years/ *Und wie würden Sie sagen haben sich die neuen Medien in den letzten Jahren auf diesem Bereich ausgewirkt?*

Very strongly, so the classic print ad is no longer necessarily as attractive as it might have been in the past. Everything has simply switched to this, i.e. to the platforms, the social media, and the topic of social media recruiting in particular is currently a very

hot topic with, of course, having a social media profile on the one hand and posting is one thing, but also being able to address passive seekers through jobs, so there are a lot of possibilities at the moment/ *Schon sehr stark, also das klassische Print Inserat zieht jetzt nicht unbedingt mehr ganz so wie es vielleicht früher war. Es hat sich einfach alles auf dieses also auf die Plattformen, die Sozialen Medien umgehen, umgeswitcht und auch gerade das Thema Social Media Recruiting ist ja aktuell ein sehr brennendes Thema mit natürlich auf der einen Seite dann Social Media Profil zu haben und zu posten ist das eine aber eben auch durch Jobs da auch ja passiv Suchende auch ansprechen zu können, also, es gibt da schon sehr sehr viele Möglichkeiten momentan.*

How did your company use the media platforms to build up and then promote the employer brand/ *Wie hat Ihr Unternehmen den Medienplattformen genutzt, um quasi die Arbeitgebermarke oder die Employer Brand aufzubauen und dann auch zu fördern?*

Um, we have completely overhauled our entire website, i.e. our careers page, and we have looked at, analyzed and revised the various job platforms, i.e. all the places where we appear as an employer. We also went over to the topic of video formats, simply in order to explain some topics even more and um yes, the current generation simply watches more videos, that this has simply changed a bit and that's also nice, that's why we also jumped on this trend, so to speak. We have launched a digital employee referral program. And yes, we still have social media profiles regularly, um exactly the topic of social media recruiting is currently on the table and is being worked on so to speak/ *Ähm, wir haben unsere komplette Website, also unsere Karriere Seite mal komplett überarbeitet, wir haben eben gesagt auf die diversen Job Plattformen, also alle überall da wo wir als Arbeitgeber, Arbeitgeberin auftreten, uns angeschaut, analysiert und überarbeitet. Wir sind auf das Thema Videoformate auch übergegangen, einfach um da auch manche Themen noch mehr zu erklären und ähm ja, die jetzige Generation schaut einfach mehr Videos, dass das hat sich einfach ein bisschen geändert und das ist auch schön, deswegen sind wir auch auf diesen Trend sozusagen auch aufgesprungen. Wir haben ein digitales Mitarbeiter Empfehlungsprogramm ins Leben gerufen. Und ja, Social Media Profile haben wir Post noch regelmäßig, ähm genau das Thema Social Media Recruiting ist aktuell gerade auf dem Tisch und wird sozusagen bearbeitet.*

What kind of content do you think is most effective for addressing potential employees/ *Welche Art von Inhalten, meinen sie sind am effektivsten, um potentielle Mitarbeiter dann eben anzusprechen?*

Um, I would say authentic content, that is, authentic content that, as I mentioned briefly before, simply has to match internally and externally, that is, what you live internally, to present that externally and not to make any false promises, that doesn't help, because the person then starts in the company and preferably has already dealt with the cultures and everything around them, or has already been told how that is lived in the company, so to speak. And that hopefully also increases the affiliation, i.e. the retention afterwards/ *Ähm, ich würde sagen authentischer content, also authentischer Inhalt, das wie ich es vorher schon kurz erwähnt habe, es muss einfach nach innen und nach außen übereinstimmen, also das was man nach innen lebt, das so nach außen noch zu präsentieren und jetzt keine falschen Versprechen zu geben, das bringt doch nichts, weil die die Person beginnt dann im Unternehmen und vorzugsweise hat sie sich vorher schon mit der Kulturen und mit allem Drumherum auseinandergesetzt oder wurde ja schon erzählt, wie das sozusagen im Unternehmen gelebt wird. Und das ja steigert dann hoffentlich natürlich auch die die Zugehörigkeit, also die Retention danach wieder.*

And, uh, how important do you think social media are for the development and advancement of the employer brand/ *Und äh, wie wichtig sind ihre Meinung nach die sozialen Medien für die Entwicklung und Weiterentwicklung der Employer Brand?*

Yes, important, because people now spend a lot of time in social media, um, so to speak, and also that the topic of fast-moving is also just totally yes advanced, so you also have to react quickly to everything, you can see, for example, on rating sheets and yes various trends is simply there, exactly/ *Ja, wichtig, weil mittlerweile die Leute sehr viel Zeit auch in sind sozialen Medien, ähm sozusagen verbringen und auch dass das Thema Schnelllebigkeit auch einfach total ja fortgeschritten ist, also man muss auch schnell reagieren auf alles, man sieht doch z.B. auf bewertungsblattformen und ja diverse Trends ist einfach gibt, genau.*

And what do you think are the biggest challenges for companies that want to develop and promote their employer brand via new media, and how can they

overcome these challenges/ *Und was sind ihre Meinung nach die größten Herausforderungen für Unternehmen, die ihre Employer Brand über neue Medien weiterentwickeln und fördern wollen und wie können sie diese Herausforderungen bewältigen?*

In principle, what I just mentioned, that is, this very fast pace, I would say, is quite a challenge to always be up to date quickly, so to speak, to also implement the trends, yes, to react to evaluations. Yes, so to start there and just to see that you have an overview of what I'm doing on the market and what the competition is doing, just to observe that and also to always be able to start as quickly as possible/ *Im Prinzip das, was ich gerade erwähnt, habe, also gerade diese Schnelllebigkeit würde ich sagen ist schon eine ziemliche Herausforderung immer am aktuellsten Stand zu sein schnell sozusagen, die Trends auch umzusetzen ja, Bewertungen zu reagieren. Ja, also da anzusetzen und einfach zu schauen, dass man den Überblick hat, was ich auch am Markt tut auch was der Mitbewerb tut, einfach das zu beobachten und auch immer schnellst wie möglich auch ansetzen zu können.*

Yes, in any case, and how does the use of new media affect the recruiting process, and what skills and expertise are now responsible or beneficial for HR managers in this area/ *Ja auf jeden Fall und wie wirkt sich der Einsatz der neuen Medien auf den Recruiting Prozess auf und welche Fähigkeiten und Fachkenntnisse sind mittlerweile für Personalverantwortliche in diesem Bereich verantwortlich oder förderlich?*

Well, I would say that it has an effect in that, on the one hand, you can control the number or quality of applications a bit through the various possibilities that you have in employer branding and various approaches that you are pursuing, but of course also the issue that passive seekers are, um, attracted to you. That you make passive seekers aware of you and actually also passive seekers then apply people who were perhaps not even looking for a job and are the job just on the social media or platform, wherever coincidentally seen and that are also often quite exciting profiles simply and that you also make them aware of you, so that I would say is also a very big plus point that you can start there um on this topic and yes what skills or expertise are necessary for this of course with the HR business simply also always basically know about the topic of recruiting, Yes, to always be up to date, I think the important thing is that you simply burn for the topic, that you are simply so interested in the content that you also like to look at the latest trends, that you are always educating yourself a bit

further in the digital affinity, that you are developing further and that the social media topic is not a foreign word now, but that you simply read into the latest trends again and again and simply push that internally and externally/ *Also, ich würde sagen, es wirkt sich insofern aus, dass man ja einerseits die die Anzahl oder die Qualität der Bewerbungen eben dadurch ein bisschen steuern kann durch die diversen Möglichkeiten die man im Employer Branding gegeben hat und diversen Ansätze, die man da verfolgt, aber natürlich auch das Thema, dass sich passiv Suchende ähm. Dass man passiv suchende auf sich aufmerksam macht und sich eigentlich auch passiv suchende da dann bewerben Personen die vielleicht gar nicht auf Jobsuche waren und sind den Job eben auf den sozialen Medien oder Plattform, wo auch immer zufälligerweise gesehen haben und das auch oft ganz spannende Profile auch einfach sind und dass man die auch auf sich aufmerksam macht, also das das würde ich sagen ist auch ein sehr großer Pluspunkt, dass man da ähm an diesem Thema ansetzen kann und ja was welches Skills oder Expertise dafür notwendig sind natürlich sich mit dem HR-geschäft einfach auch immer grundsätzlich auszukennen mit dem Thema Recruiting, ja immer auf dem neuesten Stand zu sein, ich glaube das Wichtige ist auch dass man einfach für das Thema brennt, dass man, das ist einfach einen so sehr auch inhaltlich interessiert, dass man sich auch gerne die die aktuellsten Trends anschaut sich im digitale Affinität immer wieder bisschen weiter bildet, weiterentwickelt und auch das Social Media Thema jetzt kann kein Fremdwort ist, sondern dass man sich da auch einfach immer wieder in die neuesten Trends hinein liest hinein schaut und das einfach vorantreibt innen und nach außen hin.*

Very good. And what new trends do you see in the further development of employer branding in your company and how do you think the new media will influence the future in this area/ *Sehr gut. Und welche neuen Trends sehen sie denn bei der Weiterentwicklung von Employer Branding in Ihrem Unternehmen und wie werden die neuen Medien ihre Meinung nach die Zukunft in diesem Bereich quasi beeinflussen?*

I would say that, in principle, social media recruiting, i.e. the topic of "Drop ADS" is something that is totally on the rise now, so that you can also, so to speak, get advertisements of job postings displayed on various pages, but that is simply to remind people again and again who have perhaps already looked at this job, that is already a big, yes, big step in the direction and that is something that is currently on

the table for us, as I said, and that we are also dealing with quite intensively right now. Yes, that's what I want to give now as the outlook, so to speak/ *Da würde ich sagen jetzt im Prinzip Social Media Recruiting, also das Thema „Drop ADS" das ist was was ja jetzt total im Kommen ist, also, dass man da auch sozusagen Werbung von Job Postings auch auf diversen Seiten aber angezeigt bekommen, das ist einfach um die Leute immer wieder dran zu erinnern, die sich diesen Job vielleicht schon einmal angeschaut haben, das ist schon ein großer, ja großer Schritt in die Richtung und das ist was, was bei uns, wie gesagt aktuell am Tisch liegt und zwar mit wir uns auch gerade ganz intensiv auseinandersetzen. Ja, das will ich jetzt mal so als den Ausblick sozusagen geben.*

Yes, actually, since the last question is for the hotel industry and you are not quite in the industry, yes, that's it with the questions/ *Ja, eigentlich, da die letzte Frage für die Hotelindustrie ist und Sie nicht so ganz in der Industrie drin sind, ja, wars das schon mit den Fragen.*

Okay, very good/ *Okay, sehr gut.*

Yes, very interesting. So, I I'm very happy now to have this insight and thank you very much for your time/ *Ja, es ist sehr interessant. Also, ich bin sehr froh den Einblick zu haben und danke Ihnen vielmals für Ihre Zeit.*

Thank you for letting me be a part of it! All the best/ *Danke dass ich dabei sein drufte! Alles Gute.*