

The impact of employer branding on the development of the Internet-recruitment company in Ukraine

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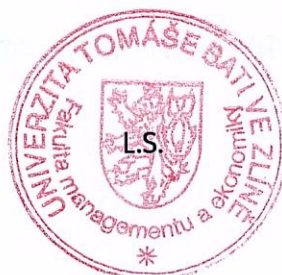
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ABSTRAKT

V dnešní době v průběhu online éry, kdy informace o společnosti, jejích produktech, jakož i pracovních podmínkách se dramaticky rychle šíří, je obtížnější přilákat odborníky, aby s ní spolupracovali. Výše platu již není významným faktorem pro uchazeče o zaměstnání.

Tato práce popisuje základy Employer Brandingu, jeho principy, techniky a nástroje, které mohou být použity pro jeho komunikaci. Vzhledem k tomu, že společnosti pracují, vyvíjejí a soutěží během éry internetu, hlavní analýza této práce je věnována online nástrojům komunikace značky zaměstnavatele. Výsledky práce zahrnují rozvinutý model pro vývoj ukrajinského pracovního poradce rabota.ua a jeho internetovou náborovou společnost, která v současné době je předním místem pro komunikaci společenské zaměstnavatelské značky. Projekt této práce obsahuje nejen analýzu, ale také podrobný plán pro realizaci, který je snadno implementovatelný v reálném podniku.

Klíčová slova: Značka zaměstnavatele, adekvátní nabídka, lidské zdroje, internetové rekrutování, IT, průmyslový marketing

ABSTRACT

Nowadays, during the times of online era when information about the company, its products as well as working conditions spread dramatically, it's getting harder for companies to attract professionals to work with them. The level of salary is no longer a significant factor for job-seekers.

This work outlines the fundamentals employer branding, its principles, techniques and tools which can be applied for its communication. Considering the fact that companies work, develop and compete in the era of Internet, the main analysis of this work is dedicated to online tools of communication the employer brand. The outcomes of the work include a developed model for developing the Ukrainian job board rabota.ua and its Internet recruitment company, which nowadays, is the leading place for communicating company's employer brand. The project of this work not only includes analysis but also a detailed plan for realization, which makes it easy-to-implement in a real business.

Keywords: Employer brand, value proposition, HR, Internet-recruiting, IT, B2B marketing

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Zlin, Czech Republic, May 2nd, 2014

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INTRODUCTION

Most would agree having a strong employer brand, a good reputation as an employer and a highly engaged workforce will deliver competitive advantage and superior financial results. The level of salary is no longer a significant factor for job-seekers. Selecting a potential employer, different candidates prefer different company values: flexibility, loyalty to tradition, dynamism, innovation and openness, etc. It's hard to influence on their choice: the candidates make decision by themselves, which is often based on emotions. Especially, when it comes to IT professionals, where most of them has extremely high salaries everywhere. That is why to attract and retain the best people and influence their decision when choosing a company a strong employer brand is needed.

A strong employer brand makes it easier for you to attract and retain talent. It positions you in the market for talent as a preferred employer. It stimulates word of mouth promotion about your organization. It helps you deliver higher levels of customer service.

Importantly it is the main driver of value from your organization's intangible assets. There are a multitude of individual initiatives that you could consider employing to realize these goals: a new recruitment campaign, a new performance management system, a 'living the brand' campaign. These approaches have all demonstrated a degree of effectiveness, but in isolation they often fail to deliver the sustainable advantages that help companies to win in the marketplace. Most of the major companies that lead the top employers' ranking are already applying some form of employer brand management, including Deutsche Bank, Adidas, Google and Philips.

I. THEORY

1 THE THEORETICAL INFORMATION ABOUT EMPLOYER BRAND CONCEPT

1.1 Internet recruiting worldwide and in Ukraine

Is it the coincidence or not but the advent of the internet and recruitment in Ukraine roughly coincided - early 90s. Their "union" began with the appearance of the first web-server designed to find staff as an alternative way to specialized print media or the headings of employment / job search. Service Human Resources ON-Line (HRO), the date of creation of which was 17 May 1996 for a fee provided the ability to post jobs from organizations and recruitment agencies. This was the beginning of e-recruitment. Further sites began to appear. Some of them were completely free then moved to a paid principle.

Nowadays, by Internet recruitment (or online recruiting) is understood the wide range of techniques in search of employees of different levels and industry sector, as well as the means of communication of the employer and the candidate using online resources (Meister, 2014).

The following types of Internet recruitment could be distinguished:

- Job boards (specialized websites dedicated to job and staff search)
- Social media (social networks: facebook.com, LinkedIn.com, Google+, etc.; blogs, forums, etc.)
- Online candidate assessment techniques (testing, interviewing on Skype, video CV etc.)
- Specialized companies' websites designed to attract candidates, or pages with information about vacancies on the corporate website
- Online diaries (blogs) which tells about the corporate culture, organizational structure, problems of the company. Those refer to a greater extent to the formation of positive perception of employer brand of the company.

All these kinds of online recruiting among themselves can be divided on the basis of the tasks that they solve: attraction, search and selection (assessment) of personnel. If we talk about the problems of "search", job boards are most often used with an additional resource

– companies' own official websites with information about the job, and finally the Social media (Simanova, 2013).

Over the past 5 years job boards have evolved from databases, they were at the beginning of its appearance, in a full service systems focused on HR needs. Websites which are famous today for the job search are trying to embody the idea of universality, combining technologies that can according to some opinions replace personnel specialists. And so, with Internet recruiting most often, personnel is involved who search through job boards.

What these sites offer to an employer? In addition to access to the resumes of applicants, where in addition to the actual and personal data can be accessed to a portfolio of candidate and even video with CV, follow the link to his profile in social networks; You will be prompted to conduct an initial assessment of the candidate using the online test - recruiting without personal contact mode to save time; filtering resume using automatic collection - if the candidate has not responded to a job, intelligent auto search will still find him . Services offered for the development of employer branded communications: the original presentation of the company, a unique visual graphic design job ads etc. Moreover - the virtual 3D tours of the company's office and virtual job fairs (Minchington, 2011).

Job sites are aimed at further intellectualization of its services (although much more) and have a question not about the prospects of Internet recruiting and on the prospects of the "real" recruiting, where at the forefront of a lively dialogue between recruiter and candidate.

What do Kforce.com, HotJobs.com, and Monster.com have in common? During the 2000 Superbowl, they advertised their employment websites on national television, reaching audiences around the world. Soon after, these Web sites became major players in the Internet-based employment business. There are millions of candidates online, reviewing hundreds of thousands of job openings listed at thousands of career sites on the web (2000). Almost 15 years ago the Association for Internet Recruiting conducted a poll on the Internet recruiting practices of 1,000 organizations. The study revealed some interesting trends.

- Over 70 percent of organizations will be spending more next year on Internet recruiting.
- Almost half of the companies polled had hired 1 to 20 percent of this year's workforce as a direct result of Internet recruiting.

- Almost 35 percent of companies with over 10,000 employees had at least one recruiter dedicated strictly to Internet recruiting.
- Over 80 percent of the organizations studied had an employment section within their company's website. (2000)

According to a survey released by SBC Internet Services, 82 percent of college graduates will use the Internet to search for job openings or information on careers, and 66 percent will actually e-mail a résumé to prospective employers.

In the last few years, the manner in which recruiting is conducted has changed dramatically. Although the basic recruitment philosophy remains the same, the technology used has had a tremendous impact on how recruitment is accomplished. Today, chefs, secretaries, firefighters, construction workers, accountants, reporters, and marketing and advertising executives, as well as people in just about every profession, use the Internet to identify job prospects. Even though the technology is still relatively new and changing quickly, it is without a doubt the wave of the future.

1.2 The employer brand concept and the necessity of developing company's employer brand

To understand employer branding, it is important to know what brands are. According to American Marketing Association Dictionary, brand is the "name, term, design, symbol, or any other feature that identifies one seller's product distinct from those of other sellers. Branding is when that idea or image is marketed so that it is recognizable by more and more people, and identified with a certain service or product when there are many other companies offering the same service or product. Advertising professionals work on branding not only to build brand recognition, but also to build good reputations and a set of standards to which the company should strive to maintain or surpass. Branding is an important part of Internet commerce, as branding allows companies to build their reputations as well as expand beyond the original product and service, and add to the revenue generated by the original brand. (Kotler, 2005)

Branding is also a way to build an important company asset, which is a good reputation. Whether a company has no reputation, or a less than stellar reputation, branding can help change that. Branding can build an expectation about the company services or products,

and can encourage the company to maintain that expectation, or exceed them, bringing better products and services to the market place.

Employer branding (employer brand development) is a set of the company's efforts to interact with existing and potential employees that make it an attractive place of work and active management of the company's image in the mind of partners, potential employees and other key stakeholders (Minchington, 2011).

The term “employer brand” was introduced to management community in 1990 by Simon Barrow, President of the People in Business. And later he determined it together with Tim Ambler a senior fellow at the London Business School in an article in *Journal of Brand Management*, published in December 1996. This academic publication was the first attempt to use the applicability of methods of brand management to human resource management. There Barrow and Ambler define employer brand as a set of functional, psychological and economic benefits provided by the employer and are identified with him.

By 2001, 40% out of 138 leading companies surveyed by Conference Board in North America stated that they were actively engaged in the development of its brand as an employer brand (Dell et al., 2001).

In 2003, *The Economist* magazine, a study was conducted among a wide range of readers, which revealed a 61% awareness of the term “employer brand” by experts in human resources management and 41% awareness in layman.

The first book devoted to the development of the employer brand, published in 2005, authored by Simon Barrow and Richard Mosley and was named “*The Employer Brand: Bringing the Best of Brand Management to People at Work*”. In this book the authors study the causes of the concept of employer brand, as well as draw attention to its historical roots of brand management. In addition, the authors point out the practical steps necessary to succeed in managing the employer brand and case studies describing Tesco, Wal-Mart, British Airways and Prêt à manger.

In 2008, the CEO of the Chartered Institute of Personnel and Development, CIPD Jackie Orme has confirmed the growing status of the subjects in his opening address to the annual conference of the CPID, accompanied his words with the observation: "When I started working in this field, no one talked about the development of employer brand. Now, it is absolutely essential part of business strategy that resonates far beyond the HR department".

It seems the growing recognition of the importance of employer branding professionals from the employer market has been repeatedly voiced in numerous publications on this subject in the U.S., Australia, Asia and Europe.

1.2.1 Employer branding defined

Employer brand is ‘the image of an organization as a ‘great place to work’ in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders). Employer branding is therefore concerned with the attraction, engagement and retention initiatives targeted at enhancing your company's employer brand.’ (Minchington, 2005).

Employer branding is a whole of business, long-term strategy for the attraction, engagement and retention of talent. An organization with a superior employment offering is one whose employer brand matches their corporate and consumer brand(s). This means the value proposition the business articulates is reflected by the actions of all people, at all levels of the business, at all times.

The employer branding process is about building and sustaining employment propositions that are unique, compelling and distinctive. Successful employer branding, it goes without saying, is built not only on the aspirations of a company, but also on its ability to deliver on its employment promise to its target audience.

The marketing concept of the brand “mix” (incorporating all of the controllable elements that contribute towards people’s experience of a brand) is just as useful to apply internally as externally.

From this perspective internal communication represents only one aspect of the employer brand mix that you may need to address. In 2005 Brett Minchington developed the Employer Brand Excellence Framework and survey tools to assist firms to audit, design, integrate and evaluate their employer brand programs. The Framework defines the critical employer brand touch points that need to be managed at the strategic and employee level. It also considers the impact of external market forces and the image of the company as an employer in the mind of customers, prospective employees and key stakeholders.

The ability to meet employees’ expectations in terms of receiving fair recognition, feeling a sense of belonging, undertaking challenging work and being provided opportunities for

growth will ultimately undermine both the market attractiveness and competitiveness of you as an employer. In the increasingly challenging labor market, organizations need to apply marketing thinking and techniques to this issue of creating meaning and relevance to current and future employees. Employer branding is one such strategy that ensures the organization is able to attract and retain the building blocks of what is rapidly becoming a firm's source of greatest competitive advantage – its human capital.

1.2.2 Managing the employer brand in an economic downturn.

Some would argue that managing your employer brand in an economic downturn is no different to managing your employer brand in an economic upturn. I would agree to some extent with this view. The main difference in how you manage your employer brand during economic cycles will depend on whether you already have a clearly defined employer brand strategy in place. Employer Brand International's 2011 Employer Branding Global Research Study found only 14% of companies have a clearly defined strategy in place (see figure 1). Interestingly, respondents also said having a clearly defined strategy is the key to achieving their employer brand strategy.

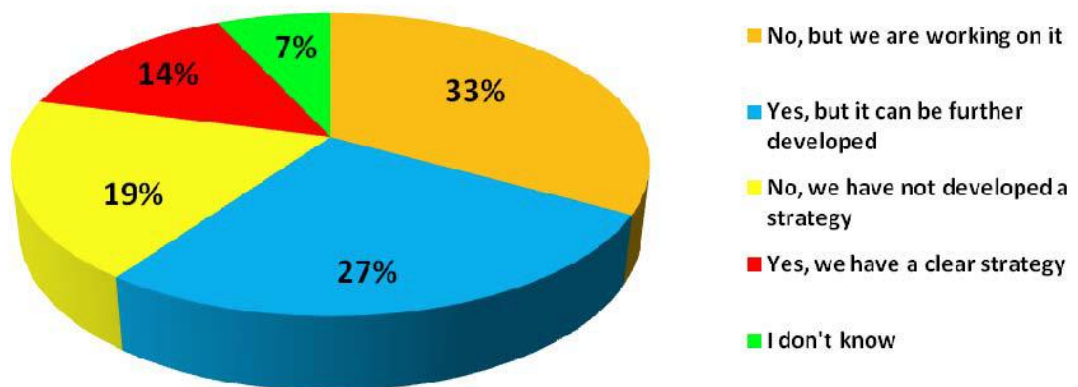


Figure 1: Has your company developed a clear employer brand strategy? (Employer Brand International, 2011)

Employer branding is both ordinary employee unit, and the top manager who prefer to work in a stable company where most everything is transparent, structured and clearly expressed prospects for development. Highly senior managers do not spend your valuable time working in dead-end uninteresting jobs even for very large salary. Every employee is

valuable and the more senior manager longs to see the results of their work, the result of time spent.

Employer brand management expands the scope of the employer brand communications through its inclusion in all aspects of employer management, which form the idea of existing and potential employees (Barrow et al., 2005). In other words, the employer brand management refers to the actual work experience (how people work in a particular company) and not just its representation, thus supporting both external recruitment of needed professionals who strive to achieve the goals of the organization, and effective employee engagement in the labor process and their maintenance.

As is the case with consumer brands, most practitioners of employer branding and author of publications on the subject say that the effectiveness of employer brand management, as in the case of brand management requires a clear employer brand proposition (Mosley et al., 2005) and regularly refer to categories of employee value proposition or employer value proposition.

According to recruiters network, employee / employer value proposition, EVP are used to indicate the balance of rewards and incentives provided to employers, in exchange for the performance of employees in the workplace. Brett Minchington determines the employee value proposition as a set of associations and offerings provided by the organization in exchange for the skills, abilities and experience that employees prefer it. EVP is an employee-oriented approach that is aligned with the existing strategic plan management personnel, so that the latter due to existing employees and external target audience.

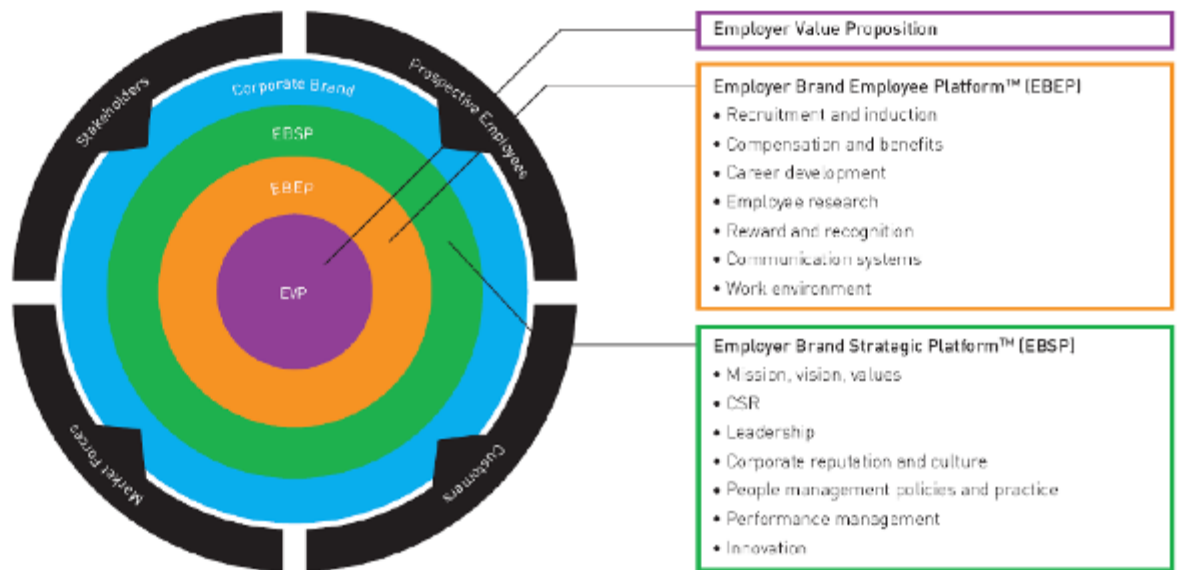


Figure 2: Employer Brand Excellence Framework (Minchington, 2011)

A distinctive, relevant and compelling EVP that is well defined and communicated across offline and online channels can be the difference between why talent choose your organization compared to any one of your competitors. Company's EVP is an employee centered approach that is aligned to existing, integrated workforce planning strategies because it has been informed by existing employees and your external target audience.

Brad Hill and Christine Tande, founders of Tandehill Human Capital (develops programs for motivation and increasing worker productivity), emphasize the relationship of employer brand value proposition and urge all organizations to develop an explanation why work experience in their company is more significant than in other organizations. Value proposition should identify policies, programs and processes that demonstrate a commitment to career growth of employees, management development, ongoing recognition of employees, other concepts. The presence of such points in the value clause is a major incentive for the employee to ensure self- trust organization as a reliable employer. EVP must be immediately released in all parts of the organization in relation to recruitment, vacancies in companies and other sources, becoming the main sentence of a potential employee by the employer.

As the company benefits from a well-formed EVP it can be mentioned attraction and retaining talented employees, assistance in prioritized HR-policy, creating a strong national

brand and secondary involvement of previously went staff by lowering premiums recruitment.

Among the key companies operating in the global employer branding market, we can select Universum Global, Employer branding online, Employer brand International, Collective learning Australia, OneAgent, ThirtyThree and others. In addition to working with key employers and developing their brands, these companies are engaged in drawing up various rankings (such as the ranking of the best employers of the company called Universum Ideal Employer).

A company that does not provide its employer focused brand, often finding it difficult to attract professionals with the motivation to self-fulfillment and achievement. Potential employee of such an organization can assess job only in terms of wages, the size and filling the compensation package. That's why companies that do not have employer brand had to look for ways how to present their compensation package that employee looked favorably against other.

Employer brand works as to attract the “right” people and the cutting off of those professionals that the company will find it difficult to adapt and develop their potential. If we consider the employer brand as a result of the broadcast of organizational values into an external audience, then for someone it would be an attractive employer brand and tune individual values, but for others - not. In any case, for the employer, manager and employer brand is a test of mutual matching.

Employer brand aims to demonstrate the merits of the type of corporate culture that is accepted in the organization. In forming company's brand it is often limited to a statement of their success (“we are the market leader...”) and only occasionally conduct its leadership positioning of the needs of potential employees (“because we are the market leaders, we can obtain favorable terms, state support and maintain stability and jobs”). If it still is, the organization becomes attractive not only for managers and executives (for which values and achievement are very important), but also for other status groups in the first place - the workers.

It should be noted that the formation of the brand not only aimed at positioning the benefits, but also on alert for the possible difficulties and obstacles. For example, many graduates of prestigious universities want to work in JTI, and they are well aware that, while JTI

selects the best and it is probably the hardest work they will have in life, and that they most likely will not make a career at JTI, and a couple of years will be just killed. However, the attractiveness of the brand forms such thing as a line in a resume, acquire new knowledge and skills that are useful for future career connections.

Thus, for the controlled formation of employer recognized brand it's necessary to work on organizational culture, adequate tools and meaningful communication about the values of the company with meaningful groups (current and potential employees) concerning their interests.

Source, supervising, guiding and driving force of the process of targeting employer brand must be recognized in the company's credibility, ideally as charismatic and informal leader (or team leaders). It is very useful to mention here a quote of George Washington: "Associate with men of good quality if you esteem your own reputation; for it is better to be alone than in bad company."

1.3 Internal and external employer brand

Target audience of internal employer brand is current employees. To start there should be the formation of involvement research and staff satisfaction, identifying the main factors of its contents. Analyzing the data, company will see immediate problem: it needs to adjust the systems of adaptation, learning, motivation, internal communication, as well as the environment of the company. When it comes to the formation of these systems the most efficient is building from scratch which will be tied to the values and features of the company.

For example, an important point in a properly constructed adaptation program is meeting with top executives of the company. The best foundation for corporate culture is a first-hand, from the first person. But a guide / book / package / disk for a new employee is also required. It is difficult to say that the contribution of individual technologies retention in the overall process, if established, all systems, and each of them using the most effective tools (for example, in education it could be coaching, corporate university, e-learning), loyalty and involvement of employees will grow.

In addition to the internal employer brand there are two important processes: an effective internal communication system and staff training and development.

International company SAS Institute, the leader of the top 100 best employers by Fortunes magazine in 2010, almost since its inception has paid great attention to open and honest communication within the company. The direct connection management and rank and file employees, and is now a key part of culture. Since managers are required to speak directly and honestly with staff were always willing to give a sincere response to emerging issues and asked to share ideas and give feedback. Regular meetings of senior managers with small groups of employees conducted in SAS for the entire existence of the company.

The role of internal communications has increased especially in times of crisis 2008: according to a study by Watson Wyatt, 83 % of companies used the strengthening and revitalization of internal communications as a means of anti-crisis impact on staff involvement.

In recent years in Ukraine, as well as throughout the world, most demanded is a tool of internal communications such as intranet. This is not surprising, because the internal job board can at minimal cost, and if the correct implementation of this leads not only to increased internal employer brand, but also to the reduction of time-consuming and labor productivity growth.

Internal employer brand largely determines the external one. Not always labor market trusts official information of the company (according to several studies, about 75% of people believe that advertising is deceiving), but the real guest reviews and former employees – to a much greater extent. That looks like the company in the eyes of the candidates is largely determined by how it looks in the eyes of its employees. This effect also cannot always be spontaneous; it is also quite common tools of both internal and external employer brands. For example, let's analyze the system of bonuses for the recommendation. Drawing on the familiar to the company, employees reinforce its image as an employer, and it is encouraged. It's important not to underestimate the role of working with employees that are exempt - in fact their responses often create a negative opinion about the company. Properly conducted the final interview, resolve all contentious issues, help to further transforming the employment of former employees loyal leaders in employer brand companies. (Barrow, 2009)

External employer branding is aimed at professionals who are still on other side of the company, i.e. potential applicants. Speaking in marketing terms, applicants in this case are the target audience. Any company has to position itself as an employer: on job boards,

work sites, message boards, the press, recruitment agencies etc. However, not every company does it wisely, constructed according to the concept of the formation of employer branding. Often companies simply publish vacancies on job boards when they need new staff or updating the corporate website to attract students, or print booklets, if they want to present themselves on a job fair. (Arkova et al., 2011)

Summarizing, we can say that building a strong employer brand requires a systematic approach and consistency of processes at all stages, from the initial positioning of the labor market to the final interviews with employees leaving the company.

The image of the company in the labor market is constant regardless of whether the company is making some concerted efforts of its creation and development or not. If a company does not manage its reputation as an employer, the reputation will be shaped by natural factors, which are often simply not possible to influence. A lot depends on the popularity of the brand and the reputation of a top manager (senior executives) of the company, as well as rumors, gossip, information data coming from the employee, or former employee. Often these thoughts are directed in the negative direction. Once adjusted composite view of your company is often much more difficult and complicated to change than create it from scratch. That is why the companies try to create a positive employer brand realizing that in this process every detail matters.

1.4 The analysis of the influence of employer brand concept on companies' prosperity

Employee research should be encouraged to seek formal and informal feedback from their staff through employee feedback surveys that measure either (or a combination of) employer attractiveness, employee engagement, employee satisfaction or employee commitment. This should be undertaken on at least an annual basis and the employer brand strategy aligned accordingly. Organizations that guess the aspirations of their employees or develop strategies that attempt to force employees to falsely 'buy in' to 'the way we want it to be' do so at their peril. Good quality research is also an important step in engaging employees in the employer brand strategy. Building the strategy from the inside-out will ensure the resulting strategy is reflective of the needs of employees and candidates the company wants to hire.

A mix of both qualitative and quantitative research is important if company wants to know how employees perceive its employer brand. The survey results should identify areas that require corrective action to ensure the employer brand is aligned with corporate objectives.

For example, the first step in developing the employer value proposition at Microsoft was surveying 7,300 employees. The respondents rated forty elements characterizing the Microsoft employer value proposition. The survey gave management a good measurement for the current situation. The survey also asked the participants to select the five most important elements and it helped to identify the critical factors for management to take into account. These cornerstones of aspiration related not only to recruiting, but also to their training and leadership development efforts. (Minchington, 2008)

Employer branding as a part of company's strategy involves a lot of investments. Money, human resources, time etc. When considering those investments it's very important to understand ROI. What will be the profit, cost reduction?

PhD in Economics Ruslan Mansurov in the article "How to assess the economic impact of employer branding" suggests the way of actual counting the ROI of Employer Branding. From the very title of the article it's already clear that the author took the difficult topic. Someone might say that not everything is measured by money. We won't argue. Not just money but cost-effectiveness can't measure every input and investments. However, when HR managers will demand for money on employer-branding projects what would they tell to the General Director and Chief Financial Officer? If CEO might in some cases approve their "Not everything is measured by money", The CFO will never accept such talks. And he will be right! So to evaluate the effectiveness of economic progress of your employer-branding is vital, because the goal to make this company the best employer is not a final goal itself. The aim was and remains to provide the company with qualified personnel, to establish sustainable competent team with the ultimate and main goal of qualitative performance of production and management tasks.

According to Ruslan Mansurov, we can formulate a few basic principles that determine the logic of economic evaluation of employer branding activities.

1. Cost-effectiveness should be assessed always as in essence it is an investment in business development (in this case, the employment potential). Therefore, the approaches to

assessment should be similar to the assessment of investment attractiveness. In other words, in some cases, you cannot wait for the result here and right now.

2. Evaluation should be carried out before and after the implementation of activities for employer branding. In the beginning we decide whether it is worth it. After all, we obtain the result and answer the question whether should it have being done?

3. As a consequence of the above, the effectiveness of investments in employer branding should be determined by an increase in operational efficiency through better use of labor potential as well as its availability.

4. Where to start? It's important to start with a clear categorization of effects to be achieved after the implementation of activities for employer branding. It is worth noting that the effects of different companies are different. But generally there are ROI in employer branding activities.

- Increased production of the finished product due to the increase in labor productivity;
- Increased production of finished products due to the staff of;
- Reduction of the finished product's defects due to the establishment of coherent and qualified team;
- Reduction of recruitment costs, both by own recruiters and by recruiting agencies;
- Reduction of the costs of trainings for new employees;
- Reduction of labor costs in connection with the optimization of the number of personnel, which is caused by increase in productivity.

But at the same time employer branding activities lead to the increase of costs for their proper conduct (advertising, cost of material assistance to employees for wage rises etc). In general, the economic effect of employer branding will be determined as the difference of economic benefit from the activities and costs of these activities. I.e.

$$S_{hr} = S_{ef} - S_c,$$

where S_{hr} – economic effect of Employer Branding. S_{ef} – the overall economic effect of employer branding activities. S_c - the total cost of implementation of employer branding activities.

In our typical case S_{ef} is defined as:

$$S_{ef} = S_{lp} + S_{sp} + S_{dr} + S_r + S_t + S_{lc}$$

where S_{lp} - increased production of the finished product due to the increase in labor productivity.

S_{sp} – increased production of finished products due to the staff of.

S_{dr} – reduction of the finished product's defects due to the establishment of coherent and qualified team;

S_r – reduction of recruitment costs, both by own recruiters and by recruiting agencies.

S_t – reduction of the costs of trainings for new employees.

S_{lc} – reduction of labor costs in connection with the optimization of the number of personnel, which is caused by increase in productivity.

Measures for employer branding S_c will be defined as:

$$S_c = S_{ad} + S_w + S_{fa} + S_r + \dots,$$

where S_{ad} is the cost of internal and external PR-events for employer brand; S_w is the cost of the increase in the wage in order to bring it to the average level or set to form a new effective system of material incentives; S_{fa} – expenses on payment the financial assistance under the new HR treatments "Providing financial assistance to employees"; S_r – HR department repair costs. At the end of the proposed formula delivered ellipsis is not accidental, because costs incurred by your company in connection with the implementation of measures to employer branding can be very diverse. In this case, we have brought the most typical, but not necessarily cost items.

2 THE ANALYSIS OF CURRENT EMPLOYER BRANDING SITUATION IN UKRAINE.

2.1 The impact of employer brand management on the development of Ukrainian job board companies.

Nowadays, in Ukraine there are 3 main competitors (websites) in the field of internet recruiting: rabota.ua, hh.ua and work.ua (see the explanation and benchmark below). Generally on a B2C level they have a bit different segments of target audience, but all of them are created and earn money on satisfying the only need on HR-managers and recruitment specialists – they help them to find personnel. In addition, today, job boards are the main and most important tools for communicating the EB and promoting company as a great place to work. It is very important it notice that even with today's crisis situation in Ukraine, rabota.ua as a leading job board managed to make 95% of financial plan during the first quarter of 2014. Which means that the importance of EB is so huge, that even during the crisis companies are not ready to stop investing money in that. So how is the situation with EB in Ukraine?

New global research by Employer Brand International (2013) of more than 3000 organizations shows Ukrainian companies do not follow the same trend as the rest of the world when it comes to employer brand management. Whilst the human resource (HR) department is the main department responsible for the employer brand strategy in companies around the world, in Ukraine, a different picture emerges.

The main department responsible for managing the employer brand strategy in Ukraine companies is the marketing department (30%). The HR department doesn't even rate in the top three choices with the Executive team and CEO ranking second and third respectfully.

The economic outlook remains uncertain in many countries around the world and whilst many companies wait for the economy to show signs of growth, the smart companies continue to invest in their employer brand strategy with 39% of companies planning to increase their investment in the coming year compared to only 16% in Ukraine. However 30% of Ukraine companies are planning to maintain investments at current levels.

The global study on a range of key employment variables was undertaken to assist leaders to better understand the regional variances in employment around the world and the key

areas impacting on the success of the employer brand strategy in national and global companies.

It is no surprise that Ukraine employees choose economic issues (57%) versus the global average of 41% as the factor they believe will impact most on their business over the next two years. Employee capability and technology also rated highly as major issues facing Ukraine companies.

Brett Minchington, Employer Brand International Chairman/CEO said, “The science and practice of employer branding continues to evolve and with industry powerhouses such as LinkedIn and Randstad also conducting global research in employer branding, there has been a rise in interest in not only developed markets but in emerging markets where growth forecasts look more positive in the coming years. We also continue to see companies such as Adidas, HSBC, Google, Siemens and Unilever create dedicated employer branding functions inside their company, recognizing the need for an increased focus on the employer brand in a talent short market.

“The research findings in countries such as Russia, Ukraine, Poland and Belarus suggests companies planning to grow their brands in these market would benefit from an understanding of the differences employees in these regions seek in the employment offer compared to their colleagues in countries such as USA, Canada, Australia and New Zealand,” Minchington said.

The level of senior support for the employer brand strategy in Ukraine companies is improving with 46% of respondents reporting their Executive supports their strategy.

Ukraine employees were the only employees in the global survey who said their employer brand strategy is aligned with their corporate brand (33% of respondents). Globally, 60% of respondents reported their employer brand strategy is aligned with their values and 59% said with their mission and vision.

The rapid uptake of social media over the past few years has had a significant impact on the workplace. Companies who block access to social media sites such as Facebook, LinkedIn and Twitter do so at their peril. 42% of Ukraine companies now allow employees to use social media during working hours compared to the global average of 69%.

In Ukraine companies the employer brand strategy is having most impact in companies on customer relationships (51%). At a global level communications (63%), recruitment and

induction (53%), developing people (43%) and talent management (30%) were the highest ranked.

Companies now have a plethora of channels to communicate their employer brand and to recruit from. Ukraine employees believe the most effective recruiting channels in 2013 will be the career website and internal referrals. In contrast, when comparing with the global average, the most effective recruiting channels in 2013 will be internal referrals (26%), social media (24%) and the career website (20%). Job boards ranks fourth at 11%.

There are many obstacles faced by companies in recruiting talent. The survey findings show the biggest obstacle Ukraine companies face is being able to afford the salary requested by the best talent (44% versus the global average of 28%).

Having advised leaders in more than 50 cities around the world since 2007, Minchington said “Companies cannot continue to rely on rising salaries to compete for the best talent, it is not sustainable. A strategic approach towards managing the employer brand is a company’s best asset in today’s talent short market. It becomes even more important when countries such as Ukraine have an aging population. I don’t believe we are facing a talent crisis; I would call it more of a matching crisis. There are 7 billion people on the planet and if you can’t find the talent to complete the tasks required then maybe it’s time to think about changing your business model to attract and retain the best talent.”

Bob Kelleher, Founder, The Employee Engagement Group after his Master class at 2013 in Kyiv wrote “I just finished a keynote, The 10 Steps of Employee Engagement, in Kiev, Ukraine at their Employer Branding and Engagement Forum. What a fascinating experience. Ukraine is a former communist country, still struggling to embrace capitalism as they continue towards their goal of being a ‘developed’ country. I found the Ukrainians to be warm, inviting, humorous, adventurous, and eager to hear all things “American”. The audience was part Human Resources and PR professionals, and was acutely interested in hearing about employee engagement, staff motivation, employer branding, globalization, and social media. Having spoken last year in Warsaw, Poland, I saw a similar level of hope and eagerness towards their still in development Human Resources function. Ukrainians know their firms must embrace engagement, employer branding, globalization, and technology if they’re going to compete and thrive in this new era. Although Human Resources in the Ukraine is young by American standards, I left quite hopeful that they are pushing their

organizations to further evolve their employment laws, work/life balance, and compensation and benefit systems, while pushing to get their employers to understand the benefits of talent management investment.

On a personal level, I was struck how similar Ukrainian Generation Y'ers are to their western generation Y counterparts. My trip proved yet again that Thomas Friedman (author of *The World is Flat*), was prophetic in predicting that technology is making the world a very small indeed. I was amazed how many Ukrainians had seen my You Tube videos, had already read my book *Louder Than Words*, and post trip, how many new Ukrainian Twitter followers I gained. Paul McCartney wrote a song, *Chaos and Creation*, which reinforces the need to seek out opportunities during times of change. The Ukrainians are doing just that!"

There are also companies in Ukraine, which have established separate departments working on the employer brand, for example, JTI Ukraine. It implements a large number of standard and non-trivial projects. Catherine Belova, former manager of recruitment JTI, and now manager of employer branding in Metinvest Company tells about the most expensive programs in resource: "I'll start with a project that was born after we conducted an internal investigation and identified the areas of development, including the need was in creating a platform for communication staff. We created an internal social network that was called My JTI. It is in many ways similar to Facebook, is very popular among the staff that we were very happy. The project I would also like to note is called "JTI 's Got a Talent." During its launch there have been many doubts about whether it will work. The results exceeded our expectations: applications for participation submitted more than we expected, so people liked the idea. Now working on the creation of a discount club - the company has many partners as we give discounts to regular customers. So we thought why not to give these discounts to our employees. After negotiations with partners and contractors we developed a discount card. If we're talking about less costly projects I should note that in the summer we give free ice cream and in winter honey with lemon. Of course, people come to work in the company not for free ice cream, but none the less it contributes to engagement" (the information has been presented from the personal interview with Katherine).

McDonald's also has a huge involvement in building its employer brand. Their specific benchmark considers not only business that operates in the segment of fast food restaurants, but also in other areas. Natalia Timorina, HR-director of McDonald's Ukraine tells: "Employer brand of McDonald's is ambiguous. To see our pros and cons, we conduct re-

search. To work with the employer brand a few years ago we created a special working group. Among the projects implemented by this group there is the projection mechanism of mysterious visitor, working in restaurants on the internal processes of the company. With it we could evaluate and control parts of responsiveness to each other and the availability of staff. The production department is the restaurant itself, it does not participate in the research.

We believe external audiences have very wide - a young people aged 18-25 years - potential employees and all others who influence their opinion. Before 18 years to decide to come to work in our schools, young people listen to their elders, to some of their idols, which significantly expand our external audiences. This, incidentally, was one of the reasons that we started to recruit staff for the shooting in advertising, but it is clear that the videos - just the top of the iceberg.

2.2 Analysis of the IT outsourcing sector as a specific driver of employer brand development in Ukraine

Since the year 2000 Ukraine has been a leading player in the software development space, and has been ranked at the top of IT outsourcing service providers in the global market. More and more companies come to Ukraine selecting it as a preferred destination for their R&D offices.

Strong engineering education, popularity of engineering professions among the youth, and rich history of the software development industry make Ukraine one of the most attractive Europe destinations for the IT outsourcing and software development businesses.

The history of Ukraine's software development cluster is deeply rooted. Officially, December 25th, 1951 is considered as the beginning of the computer science era when the Ukrainian academician from Kyiv, Sergey Lebedev, introduced the first computer in the entire Continental Europe. A rapid growth of the cluster was recorded in the middle of 1990s, when a large number of independent software development companies emerged. Based on a 60 plus year history of the extensive network of educational and scientific institutions, the Ukrainian software development and IT outsourcing services cluster is rapidly developing into one of the most important sectors of the Ukrainian economy. The Ukrainian government actively supports cluster growth through tax exemptions, and provides public financ-

ing for development of IT and innovation parks. Governmental support will promote cluster growth and further expansion of the software development and IT outsourcing service ecosystem in 2012–2013 (ibud.ua, 2013).

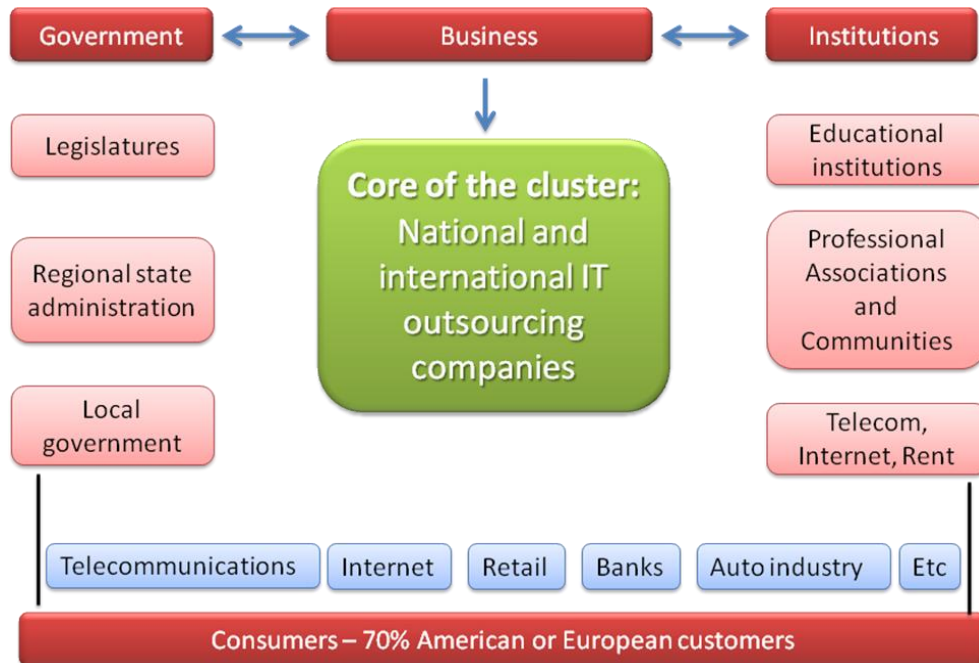


Figure 3: IT outsourcing cluster in Ukraine (Own processing)

IT outsourcing cluster in Ukraine is rapidly developing. More than 25,000 IT specialists are involved in the software development and IT outsourcing cluster in Ukraine, and this figure is likely to increase over the coming years. All major software development centers are located in large cities with populations of millions. The capital city, Kyiv, is the largest in Ukraine. The city is located in the north central part of the country with the population of almost 3 million people.

Number of IT Specialists.

The cluster of software development and IT outsourcing services is service-oriented, therefore the volume of the IT outsourcing services provided is closely related to the number of the personnel working in the cluster. The number of the employed IT specialists is the second important indicator of the state of the cluster. The quantitative estimation of the cluster was first made in 2007 when the Ukrainian. Hi-Tech Initiative issued the “CEE IT Outsourcing Review 2007.” The data on the number of personnel working in the market for 2008–2011 was taken from the research report “CEE IT Outsourcing Review.”

The growth in the number of IT specialists engaged in delivering the software development and IT outsourcing services recorded in 2011 was more than 4,000 people. This figure shows that the cluster has completely recovered from a temporary dip caused by the financial recession and resumed its growth. Graduates from Ukrainian universities were the main source of personnel for the IT outsourcing and software development cluster. Each year, roughly 16,000 IT specialists graduate from area universities. Such a high number of annual IT graduates give the Ukraine a strong foundation for the further potential cluster growth and development (Central and Eastern Europe IT Outsourcing Review, 2010).

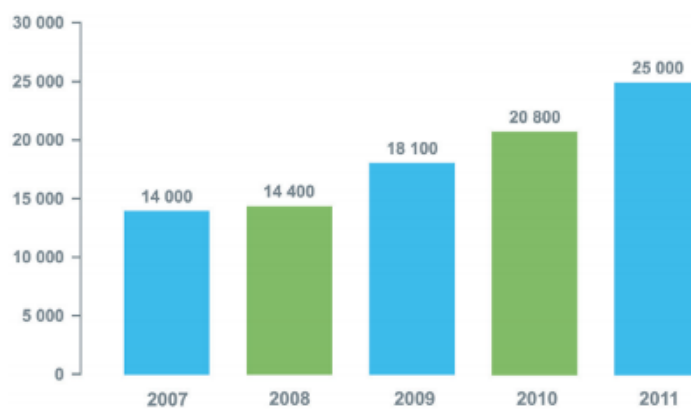


Figure 4: Number of IT Specialists in 2007–2011 (Own processing)

Number of Companies

In 2011 there were 1,050 companies, each with over 15 employees, in the Ukrainian software development and IT outsourcing services cluster. This figure does not include companies with staff of less than 15 people, unorganized groups and those providing services to local consumers only.



Figure 5: Number of IT Outsourcing Companies in 2007–2011 (Own processing)

The share of companies by number of employees (Fig. 3) and the share of IT specialists by company size (Fig. 4) indicate that the Ukrainian market is balanced. About 80 % of IT specialists in the market are working for the 20 % of large companies (those with more than 200 people). The large number of small- and mid-sized companies (those with less than 100 people) represents 70 % of all companies in the market. This high percentage is an important and essential part of a healthy market ecosystem. These smaller companies are developing new market segments creating attractive conditions for larger and more powerful competitors to enter these market segments. Thus, the market is based on the solid foundation laid by smaller companies that are more mobile and nimble and enable the market to explore, discover and fine tune the best strategies for further development. Paths for penetrating the markets in specific regions are an example of small companies exploring new market segments.

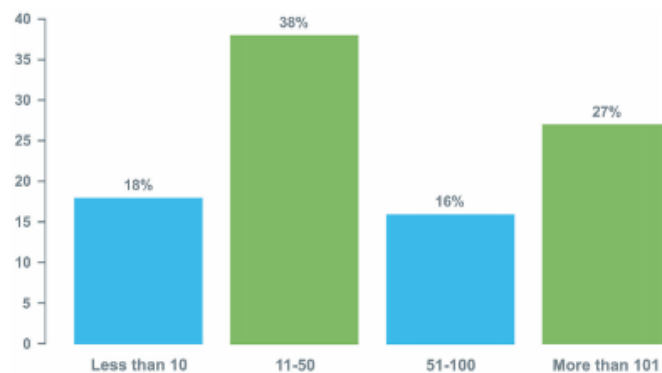


Figure 6: Share of Outsourcing Companies by the Number of Employees (Own processing)

Snapshot of Ukraine's IT outsourcing cluster

- Ukraine represents the largest IT outsourcing cluster in Eastern Europe
- IT outsourcing cluster growth rate for 2011 – 20 %
- More than 1,000 IT outsourcing companies
- 25,000+ specialists involved in the IT outsourcing cluster
- Ukraine has more than 800 universities and colleges
- Majority of Ukrainian IT specialists (est. 70 %) work for American or European customers

- A number of government initiatives introduced to support and promote the Ukrainian IT cluster

Strong experience and qualifications, and a client-oriented approach, coupled with their relatively low cost, have created high demand for Ukrainian programmers. The deep involvement of Ukrainian developers in a client's projects allows the client to more easily and cost-effectively achieve the results desired.

To conclude, Ukraine's IT outsourcing services industry boasts numerous advantages over competitors. An abundance of stories exist about foreign companies that successfully set up their R&D centers in Ukraine after unsuccessfully attempting to work with Indian companies. A majority of our clients note that the main differences between working with Ukrainian developers, as compared to those in India, are the results-oriented approach of Ukrainian developers, the depth of their involvement in projects, and their strong mathematics and technical backgrounds. In terms of cost-to-quality, these competitive advantages make Ukrainian programmers the most effective in the outsourcing cluster.

HR managers face hard competition in attracting IT specialist, that's why they are forced to invent new and new projects for developing their employer brand. Due to the strength and depth of our IT talent, the Ukrainian outsourcing cluster has enjoyed exceptional growth. During last 2–3 years, many Ukrainian IT outsourcing companies set up corporate training centers to train, prepare and better use the pool of 16,000 IT professionals that graduate annually from area universities. Most companies have more than 10 years of experience, smooth, efficient production processes, solid marketing and training programs for staff. Over the last eight years, the volume of software development and IT outsourcing services the Ukraine has provided has grown by a factor of ten.

3 B2B MARKETING IN SERVICES AND ITS SPECIFICITY

3.1 The concept and main characteristics of B2B marketing in services

The times of goods has ended at the day when Asian countries with growing economies made it so that to produce goods has become much easier than to sell them. Production tasks are clear: choose foreign technology (in order not to invest in R&D), find cheap labor (such as China) and launch on the market a large volume of products, even with significantly reduce prices, but ensured profit.

Therefore there's a values shift towards intangible product properties that are achieved through intellectual work and in contrast to the production of goods that cannot easily be copied (Kotler, 2006). I thought about this when I bought in Amazon a new color printer from HP, which cost just €45. "The mystery" has quickly dispelled as official cartridges from HP cost about €15 and filling a black ink cartridge in the nearest service center is slightly cheaper than €10.

Studies have shown that in B2B industry this trend appears much stronger. It is projected that by 2015, 90 % of the earnings of German companies on the B2B market will ensure the sale of services, improvements, educational programs, support, additional insurance etc. This suggests that it is the time to change priorities and think seriously about approaching the era of services. A better way to create this market is to be the first in the industry. We will see this if we project the characteristics of the B2B-market to market of services. And obtain important conclusions which should be remembered by marketers operating in this market.

3.2 Main problems of B2B marketing in services

In today's economic conditions, some companies are functioning as a chain of supply and creating value. These links are built on the B2B market. The main objective of market mechanisms and marketing tools on the market is represented by a more flexible and efficient development of value chains. If marketing copes poorly the competitiveness of individual companies, their chains and the economy declines. Therefore, in the present circumstances the value of B2B marketing is growing rapidly. And depending on the extent to which the problem of improvement of the interaction of market organization can be solved

marketing tools depends the further development of not only individual firms and industries but also the economy as a whole (Write et al., 2011).

Essence B2B market is that it is not running to the end user, and the company of various spheres and sectors (public, private, commercial and non-commercial), as well as people who buy for business purposes. Hence there's one of the primary challenges faced by marketing -related decision-making process in B2B. Since the decision is made by a group of interested people, company experiences the following interests that must be considered when building a communication policy:

- Interests of the organization associated with a profit;
- Interest of the people involved in carrying out contracts;
- Interest of competing organizations.

Considering these interests, of one of the leading factors is the personal relationship between the partners. These relationships are formed in the process of repeated interaction. It should also be noted that a greater impact on the decision-making process have negotiations in an informal setting. Therefore, when choosing a strategy how impact on a potential customer not only a deeper study of the features of his business is necessary, but also personal priorities and decision-makers. In order to close the deal to reach the expected result, it is necessary to provide decision-makers by worthy experience, underpinned by competence and awareness of the client's business with priority given to digital information. Since the deal is logical character reliable economic indicators and analytical data based on them may be strong arguments in favor of the transaction between the partners.

Another important problem in the definition of B2B marketing strategies are the characteristic features of services as a subject of the transaction. The service is intangible and does not result in the acquisition of the property. It cannot be seen as long as it is not provided. More accurate and reliable information about the service is available only after ascertaining the exact parameters of the potential client. Impossibility of using exact rational service parameters causes the problem in the development of promotional materials. In this case, the image should operate the company, its competitive advantages, such as the use of more powerful equipment or technology, customer reviews, etc. Same way as in advertising services more emphasis should be placed on the objective quality of the supplier (Write et al., 2011).

The essence of the transactions made on B2B market is to transfer key functions from one company to be performed by another, which has a broad spectrum of competencies in this area. That is called outsource. The main purpose of outsourcing is to increase the efficiency of the client company by the following factors:

- Freeing up resources for the company's strategic goals;
- Extension of competences in the field of outsourced as outsourcing company has extensive experience and highly qualified staff employees;
- Transfer of certain risks to outsourcing company, as a result investment attractiveness is increased;
- Reduce of costs associated with maintenance of the transferred activities because services can only be used when necessary.

These data, as well as distinctive features of the company, should be used in the formation of competitive advantage and creating marketing materials that promote advancement.

Development of outsourcing in Ukraine compared to the U.S. and Europe passes unevenly for each activity. This is the problem of choosing the next promotion strategy. For example, outsourcing of IT services is quite common and almost reached the western indicators. On the contrary, outsourcing of accounting is undergoing a stage of active development. At this stage of outsourcing it is recommended to use integrated marketing communication for the most effective impact on potential customers.

It is recommended to consider such communication channels in B2B marketing in services:

- Targeted marketing activities: conferences, forums, summits, roundtables, business-breakfasts, webinars, etc;
- Direct-marketing activities: mail and e- mailing, telemarketing;
- Media marketing: advertising and press releases to targeted print publications, Internet portals;
- Advertising on the Internet;
- Personal contacts.

Table 1 presents data on the perceptibility of the proposed sources of information communication, based on an analysis of promotion channels and convertibility of potential customers coming from these sources in the company's profits.

Table 1: Acceptance of advertising in the communication channels of B2B oriented markets (Kravchenko, 2011)

Communication channel	Index of perceived efficiency (%)
Business visits	100
Catalogs, manuals, product specifications table	46
Direct mail	39
Advertising on the Internet	38
Trade fairs	35
Trials, testimonials, samples	34
PR	31
Industry specialized events	26
Promotional gifts	24

On the basis of the data in Table 1 I made the diagram of "Working promotional channels in the formation of integrated marketing communications strategy for the B2B market".

Communication channels share in B2B marketing in services

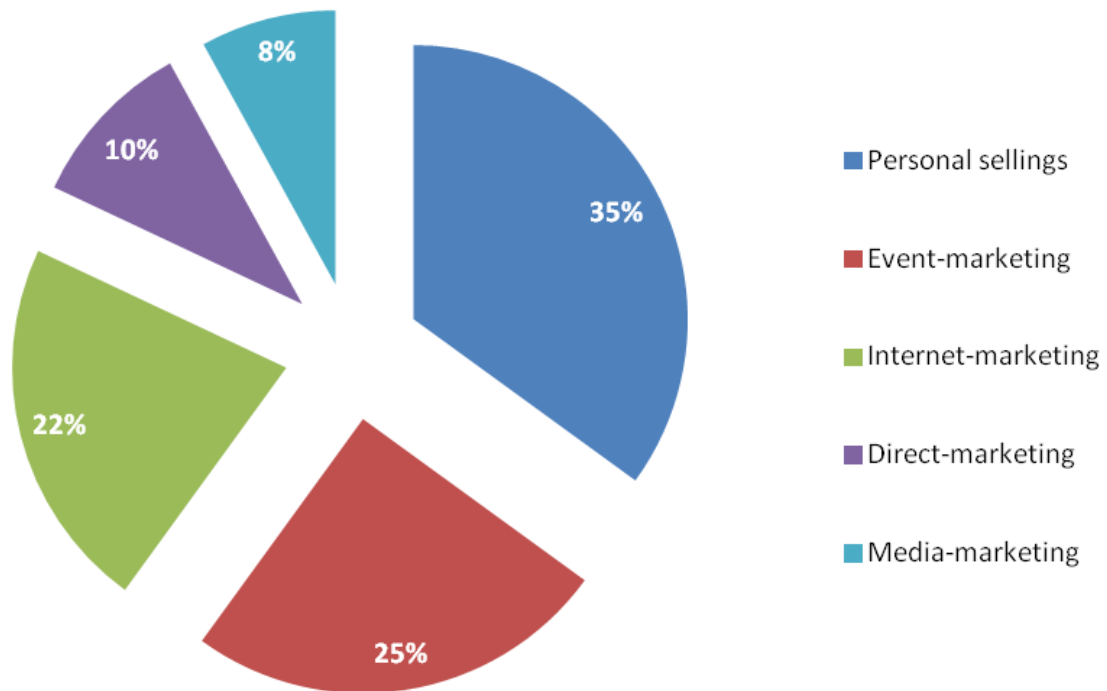


Figure 7: Communication tools for B2B marketing of services (Own adaptation)

Figure 7 shows that the main channel of communication for B2B sphere is personal selling. This is due to the fact that transactions are built on trust and constructive cooperation partners.

Before company decides to transfer the key functions for outsourcing to another company a group of experts is carefully studying the available information about potential subcontractors. The main sources of this information are online resources, publications, community profile, so supply companies need to pay attention to public relations and conduct continuously updating information about the company in the media, Internet-resources on their own website.

Increase of customer loyalty in B2B should be accomplished through direct-marketing activities as well as the discount system and optimization of conditions. Moreover, the content of mailings should not be purely informational and commercial. Congratulatory letters have a more effective impact on the formation of a positive opinion about the company (Glynn).

Thus, we must conclude that the promotion of services in B2B is a set of measures aimed at creating a positive image of the company, which when deciding on the subcontractor plays a key role. Personal selling in the chain of promotion channels are most effective and full circle marketing activities as they have the character of the final action by working with a potential client. When choosing marketing activity it should be guided by the strategic direction of the company. All channels of promotion must be consistent and be a chain links forming a unified strategy of integrated marketing communications.

The main conclusion is that the quality of services is difficult to predict because services cannot be touched or even viewed apart. It's only possible to confirm the quality of all the ways to persuade the customer to choose specific product. Which are the trends in there? There are few approaches in B2B marketing of services:

1. Company's good name and honestly. Ironically, in the case of B2B service the brand is more important than the promotion of B2B products. Because services are intangible customers tend to trust companies and a proven brand. That's why more and more companies are taking an advantage of this.
2. Customer reviews. On B2B market of services it is one of the most important tools. For some reason, it is frequently overlooked especially by companies with strong products in their portfolio or a strong brand. But the reviews are working, and very effective. It's always recommended to tell why customers like concretely this company.
3. Ratings nomination certificates. On B2B market, they are much more important than on B2C marketing. Company can invest in ethics, social responsibility, environmental protection, or simply confirm the quality of your services in the national or international association. All this will help to make a decision in their favor.
4. Personal approach. Companies on B2B market of services try to avoid fixed prices and options for a price. If there are enough resources, a personal problem of the client is solved by offering a specific and unique solution. Contracts in industrial marketing are long-term and company does not have to invest more time, but it will be able not only to demonstrate attention to the client but also save money on services that he did not need (Write et al., 2011).

II. ANALYSIS

4 RABOTA INTERNATIONAL COMPANY PROFILE

Ukrainian job board rabota.ua has been started on July 13, 2000. During that time the Internet was just at the beginning. rabota.ua was one of the earliest and most popular job boards as to be seen as a platform for finding employees and job. It has being actively growing and developing, expanding functionality and sought the best ways to interact with their audience, which means it was directly involved in the formation of the Ukrainian market of Internet recruiting.

End of 2006 is significant in the history of the job board - Polish group of companies Grupa Pracuj Ltd, leading online recruitment enterprise in central Europe, has become a strategic partner and investor of rabota.ua.

Simultaneously rabota.ua became an exclusive partner of international recruitment network The Network, which works in more than 100 countries. It allows international companies using job board rabota.ua find experts in the Ukrainian labor market, and helps employers successfully search for the staff for Ukraine abroad (see appendix 1).

The experience gained over the years on the national market of Internet recruiting and the experience of Polish partners enabled job board rabota.ua more specifically describe the direction of further development. From the job board “for everyone”, rabota.ua has become the main platform for finding highly skilled professionals, as well as middle and senior managers. Professionals precisely this level and are looking for a job opportunities on rabota.ua.

Nowadays, rabota.ua is a leading professional job board of Ukraine, which uses the services of an absolute majority of well-known national and international companies. The dynamics of the Internet and the market as a whole is constantly inspiring rabota.ua’s team to new solutions, improving the interface and services.

4.1 Services and activities for supporting EB development in Ukraine

For employers, the job board rabota.ua suggests widest set of tools for communication their employer brand. Specialists of rabota.ua prepared a detailed scheme with all the tools and opportunities to communicate employer brand that rabota.ua suggests and offers.

The scheme demonstrates all the steps of building a successful employer brand from understanding of the staff engagement to assessment of communication and employer branding.

In addition, the job board offers constant contact with the manager who works with the company for a detailed discussion of any issues related to building effective employer branding and the use of complex tools, which are most effective for a particular company.

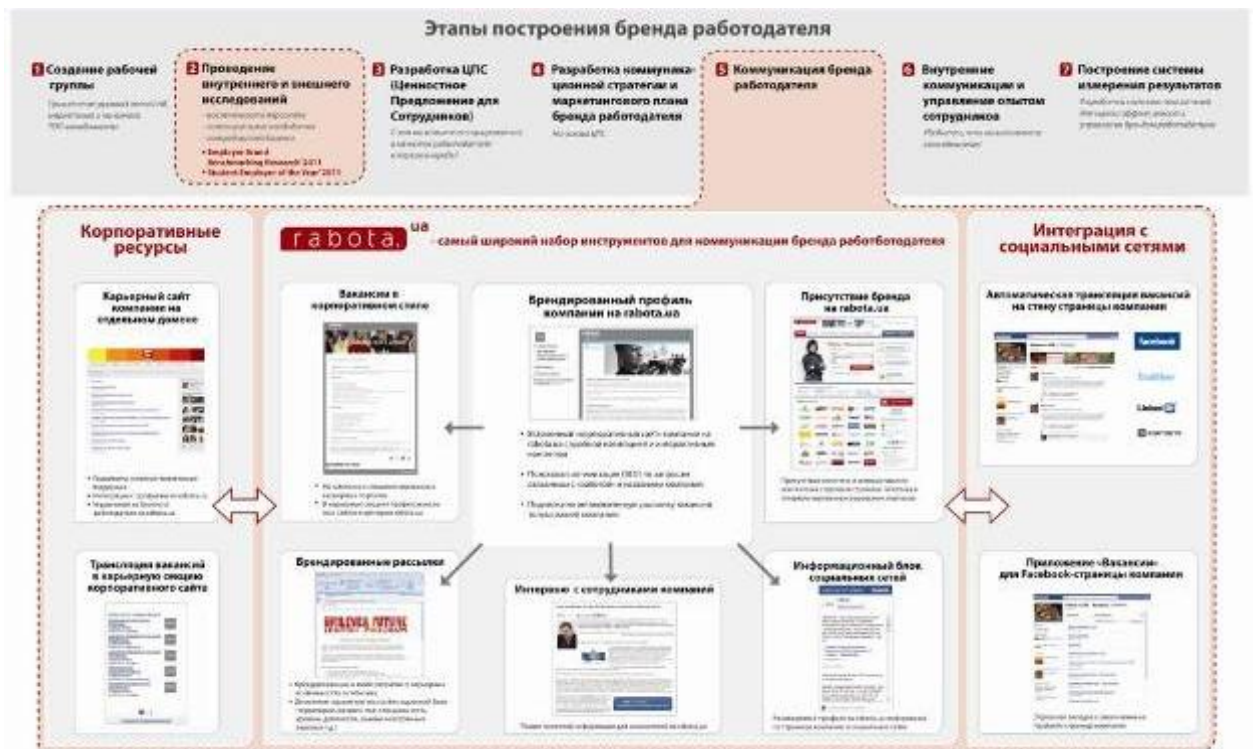


Figure 8: Employer Brand management with the tools of rabota.ua (rabota.ua, 2012)

Analyzing the scheme as well as the tools and services of rabota.ua, we can conclude that rabota.ua offers a comprehensive approach for employer branding communication. However, a set of tools and services may vary for each company. We will briefly describe how all of them help in improving and developing the employer brand of a company.

4.1.1 Branded company profile on rabota.ua

Company profile (personal page on rabota.ua) can be a center of communication for employer branding of the company, which:

- Shows applicants core values and corporate culture;
- Support the company's reputation as an attractive employer;

- Build positive professional image;
- Select a company from the competition;
- Allows flexibility to manage communication strategy employer brand (see appendix 3).

4.1.2 Designed professional job ad

Making a job ad in a specially designed style on rabota.ua means:

- Communication of employer branding company;
- Creating a positive opinion on the professionalism and status of the company;
- Increasing the number of responses to the job ad by many times;
- Allocation from many other job ads with the same requirements (see appendix 2).

4.1.3 Branded newsletters

There are situations when the company has tried all the usual methods for the job ad, but still didn't find exactly whom they want. Perhaps the company is planning a massive recruitment or has opened an opportunity for an internship, and therefore it requires mass communication with concrete specialists. In 2012 more than 15 leading Ukrainian companies took advantage of one of the most effective tools of rabota.ua for communication with professional specialists – targeted branded e-mail newsletter.

Targeted Newsletter is a direct e-mail with a job ad or internship programs in the company's which is sent to professionals registered on rabota.ua.

Targeted branded e-mail newsletter helps to:

- Search for specialist emergency closure or "difficult" jobs (i.e. jobs ads for IT professionals);
- Inform students and young professionals about the internship or training opportunities in the company.

4.1.4 Automatic integration with social networks.

Job board rabota.ua implemented the automatically broadcast of job ads from company profile on rabota.ua on companies' pages on Facebook, VKontakte (Russian social network) and Twitter. All new job ads of the company published on rabota.ua are available to all visitors to the company's page in the social network.

Another useful feature for companies that have their pages on Facebook is a specially made Application called "Vacancies". Installed application creates a separate tab with vacancies of the company. Thus, the actual job ads of the company are available on a separate page new fans and visitors do not need to search them on the wall page. This application allows visitors to subscribe to newsletters with company's job ads directly to Facebook.

On the other hand, rabota.ua offers empowerment of the content of company profile on rabota.ua by placing informational blocks with social networks. All materials posted on let's say Facebook page of the company (the latest news, interviews, announcements of events and actions, etc.) are published on the company profile on rabota.ua. Visitors of rabota.ua have the access to the latest information of the company, and employer specialists have opportunity for a direct (interactive) social networking with interested candidates.

Thus, HR managers do not waste their time on manual posting of job ads in social networks. Published vacancy on rabota.ua automatically appears on company's page and on a separate tab page in social networks.

4.1.5 Integration of job ads on the corporate website

Job board rabota.ua knows how to turn a corporate website into a powerful weapon during the times of the war for talents.

Experts of rabota.ua create a special widget with posted vacancies of the company. After placing a widget on the site, the company receives a complete career section which automatically publishes all job ads of the company (Annex 13).

Creating a career section on the company's website is necessary and effective way to increase the audience of professionals who are available. Broadcasting job ads from rabota.ua leads to career section of the site is constantly pressing at least expenditure of time - once configured broadcast of job ads runs without an HR help.

4.1.6 SEY and EBBR Research

In addition, the job board rabota.ua conducts external employer brand research that helps to analyze the current situation of the company, compare it with major competitors, and draw conclusions about the formation of value proposition for employees. External research employer brand is the first and foremost aspect in shaping strategy management and brand communications of a company as an employer.

The EBBR (Employer Brand Benchmarking Research) is based on studying of the basic attractiveness factors affecting the attitude of specialists to the company as an employer.

Benchmarking - a method of objective comparison of own activities with the best companies, understanding the causes of effective competitors, organizing appropriate action to improve their own performance and their implementation.

Respondents: professional experts with experience in a particular industry from 1 year not lower than specialist / senior specialist.

Studied industry: FMCG, Retail, IT, Banking, Insurance, Pharmaceuticals.

Location: Ukraine.

Methodology: The quantitative survey using on-line interview lasting an average of 15 minutes.

EBBR define:

- The real visual appeal of your company as an employer.
- Strengths and weaknesses of the company employer's brand on key factors of attraction.

EBBR gives detailed and objective information:

- Recognition of company employer's brand
- The assessment of 15 factors of attraction.
- Comparison with a leader company in the industry.
- Comparison with 3 major competitors in the industry.
- The most important factors of the company's attractiveness as an employer.

- Sources of information about company employer's brand, which are the most trusted among professional experts in your industry.

The results of research help:

- to take the right strategic decisions in the field of HR, internal and external communications;
- to identify the necessary steps to build a strong attractive employer's brand.

Another research held by rabota.ua is SEY – Student Employer of the Year studies visual appeal Companies to Work for students and graduates.

The research of students and graduates audience will allow:

- to identify the most important factors that influence the young specialists in choosing of their future employers;
- to identify the most effective channels of communication with the students and graduates.

SEY gives accurate answers to the questions:

- What is the ideal employer in the graduates' opinion?
- What information plays a leading role for young professionals in choosing the employer?
- What salary students and graduates expect on?
- What should you pay attention on while creating an employer's brand to engage young audience?
- What is the difference between your company and the other companies, employers?
What are your strengths and weaknesses in relation to the competitors?

The information obtained help HR managers:

- to build an effective recruiting strategy to attract and interact with the students and graduates of 2012 – 2013.
- to estimate an external attractiveness of your employers brand in 2012

- to identify the strengths of your company in relation to the closest competitors in fighting for young professionals.
- to estimate the results of your work that was directed to increase the recognition and external attractiveness of an employer's brand.

Each company as a participant of the research gets an analytical report issued in a convenient form of graphs, tables and analysis on the company and the industry as a whole. Respondents' answers to survey questions provide sufficient information to form more effective recruitment company policies, developing EVP (employee value proposition) and effective external and internal communications strategy for employer branding company.

4.1.7 Educational program

In addition to an analysis of the external attractiveness as an employer and in addition to tools for communication of the employer brand, the job board also provides HR managers with the opportunity to gain knowledge and skills in employer brand building, communication, working with candidates.

The educational program for HR professionals started in 2008. The main goal of this project is to improve the training of specialists in the field of recruitment. Since 2008, educational workshops attended by more than 1 000 experts from nearly 500 international and national companies.

The educational program consists of three levels, each of which is designed for professionals of different levels:

1. For junior and mid-level recruiters and HR managers: training program. It consists of a master class on "Effective Job Alerts" and training: "The recruitment process from A to Z" and "Working with passive candidates."
2. For experienced HR specialists: professional business game called "HR EDUTAINMENTDAY Day".
3. For professionals in the field of HR management and HR marketing, for employer brand management specialists and HR directors there were held 2 annual workshops of the world guru in the field of employer branding. First workshop was held in 2011 with Richard Mosley as a speaker. Next year in 2012 Employer Branding Master class took place in

Kiev. It was also organized by Rabota International and the speaker was second world-known guru in employer branding Brett Minchington. After that, in 2013 Rabota International transformed the project into quarter regional conferences with Ukrainian employer branding experts. By this time it was held 4 conferences in different cities of Ukraine.

4.2 Benchmark

4.2.1 Client segmentation

- S – Seek for personnel quite rarely. Don't have a recruiting manager
- M – Have an HR / Recruiting manager, post vacancies irregularly.
- L – Have an HR / Recruiting manager. Have small but regular demand for posting vacancies (up to 5 per month)
- XL – Have few Recruiting managers. Have regular demand.

The main target audience for EB support is L and XL clients. Here is the benchmarking research in terms of this target audience where:

“5” means that company has a strong competitive advantage in this value

“4” means that company is doing well in it, but competitors are doing it much better

“3” means that the level of company's success in this value is very arguable

“2” means that company is doing really badly in this value

“1” means that company doesn't invest in this value at all.

Table 2: Benchmarking for L segment (Own processing)

Critical values for L segment	rabota.ua	work.ua	hh.ua
The amount of response for job ad	4	4	2
Response relevance	3	3	4
Personal Relationships	5	2	5
UX - adding job ad	4	5	4
UX - Screening	4	5	5
UX - Working with response	3	5	5
UX - Key account pages speed	4	5	5
Screening tools	3	3	3
Autoreply	3	1	4
CVDB - The amount of relevant CV	4	4	4

CVDB - Specific Candidates	3	3	4
CVDB - Search Engine	4	3	5
CVDB - Easy to search	4	4	3
CVDB - Search speed	4	5	3
Facebook and web-site integration	5	2	3
Bigmir rating	3	5	1
Price attractiveness	3	4	5
Brand	4	3	5
Customer Care	3	5	2
Customer Satisfaction	4	5	3
Regional Presence	4	1	4

Segment L - rabota vs. work vs. hh

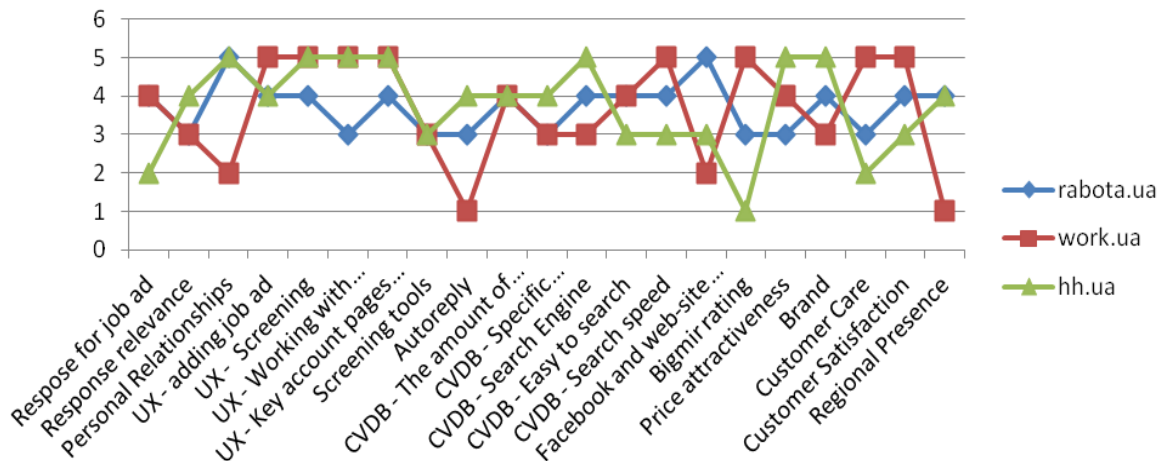


Figure 9: Benchmarking for L segment (Own processing)

Table 3: Benchmarking for XL segment (Own processing)

Critical values for XL segment	rabota.ua	work.ua	hh.ua
Response for job ad	4	4	2
Response relevance	3	3	4
Personal Relationships	5	2	5
UX - adding job ad	4	5	4
UX - email with response	4	5	5
UX - Key account pages speed	4	5	5
Autoreply	3	1	4
CVDB - The amount of relevant CV	4	4	4
CVDB - Specific Candidates	3	3	4
CVDB - Search Engine	4	3	5
CVDB - Easy to search	4	4	3
CVDB - Search speed	4	5	3
Designed job ad - MINI	5	5	3

Designed job ad - PRO	5	3	4
Company Profile	5	2	4
Facebook and web-site integration	5	2	3
Bigmir rating	3	5	1
Price attractiveness	3	4	5
Brand	4	3	5
Customer Care	4	5	2
Customer Satisfaction	4	5	3
Own luxury events	5	1	5
Regional Presence	4	1	4
Additional regions	5	5	4

Segment XL - rabota vs. work vs. hh

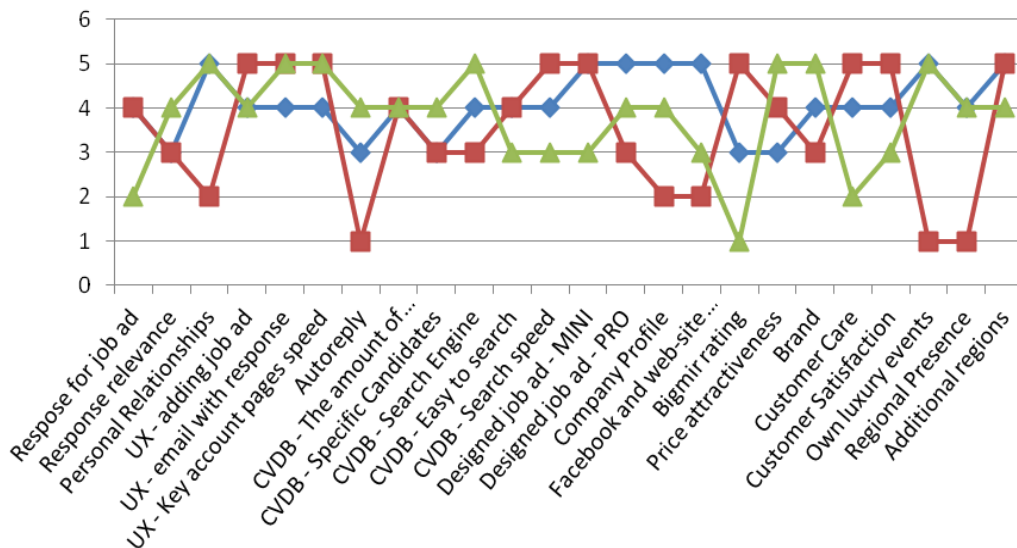


Figure 10: Benchmarking for XL segment (Own processing)

4.3 B2B Survey

For deeper understanding of company’s advantages and disadvantages in B2B sphere it’s always better to make a customer satisfaction survey – an external survey in addition to an internal one research. Customer satisfaction surveys are used by small and medium business owners to gauge how the company is perceived by the patrons they service. Organizing a survey is the first step in assessing customer reaction to your products or services. Following through by making needed improvements helps to ensure your future growth and success. You can set up a survey on your website, hire a survey company or give your customers questionnaires to return in person or electronically. Whether you offer a reward,

such as a coupon for a free product, or customers complete your survey without prompting, be prepared to discover information that can require anything from a mere tweak in company policy to a complete change in your operating paradigm.

The information from a customer satisfaction survey provides your company with valuable feedback on the issues that are important to your customer. You can design surveys to find out how well your products meet customers' needs or how satisfied they are with different aspects of the service you offer. The feedback can highlight problems that you were not aware of, giving you the opportunity to respond and take remedial action.

Analyzing the responses to a satisfaction survey highlights your company's strengths and weaknesses from your customers' perspective. Focus on areas of your business that achieve very low satisfaction scores and prioritize improvement programs so that you can remedy any serious problems in those areas. The improvement programs can take the form of changes to business processes or employee training. If the survey indicates poor performance in areas such as order processing or telephone response, you may be able to improve performance by automating the processes using information technology. Responses that highlight problems with employee attitudes or knowledge indicate a need for training.

Before making a survey, there were set few hypotheses.

1. Job ads posting:
 - a. According to the employers, the level of candidates who respond to the job on hh.ua is higher than on rabota.ua.
 - b. According to the employers, the number of responses to job ads on work.ua is higher than on rabota.ua.
2. CV Database
 - a. Employer audience is not sufficiently informed about all the benefits of using CV DB of rabota.ua.
 - b. Reason not to buy full access to the CV DB of rabota.ua: employers consider that the level of candidates' resumes on hh.ua is higher than rabota.ua.

Overall, 374 employers who buy any services from Rabota International took part in the survey. Respondents who took part in the survey were based all over Ukraine. It was online survey based on rabota.ua website with quantitative as well as qualitative questions.

Around 60% of respondents use rabota.ua for seeking employees almost every day. Also, majority of the respondents use only (or preferably) rabota.ua for buying additional services. Respondents could have chosen more than one variant of the answer for most of the questions.

Hypotheses 1 and 2 were proved in the first questions of the survey. When it comes to the quantity our competitor work.ua perceived as the one who has more candidates and responses for job ads. And when it comes to the quality, customers perceive that hh.ua has better one than rabota.ua. It is very important to notice here, that results of this survey don't show the real numbers. In reality it all depends and for some job ads (i.e. IT job ads) there are much more responses on rabota.ua than on both the competitors' website. However this survey shows customers' perception of the quality of rabota.ua in comparison with its main and other competitors.

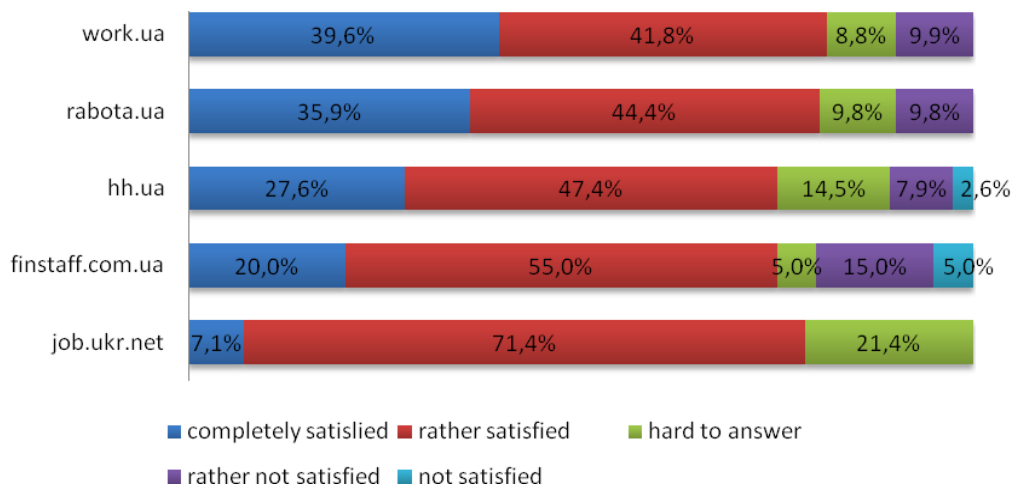


Figure 11: Estimate the number of responses for paid job ads on job boards (Own processing)

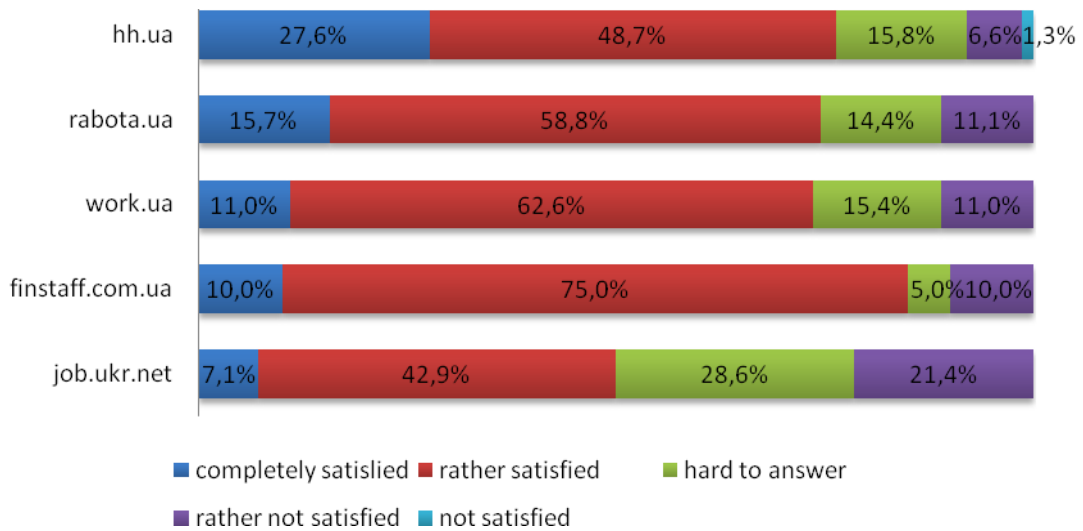


Figure 12: Assess the candidates who responded to your paid job ads on job boards (Own processing)

After finding out customers qualitative and quantitative perception and satisfaction from posted vacancies on rabota.ua and the competitors, we decided to figure out the main reasons why customers chose rabota.ua (even though it seems that quality and quantity on CV and responses are higher and better on competitors’ job boards).

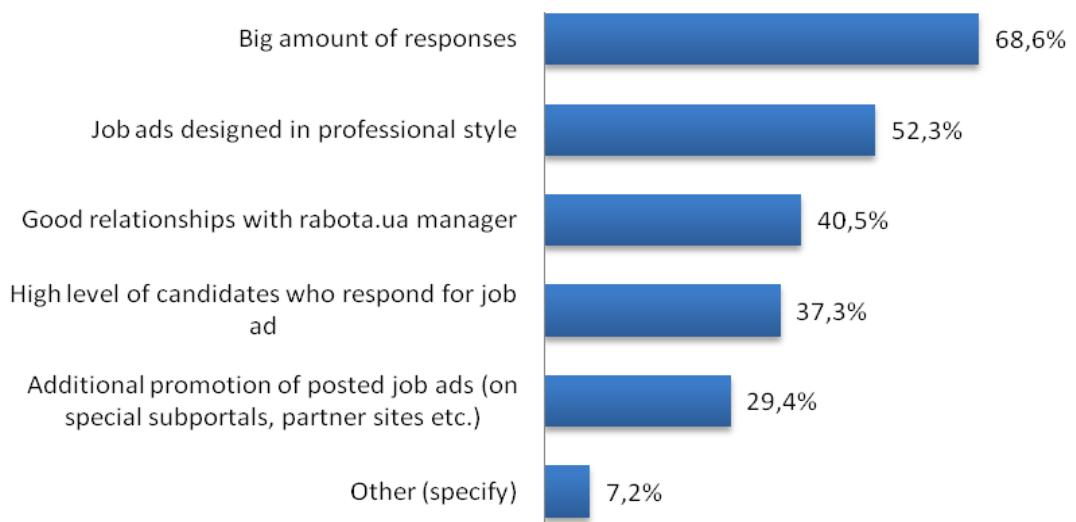


Figure 13: Specify the most important factors why you post job ads on rabota.ua (Own processing)

Specifying of “other”:

- *for PR of a company*
- *an option to subscribe to our newsletter*
- *the ability to view more than 5 contacts per day (limitation when you search in CV database for free)*
- *the opportunity to place a bigger amount of jobs*
- *easy-to-use (for job seekers as well, which is important)*
- *price-quality balance*
- *position of the job board on the market*
- *The website is easy to use*
- *increase in the number of responses*
- *good archive of CVs*

According to this data, we could see that even though customers think that there are more candidates and responses on job ads on our competitor's work.ua website, they still are satisfied with big enough amount of candidates on rabota.ua. Understanding that too much sometimes means disadvantage, let's consider this point as rabota.ua strength.

However, it was also important to get to know why customers don't post paid job ads on rabota.ua. Just to remind, that the respondents were those who buy any services from Rabota International. This means that can buy the access to CV database, but don't post vacancies. Even though there are a lot of different services which customers could buy, the main “product” of rabota.ua is still a job ad.

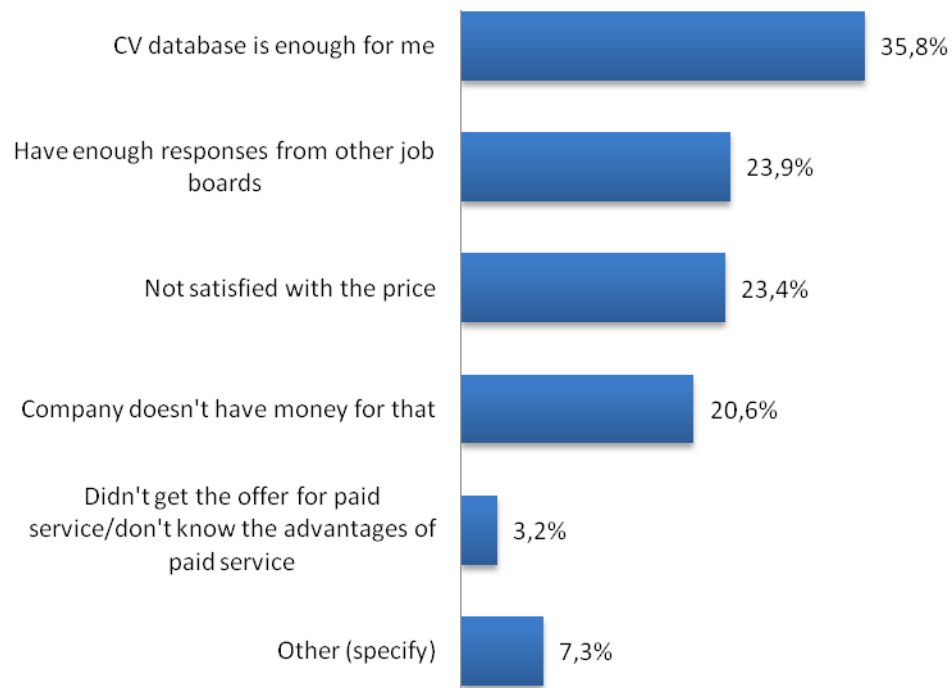


Figure 14: Specify the most important factors why you do not post paid job ads on rabota.ua (Own processing)

Specifying of "other":

- *expensive and inefficient*
- *too little qualitative responses*
- *not sure about the effectiveness*
- *must constantly pull position*
- *not always a choice of better paid jobs*
- *I do not like job board*
- *lack of contact numbers*
- *weak service*

According to this graph, most of those customers who don't pay for posting job ads (35%) don't need it because using CV database is enough for them. The next question was about using CV database.

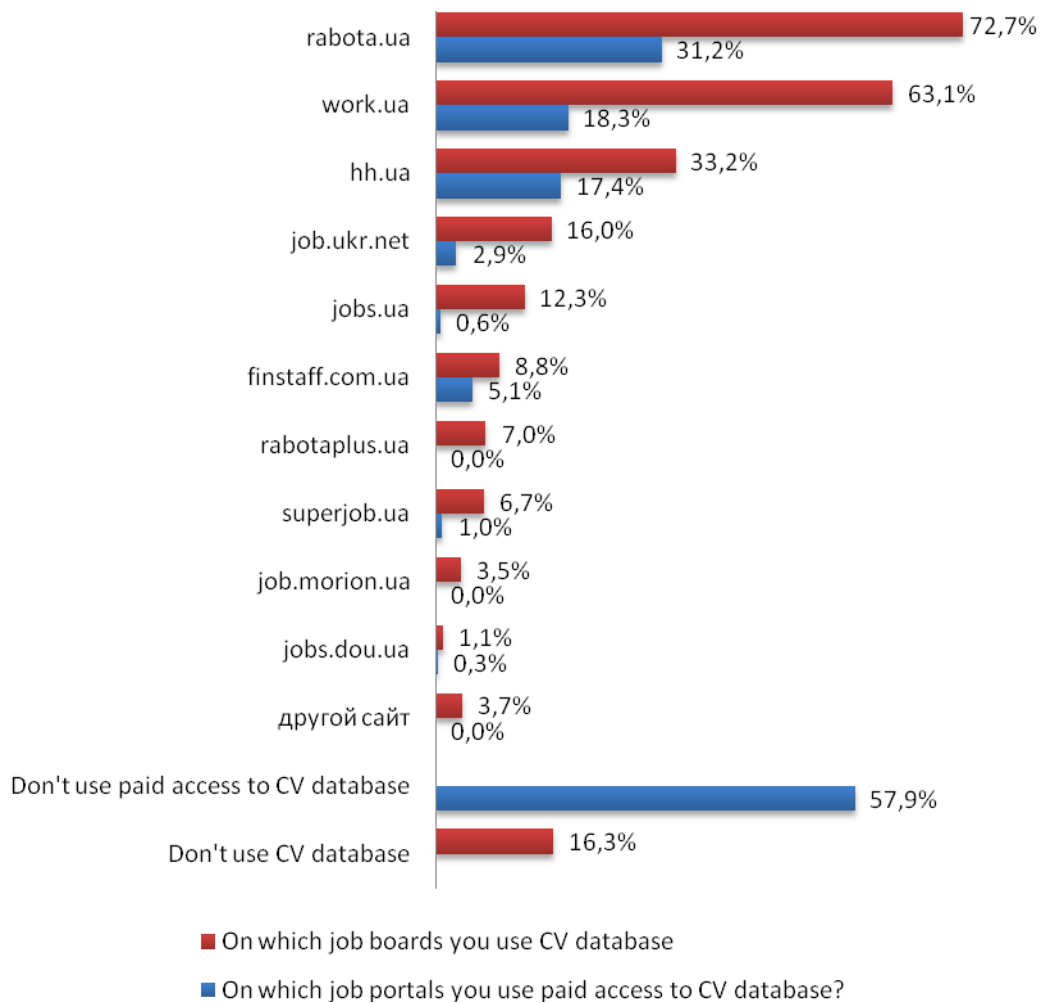


Figure 15: Which job boards do you use for CV database? (Own processing)

It's important to clarify here the difference between paid and regular access to CV database. In fact, it differs on rabota.ua and it's competitors, however, it's still possible to make a comparison. When comparing with work.ua the regulations are more or less the same. rabota.ua offers free access to database where customers could get the contact information (e-mail, telephone etc.) just of 5 candidates per day. In IT field this number is limited to 1 contact per day, because of company's huge investent in attraction of IT specialists. work.ua offers approximately the same rules exsept IT (however they don't have that much good IT candidates). But, for example, for hh.ua the main 'product' is not job ad as for rabota.ua, but CV database. That's their main advantage and main thing where they invest money, resources etc.

Even though, hh.ua invest in promotion and development of its CV database, and customers perocieve it as a higher quality, more customers use rabota.ua for free as well as

paid access. In this case we could have said that rabota.ua is a definite market leader in the field of CV database. However, it won't be true, because as we know the respondents of this survey were actual rabota.ua customers, who buy at least some services from Rabota International and who are more or less satisfied with its services. On the other hand, it's really important to know this information for further analysis and regulation the relationships with the clients of rabota.ua.

However, it was proved that customers generally are satisfied with CV database of rabota.ua there is still a huge percent of those who don't use it.

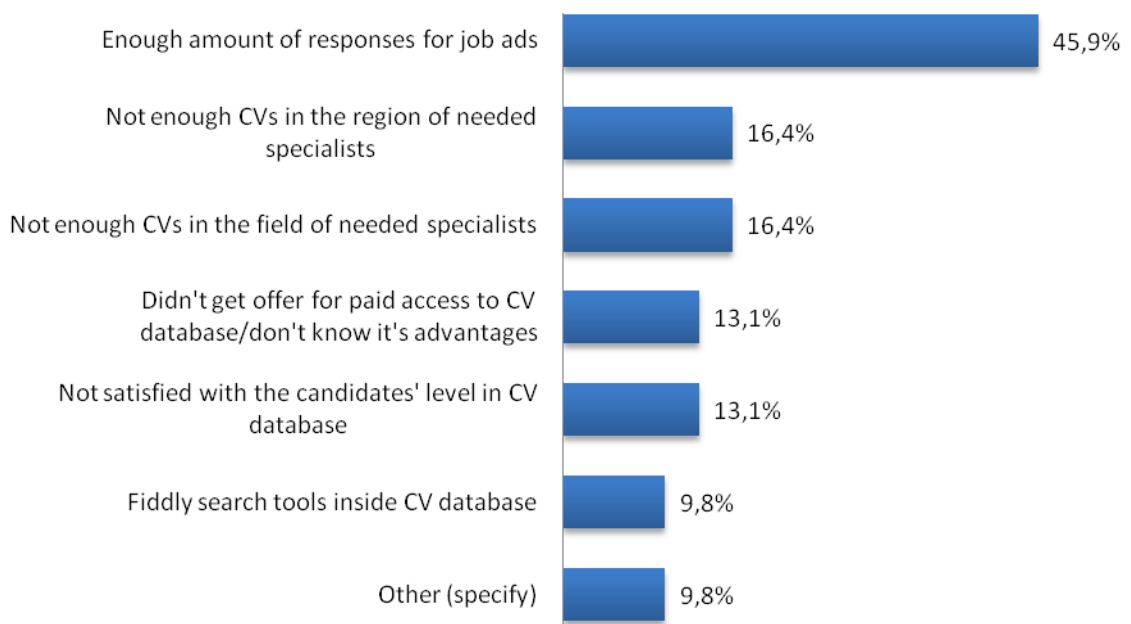


Figure 16: Indicate the main reasons why you do not use the CV database on rabota.ua

(Own processing)

Before summing up, it is really important to see the picture of general customers' satisfaction.

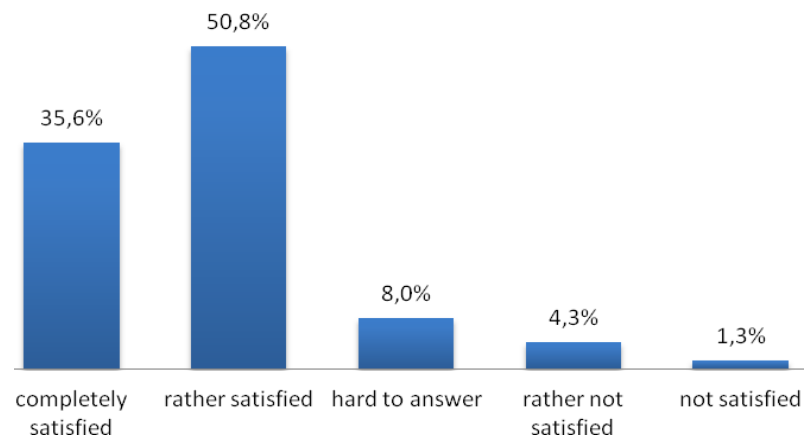


Figure 17: Rate the overall level of satisfaction of using rabota.ua (Own processing)

Assess the level of service from rabota.ua personnel

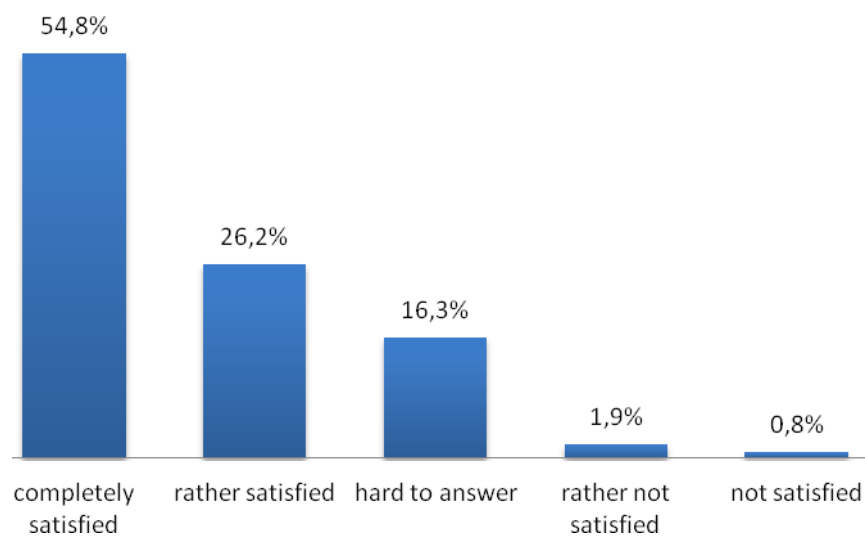


Figure 18: Rate the overall level of satisfaction of using rabota.ua (Own processing)

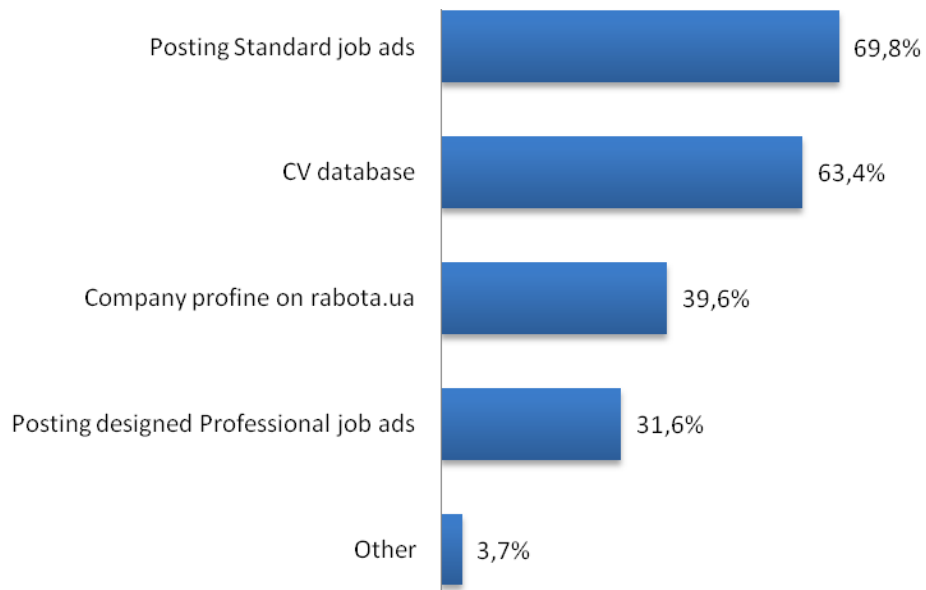


Figure 19: Which products and services of rabota.ua you would recommend to your colleagues? (Own processing)

Conclusions

- rabota.ua has two main products which are valued for existing customers: job ads and CV database. This means it's really necessary to invest and develop both these products.
- According to customers' perception, rabota.ua is not a leader in quantity or quality of candidates presented on the website. However, it's exactly in the middle position, which can be used as sales argument.
- People of the company and personal relations with managers of rabota.ua are the crucial factors for existing customers. It's very important to continue investing in personal relationship with current clients as well as attracting new ones.
- There's still a communication gap with a customers. Around 15 doesn't get the information and don't know the advantages of using paid services. It's extremely important to strengthen communication strategy within B2B environment.

4.4 SWOT Analysis of the company

Table 4: SWOT analysis rabota.ua as a tool for EB communication (Own processing)

Strength	Weaknesses
Sales Force, relationships with clients Branding group of products Integration with Facebook and websites Training program Employer Brand Research 2 Main Luxury Events with Minchington and Mosley Market leader in the field of IT, pharmacy, finance Experience in working with regions Partnership programs Vacancy in design - basic template Vacancy in design - PRO Separate subjob boards as sales argument Own regional luxury events	UX - design in some aspects Easy to register CVDB - hard to use Service description Salary analysis Perception as a website without top candidates Communication gap concerning service's advantages Less amount of candidates than on work.ua
Opportunities	Threats
Increasing demand for salary analysis Increase of demand in agricultural sphere Increase of the amount of paying clients in the regions Increase of the amount of paying clients from abroad Increase of CV database with introducing new MINI-CV Mobile apps Increase of the amount of companies with Facebook and web-site integration	Economical and political crisis Increase of SF in work.ua Introduction of Facebook and web-site integration by work.ua Increase of LinkedIn influence (in some fields) Increase of the amount of Ukrainian CVs on hh.ua Development of the importance of HR Brand Award by hh.ua Lobbing of the opportunity to become a partner of The Network in Ukraine by hh.ua

5 PROJECT FOR MARKETING STRATEGY – ATTRACTING FOREIGN COMPANIES

5.1 General project information

rabota.ua is a member of global organization of job boards The Network constantly have a job ads posted by foreign companies. Basically, Rabota International doesn't do anything as a company for promotion of services to foreign companies. All information about the job board is based on the official website of The Network. And this organization promotes itself as a whole. Therefore, if there are companies who are interested by themselves in searching for employees in Ukraine, they will most probably use the website of The Network to check the information. Or (which is more likely to be) they will just contact The Network's representative and ask them for rabota.ua contact information. All this system works perfectly unless we don't want to invest and develop this sector.

Advantages of cooperation with The Network:

- Not investing in attracting foreign companies, rabota.ua still gets clients.
- Free promotion of rabota.ua services.
- It shows the interest of foreign companies in Ukrainian labor market and their potential development here.
- Being a part of global organization as the only representative from Ukraine is a huge sales argument for domestic companies.

Disadvantages of The Network:

- Clients should be interested by themselves in searching employees in Ukraine.
- The Network transforms from a link to the barrier between client and rabota.ua.
- To complicated procedure of finding rabota.ua contacts and details.
- The profit of rabota.ua would increase if start to invest in attracting foreign companies by themselves or in addition.
- The main competitor of rabota.ua is trying to become the Ukrainian representative in The Network. If they succeed, rabota.ua will lose its unique value.

5.2 Background

5.2.1 Research

To find out the necessity for realization of this project, we conducted an online research among users of rabota.ua in Ukraine. We asked them whether they would like to work abroad. The vast majority of our Ukrainian citizens are positive about the employment opportunities abroad. Why are they so willing to set and where to apply their skills?

According to a survey conducted by the job board rabota.ua, it became known that the respondents have a positive attitude for working abroad. 82% of respondents would like to work abroad, 5% already embody this idea into reality, and just 13% of respondents are totally not interested in it.

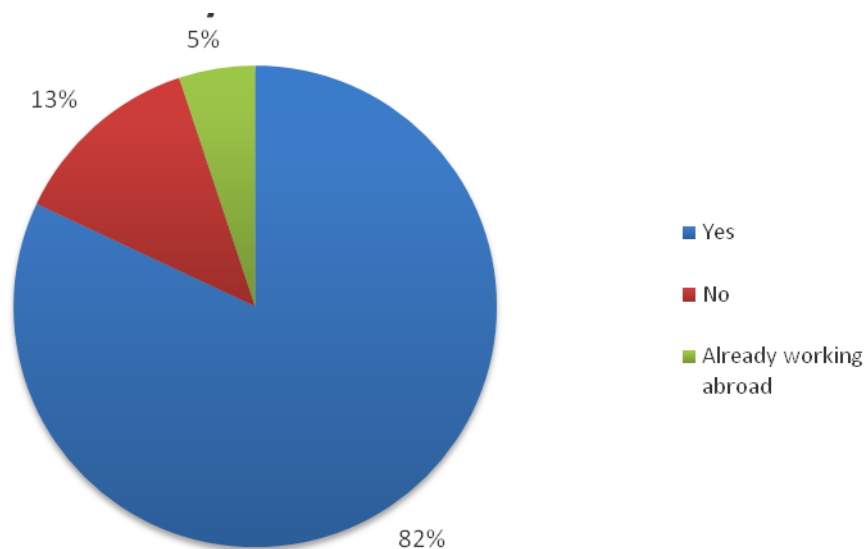


Figure 20: Would you like to work abroad? (Own processing)

Every second respondent expressed a desire to go abroad for a long time - more than five years. Every fourth respondent positively relates to 3-5-year working abroad, 16% of respondents do not mind spending abroad for two years, and 8% would not want to leave their homeland for more than a year.

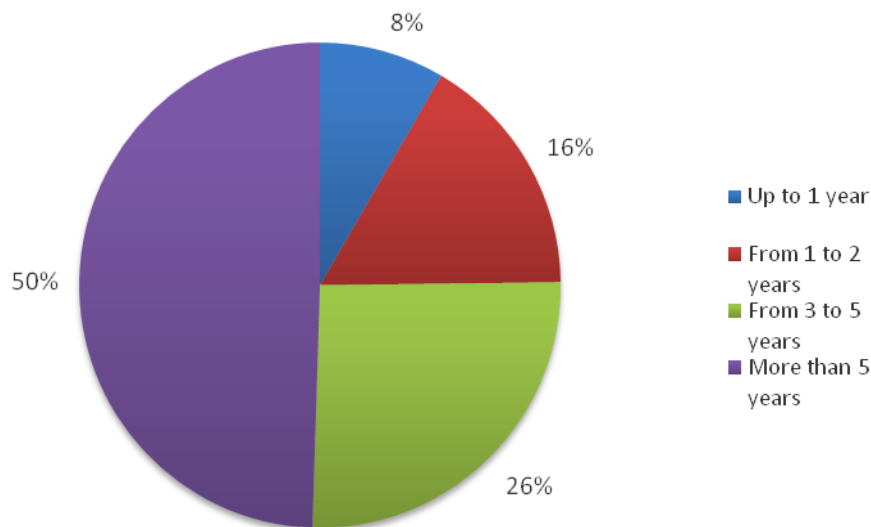


Figure 21: For how long you would like to work abroad? (Own processing)

The most appealing factor of working abroad is a higher level of salary (82%). Respondents are also interested in the possibility in such a way to expand their professional and life experience (52%), the same number of respondents consider work abroad as an opportunity to start a new life. For every second respondent career abroad is an opportunity to learn a foreign language. And 36% of respondents believe in the broader career opportunities implementation.

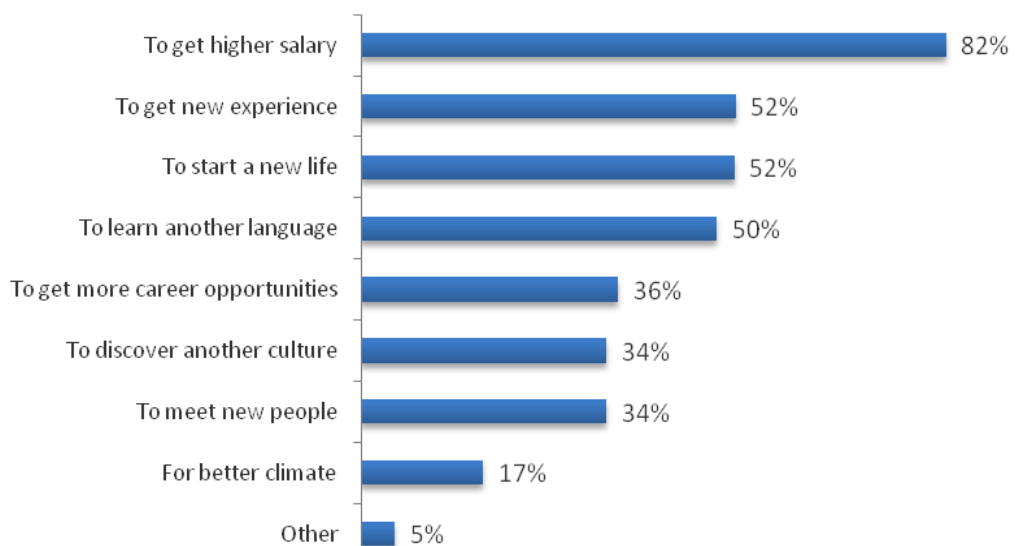


Figure 22: Why would you like to work abroad? (Own processing)

Top 5 countries favorable for the employment, according to the results of this study are Germany (49% preference), the U.S. (46%), the UK (41%), Canada (40%) and Switzerland (38%). The top ten, in addition to the above, includes Austria, Italy, Sweden, Australia and France. This study was conducted online by job board rabota.ua. The sample consisted of 1665 respondents from all over Ukraine, on the basis of user base job board rabota.ua.

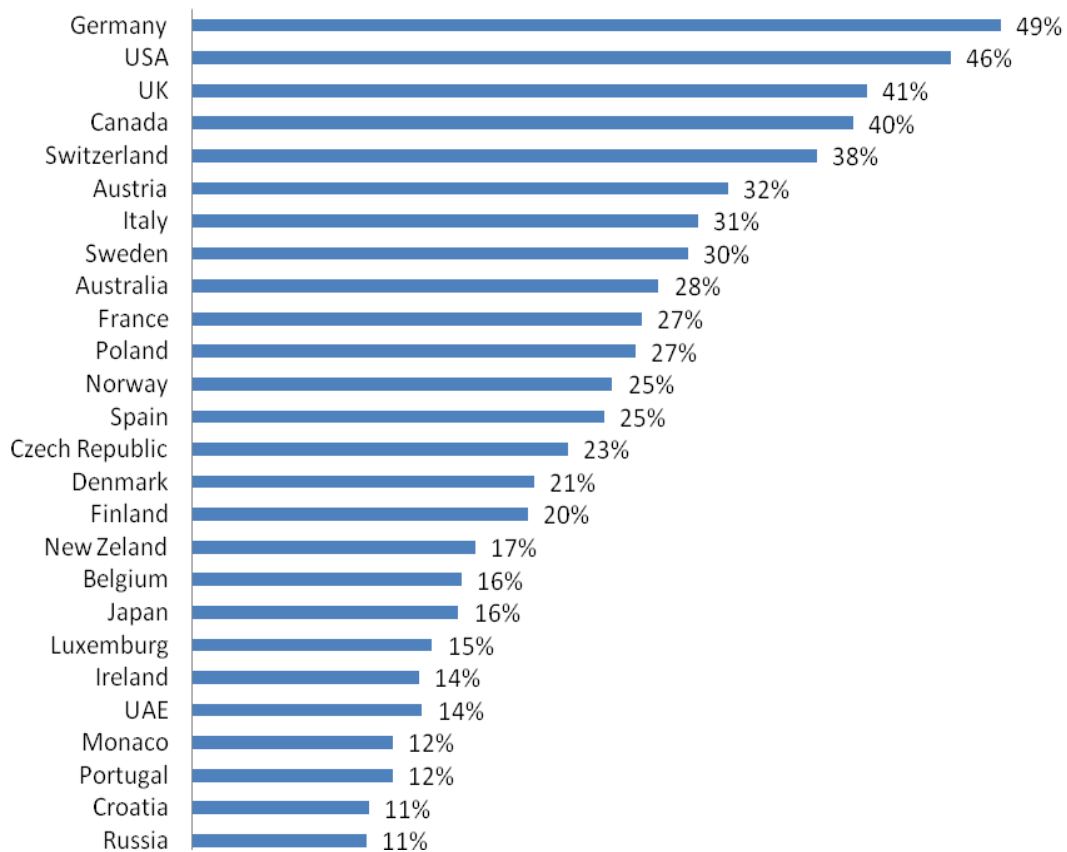


Figure 23: Which you would like to work in? (Own processing)

According to the research, there is a demand from Ukrainian job-seekers. This is a great background for introducing and developing the project of attracting foreign companies to post their vacancies on rabota.ua and seek employees in Ukraine.

To get a proof that these job-seekers will be actually valuable for foreign companies, we conducted another research. In second research we asked which foreign language they use when working. This study was conducted online by job board rabota.ua. The sample consisted of 1438 respondents from all over Ukraine, on the basis of user base job board rabota.ua.

In half of the Ukrainian companies employees use in the workflow languages. According to the research, the undisputed leader among those was the English language – 95% of those who generally relates to the conduct of the workflow in a foreign language use it at work. German language used at work by 14% of Ukrainians. And among the other answers are most often mentioned Polish and Turkish languages.

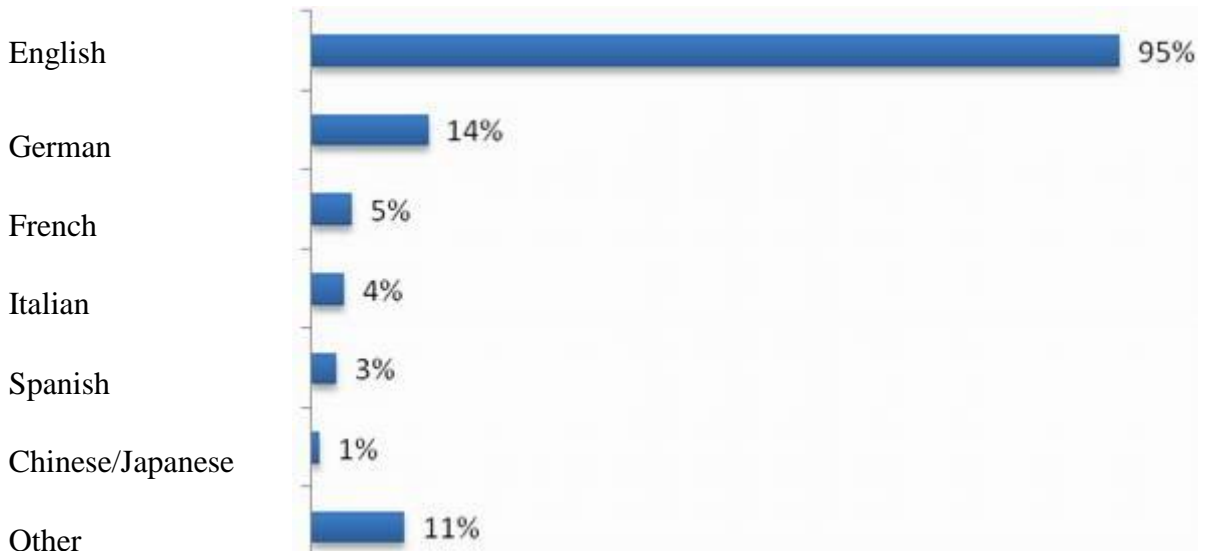


Figure 24: Which foreign languages do you use for your job? (Own processing)

5.2.2 Website statistics

Expect the research we have analyzed the website statistics itself. The most important data is:

- The amount of job ads published by foreign companies by month in 2013-2014 years.
- Main fields in which foreign companies seek for employer in Ukraine
- The amount of CVs in English on rabota.ua
- Main fields of CVs in English on rabota.ua

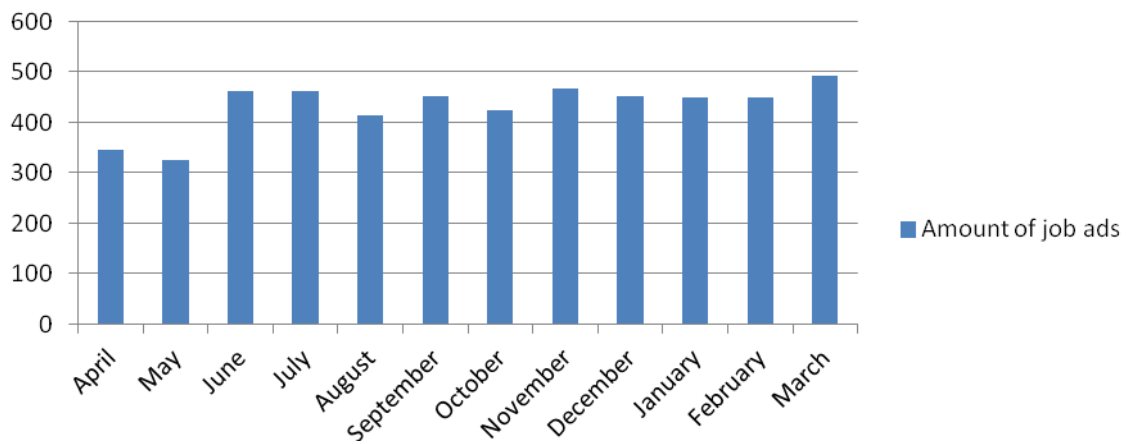


Figure 25: Increase of the job ads published on rabota.ua by foreign companies in 2013-2014 (Own processing)

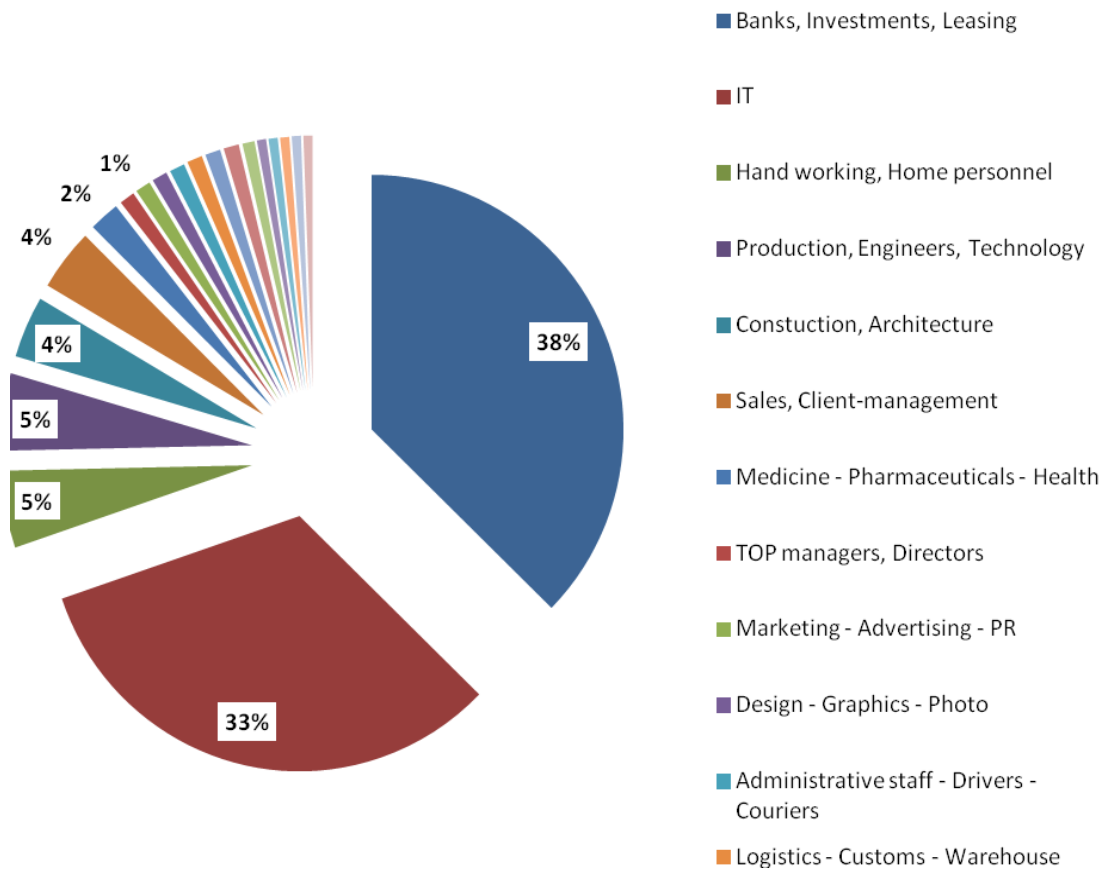


Figure 26: The amount of published on rabota.ua foreign job ads in different fields (Own processing)

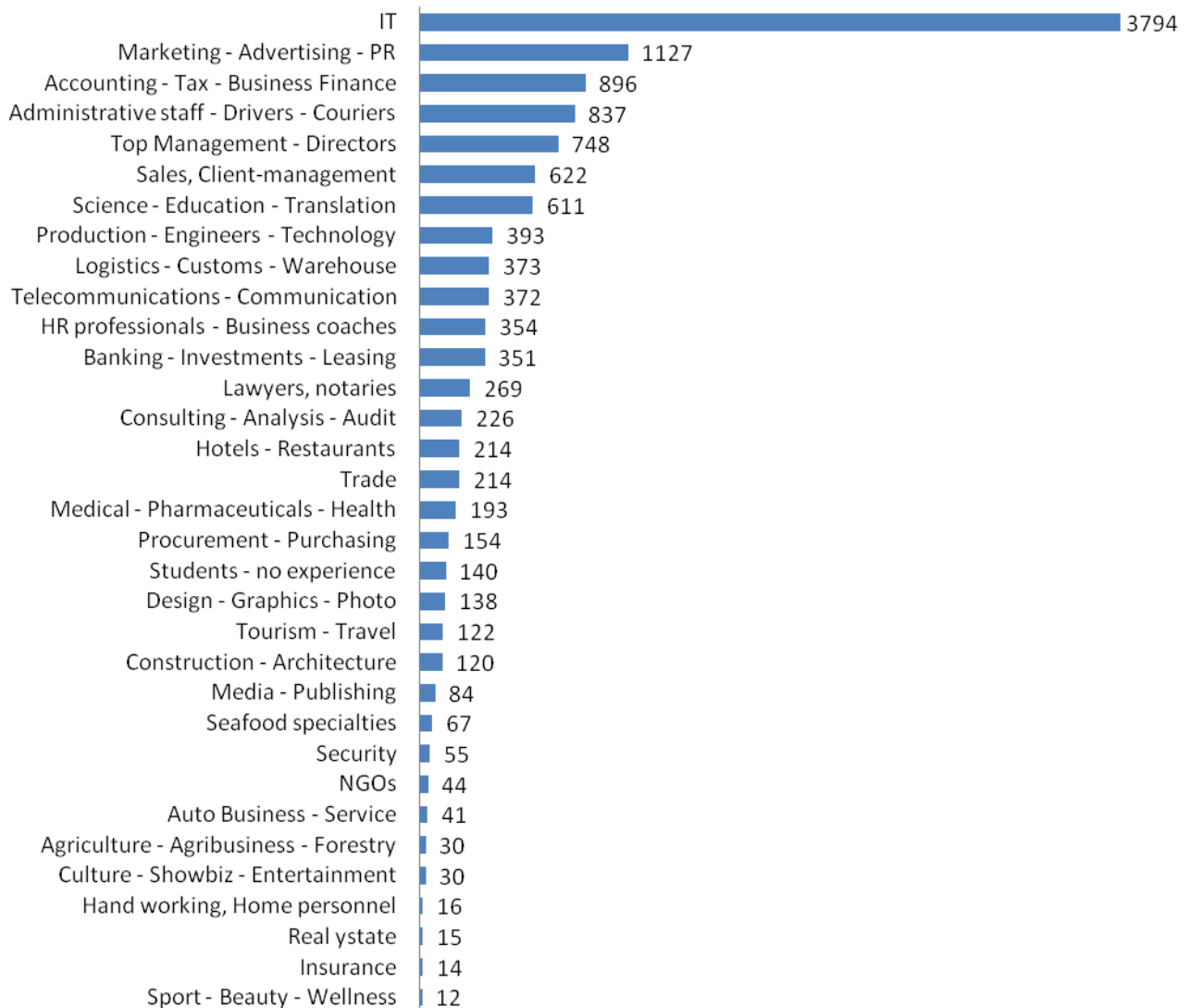


Figure 27: The amount of CVs in English published on rabota.ua (Own processing)

After getting this data, there were made few conclusions, such as: there's a positive tendency in the amount of job ads from foreigners which means there is a potential market. Analyzing the fields gave us a direction, basically what exactly should be promote, which specialists etc.

5.2.3 IT potential in Ukraine

Second and most important factor for developing the project is the increasing amount qualified IT-specialist in Ukraine. As it was mentioned in the first chapter of this work, Ukraine is on the 4th place in the world after USA, India and Russia in IT outsourcing cluster! This means that Ukraine has extremely qualified IT specialist. Moreover they are ready to work

for lower salary than, for example, US or Russian specialist. Working with India could be difficult because of culture differences. All these lead to the fact that Ukraine is a perfect place for all foreign companies to search for IT professionals.

Secondly, job board rabota.ua is the definite market leader in IT field. It has its separate subjob board called it.rabota.ua. Company promotes and invests in this segment a lot. In the end, rabota.ua is a market leader in sphere of IT recruiting, having the biggest amount of IT specialist and their CVs posted on the web-site.

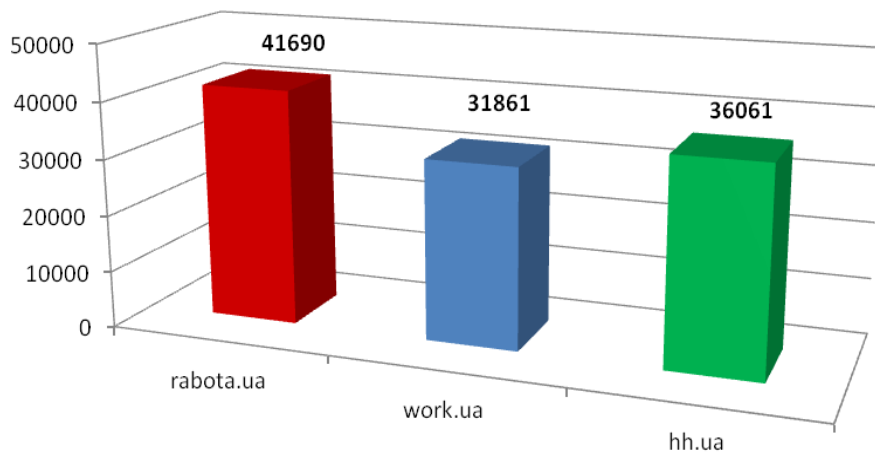


Figure 28: The amount of CVs in IT field published on rabota.ua (Own processing)

5.3 Description of the project

Job-board rabota.ua and the company Rabota International is a part of polish company pracuj.pl and at the same time – the only and official representative of Ukraine and the member of world organization “The Network”. <http://www.the-network.com/job-board/member-job-boards/ukraine/>. As a member of this organization, rabota.ua gets foreign clients without any investments in attracting them. Of course it is a huge advantage for the company, especially considering the fact that lately fore and more foreign companies became interested in Ukrainian labor market. On the other hand, this means that in Rabota International start investing in attracting more foreign companies, they would get much more clients and higher profit. In this project, by investing in attraction of foreign companies to promote their EB in Ukraine I mean:

1. Preparing English version for marketing materials.
2. Cooperation with European event-agencies, organizers of HR events.

3. Consulting and personal help in adaptation of EB material to Ukrainian market.

EB communication tools which should be promoted for foreign companies:

- Company profile on rabota.ua
- Social network blocks in the company profile
- Professionally designed job ads
- Designed targeted e-mails
- EBBR and SEY researches (after a while)
- Translation of their EB videos into Russian / Ukrainian languages

Table 5: Target B2B Audience (orientation on countries) (Own processing)

Counties / criteria	English-speaking	Slavic-speaking	Other language	Those who already use rabota.ua
Great Britain				
Holland				
Switzerland				
Russia				
Poland				
Czech Republic				
Germany				
Austria				
France				

- 1st (high) priority countries

- 2nd priority countries

- 3rd priority countries

These are the countries which marketing strategy for 2014-2015 years should be focused on. When the project shows its results and company gets profit, it's recommended to surf new markets, i.e. USA, Australia, India, China, UAE, other European countries.

5.3.1 Marketing Communication Channels

1. Partnership with European event agencies / organizers of HR and IT events in target countries.

In business it is important to keep a high profile and let people know that you exist. You are your own best ambassador and the most effective representative of your brand. Circulating, talking about your story and your company, building relationships with other businesses is all part of marketing yourself and your business. Conferences and networking events provide businesses with the opportunity to get away from the work environment for a while and meet like minded professionals in a more relaxed setting.

Often business can be a lonely occupation. Many business owners work long hours and are fully occupied with winning customers, finding new ways to promote themselves, looking for new opportunities. Finding time to meet and discuss the challenges and difficulties, share insights and experiences is a rare event. Attending relevant conferences can provide a valuable opportunity to relax and learn in a supportive environment.

Conferences and industry networking events provide opportunities to meet like minded professionals and attend educational seminars. Often the organizers put together interesting programs covering different aspects of business. New products, techniques and procedures are often introduced at these events. Workshops are often included. Sometimes well known or significant speakers are featured and they can provide interesting motivational lectures, useful handouts and opportunities to brain storm and consider other options for developing business. Such things perhaps would never be considered in the normal rush of a regular day at the office.

But often the most valuable part is the networking. The coffee breaks where like minded professionals share stories, experiences, ask for advice compare mishaps. These are the times to mix and interact with colleagues, to put a face to the name, to discuss any alliances that may be able to be formed. Some businesses may be in direct competition with each other, but there will also be some businesses that will be able to forge allegiances based on slight overlaps and synergy. Discovering the connection and the potential is often best done in person in the relaxed setting away from the workplace.

The value of getting away for a day or two, to meet people in similar business situations, to mix, share and interact with each other can pay dividends when you are back in your own business environment. Not just a time to learn new techniques or to think of different ways of approaching situations, but also a time to recharge your batteries and come back to your own business full of optimism, maybe new contacts or friends, new ideas and a positive commitment to invigorate your business again. (Leigh, 2013)

Table 6: European HR events in 2014-2015 (Own processing)

CONGRÈS HR '2014	Paris, France	October 2014	http://www.eventseye.com/fairs/f-congres-employer6350-0.html
Russian HR Week 2015	Moscow, Russia	April 2015	http://hungryshark.ru/articles/russian-employerweek-2014
15th Russia and CIS HR Directors Summit	Moscow, Russia	25-26 September 2014	http://lbsglobal.com/summit/
HR Forum	Moscow, Russia	25 June 2015	http://expopromoter.com/ru/events/154733/hr_forum_2014/
8th IT HR Conference	Moscow, Russia	October 2014	http://it-sobytie.ru/events/1074

List of HR events for 2014-2015			
Name	Place	Date	Link
Gamification in HR 2015 Summit	Paris, France	April 2015	http://human-resources.flemingeurope.com/gamification-employersummit
Emerging Markets HR Summit	London, GB	10-13 November 2015.	http://www.boc-uk.com/conferences/emerging-markets-employersummit/#.U0esyFWSySo
HR & Workforce Analytics Innovation	London, GB	18-19 March 2015	http://theinnovationenterprise.com/summits/employerworkforce-analytics-london-2015
HR Tech Europe	Amsterdam, Netherlands	23-24 October 2014	http://www.hrtecheurope.com/amsterdam/
Human Resource Summit 2014	Barcelona, Spain	8-10 October 2014	http://www.summit-events.com/index.php?&id=2
LSE HR Conference 2015	London, UK	May 2015	http://www.lse.ac.uk/management/events/lse-employerconference/home.aspx
HR Directors Business Summit	Birmingham, UK	3-4 February 2015	http://www.hrevent.com/
HR Distinction Awards 2014	Birmingham, UK	4 February 2015	http://www.hrdistinctionawards.com
HR Director's International Summit	Prague, Czech Republic	April 2015	http://www.hrdevent.com/summit/welcome/
Human Resources Gipfel 2014	Germany	Autumn 2014	http://www.employergipfel.com/
HR & TALENT MANAGEMENT CONFERENCE	London, UK	12th March 2015	http://www.hrgrapevine.com/events/employercan-change-the-world
HR in Banking and Financial Institutions Summit	Viena, Austria	April 2015	http://hrinbanking.com/
The Online Recruitment Conference & Exhibition 2014	London, UK	21 October 2014	http://www.onrec.com/events/conference/conferenceuk14
The Onrec Awards 2015	London, UK	19 March 2015	http://www.onrec.com/events/conference/awards2015
The Onrec Trade Conference 2015	London, UK	9 July 2015	http://www.onrec.com/events/conference/trade2015
The Onrec Scandinavia Conference 2015	Copenhagen, Denmark	May 2015	http://www.onrec.com/events/upcoming
Pharma HR Excellence Summit	Berlin, Germany	3-5 June 2014	http://pharmahrsummit.com/

2. Increase the collaboration with The Network

The Network already has two main projects where rabota.ua could take part more actively, which are described on their website.

a) Global Talent Mobility Survey is a scope of research and knowledge that can't be found anywhere else. In conjunction with the Intelligence Group, a Dutch research institute specialized in the labor market; international research was carried out by our partner job boards. We are experts at recruitment in foreign countries with the results of three international studies regarding global talent mobility:

- 2006: 8 countries - 21,000 job seekers surveyed
- 2009: 44 countries - 66,000 job seekers surveyed
- 2011: 66 countries - 162,495 job seekers surveyed

Detailed information and global sourcing trends in the three white papers is available for download. The Network offers exclusive understanding of the world's talent pool.

Knowing how mobile individuals around the world react differently puts recruiters in a stronger position to attract the best international talent. The Network's research shows:

- Where to find talent that matches your needs
- How to obtain your desired skill set or meet a shortage in the local labour market
- Who is willing to move to a certain country and why
- The most important job aspects for job seekers and the sources they use to find jobs
- Global sourcing with confidence thanks to The Network

More than just an alliance of local market leaders, The Network itself remains a leader for recruitment in foreign countries. Through continuing research, we build on our knowledge and expertise in the global labour market and talent mobility. More Effective Global Sourcing with The Network's Research. Talent is the new capital for businesses as the international labour market becomes larger and more complex. Employees are becoming increasingly mobile as new markets open up around the world. Information about the market and how to best attract mobile candidates is vital for effective global sourcing.

b) Global Talent Barometer helps to gain insight into the international labour market

Based on years of market labour research conducted in 66 of the 133 countries covered by The Network members, the Global Talent Barometer is an easy-to-use, interactive tool that answers these questions and more:

- Where can I find the perfect candidate? Filter specific profiles depending on the vacancy you have to fill. Find candidates interested in relocating to the country where you need them. Narrow down the job boards and hiring resources that a particular segment uses.
- What will persuade this candidate accept my offer? Assess salary expectations in a certain market. Understand why these candidates consider choosing a job and company abroad.
- What are the most important job factors for prospects in different countries?
- Know which information potential candidates in certain markets expect.

Through The Network, you have exclusive access to this empowering resource for planning your global recruitment strategy. In 2011 alone, over 162,000 candidates shared details about their motivations and behavior with regard to international mobility.

Take your global recruitment process to the next level with this asset. Designed to help employers – and countries – better understand the labour market, the Global Talent Barometer takes the guesswork out of recruiting in foreign countries, enabling better results with fewer resources.

3. SEO and SMM for foreign employers

SEO – search engine optimization and SMM – social media marketing are one of the most famous internet-marketing tools nowadays. In terms of this project we are talking about internet-recruitment, therefore tools of internet-marketing would be the most appropriate in this case. This marketing tool would be the best in terms of this project. And this is why:

- Very easy to implement;
- Don't need huge personnel involvement
- Cheap and useful

On the other hand, this SEO and SMM are mostly popular in B2C or C2C campaigns. However, rabota.ua already invests in B2B SMM and has a good output from that. Of course, simply SEO and SMM won't bring new clients just like that. However, it will increase brand awareness of rabota.ua abroad, and attract potential customers to find out more detailed information about rabota.ua services and prices.

5.3.2 Justifying the idea

After analyzing all above mentioned figures and data, we could clarify reasons **why** is it necessary to invest in the project:

1. rabota.ua has a demand from job-seekers, 87% of which consider working abroad;
2. rabota.ua is already a market leader in IT field. This project would help to expand;
3. rabota.ua as a member of The Network during last period gets more and more foreign companies as a clients who promoted their EB in Ukraine;
4. Introduction of this project will help rabota.ua to prosper during this times of political and economical crisis in Ukraine;
5. Introduction of this project will help a lot of Ukrainians to find a job or get better job opportunities in the situation when a lot of people actually lose their jobs.

5.4 SWOT analysis of the project

Table 7: SWOT analysis of the project (Own processing)

Strength	Weaknesses
<p>1. Price for foreigners is higher</p> <p>2. A good solution in terms of Ukrainian critical political situation</p> <p>3. Project demands little amount of people involved</p> <p>4. The level of rabota.ua users is exactly what foreign companies need (middle managers)</p> <p>5. Can be used as a sales argument for Ukrainian customers</p> <p>6. Project can be started and tested with very little investments</p>	<p>1. Price for foreigners is higher (hard to explain the difference)</p> <p>2. Rabota International needs special contract for selling services, which should be signed in Ukrainian language</p> <p>3. Complicated procedure of actually starting working with client</p> <p>4. Rabota.ua doesn't have English version of the website</p>
Opportunities	Threats
<p>Huge advantage if hh.ua succeed in Lobbying the opportunity to become a partner of The Network</p> <p>Increase of Rabota International profit</p> <p>Become a market leader in this field very rapidly</p> <p>Get new practices and experience in EB</p> <p>Develop a consulting agency as a part of rabota.ua</p> <p>Increase of the amount of job ads</p> <p>Advantage if LinkedIn Increases its influence</p>	<p>Discrepancy with The Network</p> <p>Economical crisis in Europe</p> <p>Misunderstandings with The Network</p>

5.5 Risk, Cost and time analysis

5.5.1 Risk analysis of the project implementation

Internal risk factors

1. Organizational and operational
 - Not good enough UX design of the website as for foreign standards
 - Too small amount of visitors, responds and CVs comparing to European standards
 - Not relevant responses on foreign job ads
 - Website bugs when using abroad
2. Strategic risks
 - Changes in customer demand
 - Technological evolutions
3. Financial
 - Changes in interest rates
 - Being overly reliant on a single customer
4. Employee risk
 - Insufficient level of project team
 - Bad communication within the project team

External risk factors

1. Compliance risks
 - Taxation system
 - Additional contracts
2. Political and economic
 - Recession or interest rate fluctuations
 - Increased crisis in Ukraine / Crisis in Europe

Table 8: Analysis of potential risks of the project (Own processing)

Type of risk and risk factor	Probability of risk, ranking 1-5	Severity of risk, ranking 1-5	Score of the risk (probability X severity)
Not good enough UX design of the website	2	3	6
Too small amount of visitors, responds and CVs	3	5	15
Not relevant responses on foreign job ads	3	5	15
Website bugs when using abroad	2	5	10
Changes in customer demand	1	5	5
Technological evolutions	2	3	6
Changes in interest rates	3	4	12
Being overly reliant on a single customer	3	4	12
Insufficient level of project team	2	4	8
Bad communication within the project team	1	5	5
Taxation system	3	3	9
Additional contracts	5	3	15
Increased crisis in Ukraine	4	2	8
Crisis in Europe	3	3	9

Table 9: Risk management tools for the project (Own processing)

Type of risk and risk factor	Score of the risk (probability X severity)	Risk management tools
Not good enough UX design of the website	6	Innovations
Too small amount of visitors, responds and CVs	15	Marketing communications
Not relevant responses on foreign job ads	15	Rules and restrictions
Website bugs when using abroad	10	Adaptation, double-checking
Changes in customer demand	5	Adaptation
Technological evolutions	6	Innovations, staff trainings
Changes in interest rates	12	Preparation
Being overly reliant on a single customer	12	Interaction with other business fields
Insufficient level of project team	8	Staff trainings
Bad communication within the project team	5	Staff trainings, team buildings
Taxation system	9	Adaptation, caution
Additional contracts	15	Marketing communication, customer support
Increased crisis in Ukraine	8	Marketing communications, entering new markets
Crisis in Europe	9	Entering new markets (countries)

According to the table above, we can see that there are few risks with the highest priority, so it's very important to deal with them at first. Too small amount of visitors, responds and CVs and Not relevant responses on foreign job ads are the most dangerous organizational and operational risks. In fact, these factors are also the most important for customer satisfaction. It's really important to clarify the meaning of these risks in order to suggest how to deal with them. So if we are talking about too small amount of visitors, responds and CVs, we don't mean that there's general lack of resumes. But for foreign customers it might seem that it's the amount of responds is not enough because they are used to other numbers. To avoid this situation, it is very important from the very beginning of the project to prepare marketing materials, newsletters etc. with the relevant information about crucial numbers (amount of CVs, responses, visits) on rabota.ua. It's also very important to show the comparison with competitor's data and present market tendency as a whole.

When talking about irrelevance of the responses, of course marketing materials won't help here. However, for now, rabota.ua hasn't being facing troubles like that. Usually, responses for the job of foreign companies are more or less relevant. But there is a risk that with the increase in amount of foreign job ads there will be an increase of irrelevant responses. To avoid this situation, it's recommended to introduce compulsory questions for job-seekers before they send a CV (the level of English and 2 last places of job-experience). Also, if previous step doesn't help, it might be useful to forbid the job-seekers to apply for a job with attached file and allow him use only CV on rabota.ua. In this case smart system of the website will check whether the job experience of a candidate matches the requirements of a job ad.

'Changes in interest rates' is this kind of risk which you actually can't prevent. The only thing we can do is to prepare for it. In fact, the prices for foreign customers are always in EURO, so changes in UAH won't influence the project. However, before getting profit company should invest first. In this case, it's important to remember that even if company invests more, it will also get more. Anyway, when doing business internationally, it's recommended to have additional line in the budget called "interest rate fluctuations".

In the beginning of the project, being overly reliant on a single customer could be the biggest risk. In case of this project, of course, it won't be single customer. However, it can be very small amount of customers. First of all, it is very important not to focus only on big companies and promote them building and communication of their EB in Ukraine, but also

focus on middle enterprises offering them simple job-posting. This will help to avoid the situation of reliance on a single customer. On the other hand, as it's been already said, the development of this project will be used as a good sales argument for existing Ukrainian customers. These means that these two sales directions shouldn't be separated but on the contrary – interact and support each other with human as well capital resources.

Having additional contracts as a risk of the project means the complexity of cooperation with client. First of all, we definitely know that according to Ukrainian law, Rabota International has to prepare special contract that should be signed by both sides in English as well as in Ukrainian language. There is a risk that it could 'scare' the potential customers. To prevent this situation, again, it's very important to warn the customer from the very beginning and also to calm him down just after the warning. By this, we mean explain in marketing materials, product descriptions on the website etc. that there are some rules, but Rabota International will cope with everything and customer shouldn't worry about this at all.

5.5.2 Cost analysis of the project implementation

Table 10: B2B budget for project implementation (Own processing)

	Total cost (euro)	Per month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
B2B project budget 2014-2015														
Marketing Materials														
Product description materials	800			400						400				
Ballpoint Pens	200			150						50				
Banner rabota.ua in English	50			50										
Notebooks	300			200						100				
Events in different counries	2 500				625		625	625			625			
SEO	960	80	80	80	80	80	80	80	80	80	80	80	80	80
SMM	840	70	70	70	70	70	70	70	70	70	70	70	70	70
Webinar	250									100	150			
Total	5 900		150	950	775	150	775	775	150	800	925	150	150	150

Preparation of marketing materials	Translation presentations into English																			
	Translation of printed promo-materials																			
	Adaptation of promo-materials design																			
	Printing the materials																			
Cooperation with event organizers	Getting contact with event organizers																			
	Negotiations																			
	Setting up the conditions																			
Potential clients	Making a list of potential/target customers																			
	Ongoing analyzing companies' needs and demands																			
	Preparing a special offers for audience needs																			
	Ongoing contacting HR managers																			
Attending the first European HR event	Analyzing target audience																			
	Deciding on concrete goals for attending the event																			
	Arranging travel issues																			
	Conference																			
	Summing up event results																			
Milestone	Summing up the results of first 3 months																			
	Setting the targets for next 3 months																			

		October 2014					November				December			
		1 week	2	3	4	5	1	2	3	4	1	2	3	4
Sales	Contacting HR managers													
	Signing first contracts				Deadline									
	Analyzing companies needs and demands													
	Ongoing cooperation with obtained clients													
SMM	Setting up the targets													
	Preparing SMM plan													
	Developing the English pages of rabota.ua													
	Ongoing SMM activity													
Cooperation	Getting contact with event organizers													
	Negotiations													
	Setting up the conditions													
Attending the second European HR event	Analyzing target audience													
	Deciding on concrete goals for attending the event													
	Arranging travel issues													
	Conference													
	Summing up event results													
SEO	Brainstorming the concept													
	Testing SEO approaches													
	Deciding on SEO message													
	Analyzing the effect													

		April 2015					May				June			
		1 week	2	3	4	5	1	2	3	4	1	2	3	4
Cooperation with event organizers	Getting contact with event organizers													
	Negotiations													
	Setting up the conditions													
Attending the fourth European HR event	Analyzing target audience													
	Deciding on concrete goals for attending the event													
	Arranging travel issues													
	Conference													
	Summing up event results													
Sales	Contacting HR managers													
	Signing new contracts													
	Analyzing companies needs and demands													
	Ongoing cooperation with clients													
	Ongoing SMM activity													
Milestone	Summing up the year project results													
	Setting the targets for next 3 months													

CONCLUSION

The master's thesis has researched and focuses on a way to improve business performance of Rabota International Ltd. through the attraction of foreign companies to promote their employer brand in Ukraine using rabota.ua services to those Ukrainian professionals who would like to work abroad.

Introduced only in 1990 the term employer brand had developed dramatically since that time. Companies understand that to compete they have to hire the best people. And to attract those best people money are no longer the crucial factor and best tool for doing so.

In the analysis part there was presented the general review of Rabota International Ltd., its performance and competitive position in Ukraine. It was revealed that the company already has foreign companies as customers for posting their job ads. However none of them actually used EB communication tools. It was also revealed that during the last year the amount of job ads posted by foreign companies in rabota.ua increased by 25%. After analysis of IT outsourcing field in Ukraine as a main factor of developing EB, it was predictable the most of foreign companies seek for Ukrainian professionals in IT sphere. However, it was very interesting to find out, that specialists from financial field are also very valuable for Russian and European companies. According to a survey provided the amount of candidates who would like to work abroad consist of 80% (which was described in the third chapter).

A project of developing international cooperation and driving it on the new level was proposed as a way of increasing profit of Rabota International, escaping from Ukrainian economic crisis and satisfying candidates' needs. The analysis of directions which Rabota International can use to develop its international value was proposed. Afterwards, the detailed plan of project implementation and realization was presented. In addition, it was shown the link that the implementation of project on international level will influence the increase Rabota International prosperity and attraction of new clients in local level.

To conclude, the work shows that to use all the benefits from fast growing concept of employer brand it very important to spread the market and activities of job boards. In terms of today's talent mobility and easiness and desire of people to travel and work abroad the quite young term of employer brand starts losing its value and being replaced by "international employer brand." So the main leader would be the one who will first catch it and start promoting it as a trend.

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LIST OF ABBREVIATIONS

B2B	Business-to-business
CV	Curriculum vitae
EB	Employer brand
HR	Human resource
HRM	Human resource management.
IT	Information technologies
FMCG	Fast moving consuming goods

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APPENDIX II: DESIGNED PROFESSIONAL JOB AD ON RABOTA.UA

APPENDIX III: COMPANY PROFILE ON RABOTA.UA

APPENDIX I: GENERAL INFORMATION ABOUT RABOTA.UA AS A PART OF THE NETWORK

THE NETWORK 
Global leader in online recruitment



PRESENTS ITS LOCAL PARTNER:



Ukraine

rabota.ua has been operating in the online recruitment field for over 12 years, and became a part of Grupa Pracuj in 2006 – recognised in 2010 as one of the 50 fastest growing

IT companies in Central and Eastern Europe. rabota.ua currently has six departments with over 50 employees, offering you quality customer service and delivering quick results.

Thanks to the hard work of rabota.ua's dedicated staff, they can offer you the best recruitment solutions in the Ukraine, tailored to your individual needs. At the core of their business they promise to communicate your jobs directly to your target audience and to create the best impression for your employer brand.

The result is impressive visitor numbers of 2 million unique users per month and over 60,000 job ads live on their site at any one time.

Ranking of site



Site statistics Sep 2012

Unique Visitors	1,624,841
Visits	5,411,479
Page Views	33,487,552
Registered CVs	1,528,510
Vacancies	48,635

Top 5 CVs by occupational area

Administrative Support & Secretarial	11%
Sales & Purchasing	10%
Finance Administration & Auditing	9%
Marketing & Advertising	6%
IT and Telecommunications	5%

Site strengths

- As the biggest job board in the country, rabota.ua provides you with the largest reach for your jobs in the Ukraine
- Recruiters in the Ukraine trust rabota.ua: more than 60,000 jobs advertised on their site from over 1,000 of the Ukraine's top employers speak for themselves
- Access the largest CV database in the country with over 500,000 professional CVs & more than 3,000 new ones added each month
- rabota.ua offers the widest range of communication products in the country – delivering great results even with the standard packages

Hilti Ltd expresses its gratitude to the team at rabota.ua for their help with improving the profile of our company on Facebook. Thanks to the impeccable work of the rabota.ua specialists, open-vacancies tracking is possible through a mock-up of a new tab. This will be used as a template for the Hilti profile on Facebook in other countries.

Hilti (Ukraine) Ltd

Key clients



APPENDIX II: DESIGNED PROFESSIONAL JOB AD ON RABOTA.UA



PHILIP MORRIS INTERNATIONAL



IT'S YOU.

Maintenance Engineer (advanced in electronics/software engineering)

POSITION PURPOSE: Manage operation and maintenance of engineering systems equipment and software in full compliance with Philip Morris International standards, EHS norms and local legislation requirements in order to ensure continuous and safe operation.

MAIN ACCOUNTABILITIES:

- Organize technically correct operation, maintenance and repair of engineering systems equipment and software ensuring uninterrupted supply of electricity, steam, gas, water and other energy sources to the production.
- Initiate and lead projects aimed at enhancing automation of engineering processes, increasing capacity and equipment efficiency. Ensure proper justification of project requirements, support of contractor selection, control over works execution, full compliance to local and Philip Morris International regulations etc. in order to complete project activities within required quality, costs and time.
- Stay up to date on modern technologies in engineering. Implement corrections and upgrades for Building Management System software and hardware.
- Prepare and justify the cost data of facility maintenance services in order to ensure accurate preparation of the annual and LRP budgets. Initiate, plan and ensure development and implementation of productivity improvements based on efficient utilization of budgetary funds and targeting optimum balance between cost, quality, service, safety and security.
- Train, control and motivate Facility Services duty engineers and asset team members demonstrating high professional and leadership qualities in order to facilitate improvement of Facility services.
- Ensure compliance with all relevant labor safety regulations, operating and maintenance manuals for assigned equipment.

REQUIREMENTS:

- College/University Degree in power engineering/electronics, automatics and programming
- At least 3 years of work technical experience in industrial equipment maintenance or electronics
- Strong theoretical knowledge in power engineering, electronics, programming

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APPENDIX III: COMPANY PROFILE ON RABOTA.UA

rabota.ua 26,485 актуальных вакансий +3,146 новых за неделю 896,666 всего резюме на сайте +4,007 новых за неделю

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At IBM we believe that THE WORLD CAN WORK SMARTER

For over 100 years, IBM has led the world in creating innovative solutions and products that have changed not only business, but history as well. At IBM we believe that on a smarter planet, change is the only constant. The world is becoming more instrumented, intelligent and interconnected. It is becoming smaller, flatter and smarter. At IBM we strive to lead the transition to a smarter planet by infusing intelligence into the systems and processes that make the world work.

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For the first time in human history, we have all the building blocks in place for engineering truly smart, self-monitoring, self-predicting and self-diagnosing systems:

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- better transportation
- better food supplies...

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- Innovation that matters - for our company and for the world
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For businesses. For governments.
For communities. For individuals.


IBM is built on the relationships IBMers have with other people in the world. And these relationships are based on shared values: progress, innovation and dedication.

"This is a company of human beings not machines, personalities not products, people not real estate."

— Thomas Watson Jr.

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