ISCTE ⊛ Business School
Instituto Universitário de Lisboa

THE IMPORTANCE OF EMPLOYER BRANDING ON THE MILLENNIALS' GENERATION

Mariana Carlota Costa Espírito Santo

Project submitted as partial requirement for the conferral of Master in Business Administration (MscBA)

Supervisor:

Prof. Oliver Röhrich, ISCTE Business School, Management Trainer (Executive MBA and Executive Master Programs)

October, 2016

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Resumo

Num mundo empresarial cada vez mais global e competitivo, as empresas têm de implementar estratégias que lhes tragam valor acrescentado permitindo assim que se posicionem como "empregador de escolha".

No entanto, devido às especificidades da geração que está atualmente no mercado de trabalho, a Geração dos Millennials, esta tarefa torna-se mais difícil pelo que se torna fulcral que as organizações desenvolvam boas estratégias de Employer Branding com o intuito de adquirir e reter talento que lhes traga vantagens competitivas.

Este estudo aborda as várias fases do desenvolvimento da Marca do Empregador, assim como as caracteristicas que definem os Millennials e respetivos comportamentos aquando da escolha de novas oportunidades profissionais.

Analisámos a realidade de diferentes empresas através de entrevistas ao responsáveis de Employer Branding com o intuito de perceber quais as práticas e estratégias utilizadas nas empresas em Portugal para atrair e reter talento. Relativamente aos Millennials, desenvolvemos um inquérito de forma a perceber de que forma esta geração escolhe um novo emprego, quais as suas reais motivações e principais aspetos valorizados no contexto empresarial.

Concluímos que existem diferenças evidentes entre a Geração Y e as suas Gerações passadas, nomeadamente no que concerne ao mercado laboral. Descobrimos ainda que o Employer Branding é cada vez mais um tema que faz parte do quotidiano empresarial e que apesar de ainda estar numa fase embrionária em Portugal, as empresas já lhe dão a devida importância e percebem que esta é uma tendência real que existe quer elas a desenvolvam voluntariamente ou não.

Palavras-chave: Employer Branding, Employer Value Proposition, Geração Y, Millennials, Emprego, Empregador de Escolha, Atratividade, Mercado Laboral. M12 Personnel Management, M32 Marketing.

Abstract

In today's global and competitive business world, organizations need to implement strategies that can give them added value, so they can become "top employers".

However, thinking about the specific characteristics of a new generation in the labour market - the Millennials - this task is increasingly difficult, making it vital for the organizations to develop good strategies of Employer Branding in order to attract and retain talent, giving the organization a competitive advantage.

This study addresses the several stages for developing an Employer Brand and also the characteristics that define Millennials and their behaviours when evaluating a new professional opportunity.

We have analysed the reality of the business environment in several companies, doing interviews to the managers of Employer Branding Departments in order to understand the main practices and strategies used in Portugal to attract and retain talent. Regarding Millennials, a survey was conducted to understand their decision-making process when evaluating a new professional opportunity and their real motivations and valued aspects in the workplace.

The results have proven that there are differences between Generation Y and the previous generations as far as labour market is concerned. It was also proven that Employer Branding is a growing topic on day-to-day business activities - despite it is still is in a very premature stage in Portugal, companies are paying more attention to it and starting to realize that this is a real trend, whether these organizations decide to invest on it voluntarily or not.

Key-words: Employer Branding, Employer Value Proposition, Generation Y, Millennials, Top Employer, Attractiveness, Labour Market. M12 Personnel Management, M32 Marketing.

Contents

1   Introduction

1.1   Scope

We live in times of extreme transformations – organizations are faced with high levels of competition and consumers have evolved to much more informed consumers with all the information at their fingertips.

These changes affected the way that we perceive things, but also the way we think and how we interact with consumers. Nowadays, it is not enough to satisfy costumers' needs – organizations have to predict those needs and always be a step ahead of the competition. If organizations limit their actions to responding to customer needs, they will not survive in the market. The current business environment presents many challenges: intense global competition, fast technological changes, growth of the knowledge economy, and the need for flexibility and expertise (Srivastava & Bhatnagar, 2010).

This is also true in the labour market. Many managers believe that the pool of talent did not follow the growth of the market's demands, so it is harder to attract the right employees. According to the English recruitment agency, Michael Page, "there are clear signs that this is the long-predicted prelude to the Second War of Talent" (2015). This fight for talent is reflected on the time companies spend on recruiting processes, at the same time as some of their competitors are looking for candidates with the same profile.

Nowadays, candidates are extremely aware of how a company works - how much they are willing to pay for the right talent, what kind of people they hire and the positioning the candidates should have according to the different companies. This is empowering information. It helps candidates choose the companies they want to apply to. Based on this, recruitment and selection procedures will always affect the entire company and even its results - finding the right candidate for a certain job can give a company the competitive advantage it needs (Stariņeca, 2015). The tight labour market presents many choices to highly competent employees (Srivastava & Bhatnagar, 2010).

As the global economy starts to recover from recession and extremely slow growth, we can observe a clear shift in the talent market - organizations are starting to understand the competitive advantage of the "right employee" and are moving from a "Buy" perspective to "Develop" perspective in order to meet their talent needs (Petkovic, 2007), especially as far as

highly skilled employees are concerned, since the availability of high-value jobs is greater than the number of suitable candidates (Grobe, 2003).

Now, candidates not only value the role they play and the corresponding salary, but also the company as a whole. More than ever, the organization is now an important factor to the employees - it can make a job offer much more attractive (BAJUK, 2014).

Due to that fact, organization's brands are becoming more and more important to accomplish competitive advantage. Brand is considered a key-asset and that's the reason why it is so important to correctly manage it in the organizational context (Polgár, 2015).

But how can organizations manage their brands in order to attract the best talent available on the job market? How can companies use their brands to their own benefit? What do organizations have to do to attract talent and avoid candidates to choose competitors? The answer to all these questions relies on Employer Branding, a concept we will discuss further on.

1.2 Topic Description and Justification

The concept of Employer Branding was used for the first time by Simon Barrow and Tim Ambler, defining the term as "the package of functional, economical and psychological benefits provided by employment, and identified with the employing company". This means Employer Branding is the brand the company develops in order to retain and maintain talent. Building a strong Employer Value Proposition allows the company to have a stronger position on the market. Employer Brand is the brand the company "sells" to their current and potential employees, in order to attract them to that organization .

The choice of this topic has to do with the fact that this is now one of the hot management topics and also due to personal will to combine Management, Human Resources and Marketing studies. Employer Branding cannot be confined to one of these departments - it has to be developed as a team effort.

Also, according to the English Recruitment Agency Michael Page, we are living in a II World War of Talent and the workforce is built mainly by Millennials - a new and controversial generation concerning the labour market. So, if companies want to retain and attract new talent they have to understand the importance of Employer Branding towards Millennial's Generation.

1.3   Research Goals

This master's thesis has two different target-audiences with different goals: companies based in Portugal and Millennials.

As far as companies are concerned, the goal of this thesis is to understand employer branding daily routines, brand practices and policies in organizations. The goal is to also understand which departments are responsible for this topic in the organizational context – is there enough awareness about it inside the organization? How does employer branding help retaining and attracting talent? What are the benefits and the real value for the company?

With regards to Millennials, the main goal is to understand how this group searches for work opportunities: what they value the most in an organization and what are their motivations and aspirations.

To sum up, the real goal of this thesis is to understand what is being made in Portuguese organizations to attract and retain talent and to understand what employees value the most, so that companies can develop an Employer Branding strategy to reach this generation and become Top Employers.

1.4   Literature Review Layout

The literature review is divided in three parts: employer branding, millennials and employer branding strategies for the millennials' generation. As two different topics are involved, a more profound research on each topic was made.

This is a descriptive study, so the literature review is based on an evolutionary approach. This means we went back to the origins of the term and tried to understand its evolution. First, the meaning of brand and respective allocation to the Human Resources field is explained. Then, we discuss how this concept was used for the first time, who used it and why, analysing the approach of Ambler and Barrow, two very important authors studying this unique concept.

However, as we are move forward and do a deeper analysis of the term's evolution, we decided to talk about the most cited authors, namely Sullivan, Tikoo, Backhaus, Lievens, Berthon and Erdem, among others.

After talking about the origins of the concept and the established definition, analysing the existing theories, the employer branding process, the employer value proposition and the employer branding benefits and corresponding effects are discussed.

After discussing the concept of Employer Branding, the literature review concentrates on nowadays workforce - the Millennials - in order to understand who they are, when they were born, how are they different from other generations and, most important of all, how do they behave in the labour market and perceive employer companies.

Finally, after clarifying both concepts, the literature review concentrates on how to use employer branding strategies to target Millennials, so we can understand what organizations can do to engage, retain and motivate this generation, which represents the majority of the workforce nowadays and in the future.

1.5   Methodology

The empirical contributions concerning the importance of employer branding for the millennials generation was based on the literature review, which is why a descriptive and exploratory approach has been used. However, we also segmented the research in two targets: companies and millennials.

Regarding the company interviews, exploratory interviews were made to employer branding managers in companies across sectors. A first contact to these managers was made through LinkedIn and then, based on their response, they were asked to participate in the interviews.

We then conducted interviews to the ones that agreed on participating about the importance of the concept and its practice on organizations' daily routine. The conversations were made through skype interviews, informal meetings or email. This way, all the data we have concerning employer branding practices on companies based on Portugal was collected through interviews. The questions in the interview were semi close-ended: open questions, but structured.

The interviews allowed us to know which are the main necessities and fears on the companies' side, which made it easier to approach the second target - Millennials. For this group, a survey was made based on the companies' outputs. The surveys' goal was to understand how this generation interacts with employer companies and the labour market. The survey was also based on a very comprehensive literature review – an investigation was made in order to

understand what kind of questions and variables should be taken into account when talking about this topic.

2   Literature Review

2.1   Employer Branding

2.1.1   Concept History

The term Employer Brand started to have a wide recognition 90's (1996), when Ambler and Barrow, the fathers of this concept, had the idea to apply the principles of Branding to Human Resources.

According to Swystun (2007), the term Brand can be defined as "a mixture of attributes, tangible and intangible, symbolized in trade mark, which if managed properly creates value and influence".

Branding is a concept that has been applied over the years to create differentiation: between people, places, objects and organizations. It creates mental structures that help costumers organize their knowledge about products and services and making decisions. Studies show that the benefits of a well-known brand are significant (Kotler & Keller, 2009): higher margins and returns, higher perceived quality, consistency and reliability, resilience to product or services failures, resilience to competitors, greater customer loyalty, and higher recognition and awareness.

Based on this, they had the idea to develop this concept in the 90's, since this was the decade of the so called first War for Talent (McKinsey & Company, 1997). Ambler and Barrow understood that the way talent was growing was not compatible with the way that the labour market was evolving and borrowed this concept from marketing management studies, where it is used to define the promise made by the seller to the buyer, regarding value-in-exchange and value-in-use (Kusch et al., 2007).

Companies also have to keep in mind that evidence shows that, from a consumer's perspective, brand simplifies choice, increases trust, reduces risk, and promises a particular level of value (Keller, 2012). By developing an Employer Brand strategy, organizations increase their probabilities to retain their actual employees and attract new talent.

During the 90's, companies were actively engaged in talent war (as they are today), and to retain "star performers" and attract new talents, organizations had to achieve the status of "top employer" and be seen as a great place to work. That is why organizations had to adopt brand management strategies to Human Resources' strategies to be able to have a competitive advantage.

As the pool of available talent is short, companies were forced to develop strong recruitment strategies to differentiate themselves from competitors and market the unique value they offer to employee (Ewing et al., 2002).

The concept of Employer Brand has emerged from the application of marketing principles to personnel recruitment (Maurer et al., 1992). Ambler and Barrow (1996) brought together Human Resources Management and Brand Marketing into a single conceptual area by naming the term Employer Brand.

Whether organizations want it or not, the first thing these authors realized was that every company already has an Employer Brand – what companies don't understand is that they need to manage it and if they don't, other people will, which can be harmful for the company. Companies with positive employer brands are the most successful companies in emerging economic environments, as far as talent is concerned.

Another reason that can explain the appearance of this concept on the 90's is the birth of the Internet on the same decade. The Internet provided people with access to a higher level of information, including information about organizations, making it vital for companies to manage their Employer Brand.

There is a growing interest on this topic by academics, as well as practitioners, translated in a recent increase in the number of academic papers on Employer Brand in HR literature, which establishes it as more of an HR need (Srivastava & Bhatnagar, 2010).

2.1.2   What is Employer Branding

Managing intangible assets, such as brand and talent, is crucial for the companies when pursuing a competitive advantage - organizations have to find a strategy to manage these two concepts and this is where Employer Branding (EB) plays its role.

Throughout the years, Employer Branding has emerged as an important strategic tool to face the Talent War. This is a notion that can help a company increase the level of employee

engagement and discretionary effort, which will, consequently, lead to higher performance. It is a new area of focus that allows companies to have a competitive advantage and to differentiate themselves from their competitors with an advantage to attract talent on the labour market.

Employer Branding is an emerging topic, whose concept has suffered some changes since 1996, and although there is not an irrefutable definition for it, the majority of the authors base their research on Simon Barrow and Tim Ambler's definition: Employer Branding is "the package of functional, economical and psychological benefits provided by employment, and identified with the employing company".

Employer Branding involves both an internal and external promotion (internal and external stakeholders) and a clear view of what makes an organization different and desirable as an employer, based on its values and culture. It creates an image the image of a company based on what they have to offer - values, systems, policies and behaviours - for attracting, motivating and retaining current and potential employees (Sengupta, Bamel, & Singh, 2015).

In 2004, Sullivan defined Employer Branding as "a targeted, long-term strategy to manage the awareness and perception of employees, potential employees, and related stakeholders with regards to a particular firm". Unlike other HR strategies, Employer Branding is a long-term strategy focused on the organization's identity in a truthful and compelling manner that determines the expectation of employers from their employees (Kaur, Sharma, Kaur, & Sharma, 2015).

Edwards (2010) stated that Employer Branding, "in its full scope, cuts across many traditional HR specialism and becomes an umbrella program that provides structure to previously separate policies and practices". In 2011, Aggerholm developed a more specific definition of Employer Branding as "strategic branding process which creates, negotiates and enacts sustainable relationships between an organization and it potential and existing employees under the influence of the varying corporate context with the purpose of co-creating sustainable values for the individual, the organization and the society as a whole". (Aggerholm *et al*, p.105)

Although it is perceived as a Human Resources' activity, some authors, like Starineca and Voronchuk (2014), believe that this part of Public Relation activities, since it is a bridge between the organization and its stakeholders, it is all about managing relations, organization's

identity, image and reputation (STARI...ECA & VORONCHUK, 2014). However, the majority of the authors perceive it as an HR practice and claim that all employees of the organization contribute for the creation and development of Employer Branding, defending that the several departments should create a team strategy to develop and improve the organization's Employer Brand in the best way possible.

By having a strong Employer Branding's strategy, companies can manage people's perceptions of the values they stand for, their organizational culture and the human quality of the teams and influence the level of commitment people will have towards them.

This concept allows a company not only to attract talent and have a competitive advantage, but also to position itself as having a strong brand - nowadays not only organizations choose their employees, but also the employees themselves choose organizations (BAJUK, 2014).

Although this concept is being used as an approach towards motivating and recruiting the best human talent, it is a relatively new concept in the field of Human Resources (Kaur et al., 2015). The HR consulting company Randstad (2014) defined it as "a comprehensive recruiting strategy that positions a certain organization in an attractive way and make it top of mind for potential candidates". But it is more than recruitment. As said by Ambler and Barrow, it covers the whole package of attracting, hiring and retaining, since the way you communicate your organization externally should also reflect your internal communication.

Michington and Thorne (2007) outlined that "every organization has an Employer Brand. Whether you own it or not, your organization is influencing it Employer Brand 24 hours a day, 7 days a week, 365 days per year".

So, instead letting other people manage their Employer Brand, organizations have to focus on managing it themselves. Creating a strong Employer Brand not only reduces the cost of employee acquisition, but also enhances employee engagement and retention (Ritson, 2002). Deloitte and Deloitte (2014) categorized engagement and retention of human capital (26%) as the most urgent trends in global Human Resources Management, followed by talent acquisition categorized as urgent (24%) based on a study of 2.532 respondents from 94 countries.

On 2011, Pryadarshi found out that Employer Brand image is a significant contributor in determining employee satisfaction, commitment and turnover levels. The positive impact of Employer Branding on employee engagement and retention has been reinforced by various studies (Botha et al., 2011; Sokro, 2012; Dhanlaskshmi & Gurunathn, 2014).

It is all about capturing the essence of a company in a way that engages employees and other stakeholders. What makes an organization stand out and promise a certain employment experience is a set of attributes and qualities. Its internal goal is to convince employees that the organization is a good place to work, to retain them and to ensure their understanding of the organization's goals and commitment, together with the company's vision and mission (Sehgal & Malati, 2013).

Employer Branding enhances the level of staff engagement and also minimizes the loss of talented employees. It increases the productivity and profitability of the organization and improves employee's relations. Being a "top employer" not only ensures that employees join the company (external goal of Employer Branding) and stay, but also that they identify themselves with the company's vision and values, are more loyal and committed, perform better and help the organization to maintain its core competencies and ensure long-term competitiveness.

So, we can say that Employer Branding is a specific form of managing corporate identities, by creating an image internal and external image of the organization in two forms: first as a distinct and desirable employer (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004) and second, as a good place to work (Bergeron, 2001). As mentioned before, Employer Brand involves several aspects, all of which should express what the organization represents as an employer. It relates closely to Corporate Brand (Mosley, 2007; Foster, 2010) and it can be considered Corporate Brand's sub-brand.

2.1.3   Employer Branding Process
Backhaus and Tikoo (2004) identified three main aspects of the employer branding process:

Based on research, organizations develop clear, consistent and honest "value propositions" for their existing and prospective staff (Heger, 2007), embodying the organization culture, the management styles, the qualities of current employees, the current employment image and even the quality perception on products and services (Cui, Trent, Sullivan, & Matiru, 2003), that clearly establish who they are, what they expect from employees and what they can offer (Lawler, 2005) .

The organization should, therefore, understand the expectations of the prospective employees that the organization needs and its specific attributes considered appealing by the applicants. It

is also important to find out what the competitors are offering to the same pool of applicants. The Employer Value Proposition should be built around this common topic – what differentiates the company from competitors and how it can be used to attract prospective employees.

Finally, it is crucial to keep the brand promise made to the employees (Lawler, 2005), so they engage with the company and stay.

2.1.4 Employer Value Proposition and Employer Branding Benefits

The power of Employer Branding has been summed up as "its ability to deliver organizational success by attracting and retaining the right people, providing and environment in which employees live the brand, improving organizational performance in key business areas of recruitment, retention, engagement and the bottom line and differentiating employer from each other, creating competitive advantage" (Fernon, 2008).

It is considered to benefit both individuals as well as organizations (Bergeron, 2001). It provides a coherent framework for management to simplify and focus priorities, increase productivity and improve recruitment, retention and commitment (Keefe, 2007; Ambler and Barrow, 1996; Backhaus and Tikoo, 2004), From the employees' point of view, being a member of an organization with a strong employer brand enhances the self-esteem and strengthens the organizational identification (Lievens et al., 2007). A continuous delivery of the brand promises leads to trust and loyalty, ensuring a steady supply of applicants (Holliday, 1997) and maintains a high commitment and high performance among employees and, ultimately, an organizational effectiveness by promoting the organization's credibility with employees (Burack et al.,1994). It attracts the right kind of candidates with the right culture fit and, at the same times, gives the prospective employees an assurance of the expected work experience (Srivastava & Bhatnagar, 2010).

An organization will be able to demonstrate its unique employment offerings or value proposition through the Employer Branding strategy - not only to internal stakeholders, but also to potential employees (external stakeholders). According to Eisenberg (2001), the value propositions are the main message of Employer Brand.

It is necessary for the employer to identify what is unique and different about the organization in comparison to the competitors, market that uniqueness to the target audience and ensure that applicants have a clear idea of the Employer's Value Proposition (Berheron, 2001).

Employment Value Proposition (EVP) is perceived in two ways. Rynes and Barber (1990) suggest that organizations can proactively mould selected organizational characteristics as a strategy to attract the most desirable talent. Other researchers suggest that the purpose of the employer brand is not to create an entirely new set of values to suit the expectations of prospective employees, but to reinforce the existing values – the ones that the organization wishes to project externally (Ambler and Barrow, 1996; Bergeron, 2001). It is all about understanding what the organization has to offer and then conveying it to the target applicants in a way that's appealing and differentiating from the competition.

A company can offer value propositions, but the stakeholders are the ones who will decide its acceptability (Holttinen, 2014) – for this reason, the EVP should be in consistent with the Corporate Brand and its activities/actions.

Effective relationships between employees (costumers) and companies may exist if value propositions are aligned with costumers needs for values. Employees who are looking for a job are usually highly conscious of the values offered by the employers - as consumers are conscious of products/services values (Marriot, 2001).

A good Employer Brand strategy must take the concept of organizational attractiveness into account (Sherry, 2000), which can be defined as "the envisioned benefits that a potential employee sees in working for a specific organization"(Germano Glufke & Beatriz Maria, 2016; Reis & Braga, 2016).

Organizational attractiveness can be managed through External Employer Branding and Internal Employer Branding.

The goal of External Employer Branding is for organizations to attract talent. For this reason, this concept comprises moral practices of leaders, organization's activities towards fulfilling the social responsibilities and building trust and trustworthiness to shareholders and customers by being authentic.

On the other hand, Internal Employer Branding helps create professionals with specific qualities that companies look for and competitors find hard to imitate. It is how companies create a culture of trust between employer and employees: by keeping the promise made at the time of the interview; by establishing strong moral corporate values that make their employees proud to be a member of that organization; by satisfying its current employees, fulfilling their

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psychological contracts (Moroko and Uncles 2008). This is made through quick growth, systematic career management, economic benefits, work-life balance, jovial and innovative work culture, recognition and reward of achievements, employee's development and engagement.

Value proposition models are the foundation of Employer Branding. Once policy models are ready, organizations can move to the next step of the employer branding process. As far as the scarcity of talent is concerned, companies should take Employer Branding activities as seriously as corporate branding activities (Sengupta et al., 2015).

For the Employer Branding strategy to be successful, it is necessary to transmit the right message to stakeholders, capture the true essence of the company and communicate the organization's EVP – then, the organization will be able to pursuit its goals of becoming a top employer. But how does it benefit organizations? What are the real advantages?

Specific Human Resources' activities, in which Employer Branding creates relationships with current, past and potential stakeholders, can help organizations increase their productivity, profitability, employee retention and employer attractiveness. It is possible to decrease recruitment costs and the necessary time for new employees to give real benefits to the organization, minimize the loss of talented employees, increase employees' commitment to the organizational goals and improve employee's relations (STARI...ECA & VORONCHUK, 2014; Starineca, 2015).

2.1.5 The effect of Employer Branding on Brand Associations / The effect of Employer Branding

As seen previously, Marketing and Human Resources need to be aware of the impact of their actions on each other's branding objectives and to align their efforts as much as possible.

Employer Brand is influenced and affects all the other brands of the Organization – it is crucial to align internal corporate knowledge and external brand messages. Organizations that have product brands with low consumer awareness will find it more difficult to attract highly skilled human capital, as potential employees are less aware of the Employer's brand. The same happens if product brands are seen as unattractive in consumer markets – the potential employees may have negative associations regarding the company and will be reluctant to consider working for that organization.

First, we have to understand what brand equity means in the context of Employer Branding: it can be defined as "the effect of brand and knowledge on potential and existing employees of the organizations" (Backhaus & Tikoo, 2004)

On 2002, Tsao suggested two way for measuring brand equity: one based on cognitive psychology and the other on information economics.

In the context of cognitive psychology, buyer-based brand equity is a consequence of the performance and personality of the brand and is reflected in the perceptions of the buyer (Tsao, 2002).

In 2003, Keller stated that "costumer-based brand equity is defined as the differential effect of the brand knowledge on consumer response to the marketing of the brand". Brand knowledge provides important benefits to the consumer by making it easier to process information, increasing confidence in their brand choices and reducing perceived risk and information costs. Thus, brand equity has an impact in in consumers' perceptions of risk, confidence, and information costs. Numerous studies on Human Resources Management show the value of investigating recruiting from a marketing perspective - and the cognitive-psychology approach plays a role in measuring brand equity. Collins and Stevens (2002) found out that "exposure to early recruitment activities was positively related to job seekers' attitudes and perceived attributes (Cui et al., 2003). Further, these elements of brand image were significantly related to application intentions and actual decisions".

The cognitive-psychology perspective on brand equity is based on the assumption of knowledge in the marketplace. This means that each individual has access to information about the brand. However, this view does not take into account the information asymmetries inherent to market interactions (Erdem & Swait, 1998).

Information economics perspective overcomes this limitation by taking into account the interactions among the involved parties - and recognizing problems that occur from asymmetric information in the market (Spence, 1973). In labour markets, asymmetric information motivates the information seeker to search for more information in order to overcome the perceived information blank - consequently, information costs may be incurred. This theory was created by Vickrey (1961), Akerlof (1970), Mirrlees (1971), and Spence (1973) in Signalling Theory .

This Theory suggests that, in order to avoid adverse selection, information seekers use signs such as warranties, price, and brands to create their quality judgements (Dawar & Parker, 1994; Koku; 1995) .

In the context of Branding, Kirmani and Rao (2000) define brands as sale-independent signs; they communicate unobservable quality, regardless of a transaction (Erdem & Swait, 1998).

Information asymmetry and Signalling Theory have potential applications in labour markets, as would-be employees rarely have perfect information about a prospective employer – the majority of the available information is provided by that same organization. Working for a specific company will have long-term implications for employees (and employers), and these consequences motivate potential employees to put effort into obtaining information about prospective employers. Sending appropriate signs through Employer Branding is a way for prospective employers to reduce potential employees' information costs associated with this research.

Knowledge obtained from examining costumer-based brand equity may provide a framework to help understand how to develop an Employer Brand that communicates messages to potential employees about the quality of an organization as an employer.

It is in the best interest of a potential employee to find out as much information as possible about a prospective employer - and on the prospective employer side, to market competencies and characteristics the best way possible (Spence, 1974). The brand characteristics will influence potential employees - insufficient, inconsistent, or incorrect beliefs about a prospective employer may result in a perception of higher risk in joining an organization and, consequently, eliminate that organization from employees' preferences. Ultimately, they may choose to an alternative that presents lower risks - most of the times, a competitor.

Existing employees also receive signs from the organization about their suitability as an employee. Such brand signs are also likely to have an impact on the attitudes of existing employees (although these attitudes will also be formed via direct experience, since they spend more than half of a day on this organizations). The impact of Employer Branding on both potential and existing employees is articulated by Dell, Ainspan, Bodenberg, Troy and Hickey (2001), who defend that the "Employer Brand establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies, and behaviours toward the objectives of attracting, motivating and retaining the firm's current and potential employees".

This means that organizations may overcome uncertainties and risk experience regarding potential and existing employees by designing a planned Employer Brand for the labour market.

The extent to which the brand contributes to retaining and attracting employees corresponds to the equity associated to the Employer Brand. This employee-based brand equity is increasingly recognized by financial markets – also human capital starts to be part of an organization's market value (Cairncross, 2000).

2.1.6   Conceptual framework for employee-based brand equity

Employer brand is perceived as a sign to overcome this information asymmetry and to affect employee-based brand equity.

The authors present a framework for employee-based brand equity, modified from previous consumer-based branding research, examining the role of brand signs on consumers' evaluations of product quality (Erdem, 1999). The employee-based brand equity framework is presented in Figure 1.
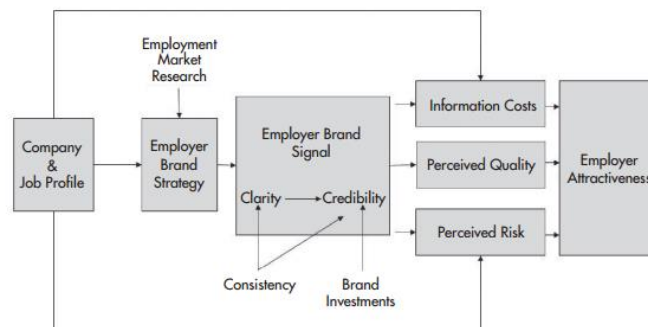
1. Figure 1 Conceptual Framework of employee-based brand equity (Erdem & Swait, 1998)

If we take into consideration the internal marketing view that employment opportunities (jobs) are one of the products offered by the firm (Sasser & Arbeit, 1976), it is possible to apply consumer behaviour models to the labour market. In the same way that market information, prior experience, and trust in brand influence product evaluations, job evaluations may be influenced by research, experience, and trust characteristics (Franck, Pudack & Opitz, 2001; Schmidtke, 2002; Teufer, 1999). Potential employees can directly observe certain characteristics of a job, such as location and salary. However, other characteristics, such as work environment and employee orientation within the company, usually are not observed by potential employees, since they don't have yet a closer experience with the future employer.

Searching for observable information is only possible for search characteristics such as location and salary. For experience and trust characteristics (e.g. career development, performance-based remuneration, and work environment), the potential employee needs to use information alternatives, such as brand signs (Weiber & Adler, 1995).

To ensure these brand signs convey the desired message to the labour market, organizations must reinforce their Employer Branding strategies. Employer Branding affects the company profile by sending Employer Brand signs to recruitment markets. These Employer Brand signs reduce potential employees' information costs and influence their perceptions on job quality and the risks associated to joining the company. These signs create expected utility for potential employees, which can also be defined as employer attractiveness.

Employer attractiveness can be defined as a set of "envisioned benefits that a potential employee sees in working for a specific organization" (Berthon, Ewing, & Hah, 2005; (Germano Glufke & Beatriz Maria, 2016).

The application of Utility Theory in terms of branding (Meffert, 2002) to the labour market provides a basis for viewing the Employer Brand as a sign of all the potential to create utility for both the prospective employer and potential employee.

The Employer Brand provides orientation during the selection process − a stronger Employer Brand also gives the company a position of top employer and acts as a quality indicator to the employment market.

Consequently, potential employees consider statements given by such companies to be more trustworthy. Furthermore, once they have joined the organization, the brand can serve as a mechanism to help employees to identify themselves with the employer. Working for a company with a high level of notoriety and prestige makes employees proud and may result in a higher work morale. On the prospective employer side, the Employer Brand can increase the perceived value of the company as an employer, enabling segment-specific recruitment strategies to be developed, supporting employee retention, differentiating the firm from other employers, and affecting preferences for other employers in the job market. In order to achieve this, the employer must invest in clear and consistent brand signs to ensure their position as a top employer in the mind of potential employees.

Clear communication of the Employer Brand and the absence of misgivings in brand signs instigates a credible position in the employment market. Clear brand signs also reduce

information costs for potential employees. When employees receive a believable, distinct image of the company as a prospective employer, they do not need to invest as many resources into deciphering and interpreting brand messages. This reduction in information costs gives the prospective employees a perception of lower risk and higher labour quality associated with a specific company.

Promises made to potential employees during recruitment affect their expectations and subsequent evaluation of the job (Buss, 2002)b. Unfulfilled expectations may lead to employee dissatisfaction and turnover. Additionally, this can lead to a negative word of mouth and employee references may decrease (Miles & Mangold, 2004). If the signs are credible and the prospective employer is considered trustworthy, potential employees have a lower risk perception and become more comfortable – they form the expectation that promises made by the company are likely to be fulfilled. This, ultimately, increases their perceptions of quality of the firm as a prospective employer. Thus, potential employees reduce their efforts to obtain additional information about the prospective employer, reducing their information costs (Erdem & Swait, 2004).

Brand consistency has both substantial and temporal dimensions. The substantial dimension of brand consistency refers to the degree to which each employer brand sign reflects the intended whole (Buss, 2002; Erdem & Swait, 1998) and the degree to which these signals are aligned with the overall goals of the firm and associated product and corporate brands (Backhaus & Tikoo, 2004; Mitchell, 2002).

The temporal dimension of Employer Brand consistency reflects the extent to which signs are consistent over time (Park, Jaworsky, MacInnis, 1986). Highly consistent brand signs reduce confusion and associated information costs for the potential employees - consequently reducing the risks associated with taking a job. Finally, consistent brand signs contribute to a perception of higher credibility of the prospective employer (Erdem & Swait, 1998, 2004).

The credibility of Employer Brand signs is likely to depend on the level of investment made by the organization on its Employer Brand strategies (Dawar, 1998). Higher brand investments motivate the company to be true to its job offer claims and show commitment (Erdem & Swait, 1998; Kirmani & Rao, 2000).

Ultimately, Employer Brand efforts aim to communicate the expected utility a potential employee should anticipate from joining a company, building employee-based brand equity. This can also be described as employer attractiveness.

The framework proposed suggests that the effectiveness of a brand sign to potential employees depends on consistency, clarity, credibility, and associated investments in Employer Brand. Furthermore, for the brand sign to have an effect on a potential employee's decision-making process, the company needs to be part of the potential employee initial choices – this is often determined by company sector or company location. Prospective employers should also consider the work history of potential employees when developing their employer-branding strategies. Previous experiences were found to influence the trust that potential employees' place on the employer and customer brands of the firm.

Also, word of mouth appears to be the most credible source of employer brand information and managers should take advantage of it by establishing employee referral programs.

2.1.7   Employer Branding and Social Media

The use of Social Media while developing an Employer Branding strategy is a double-edged sword – it can dictate the success or the failure of an organization's Employer Brand. It depends on the way it is used. Before start using it, companies should carefully consider the limitations and challenges associated. It is crucial to monitor as much information as possible - positive or negative -, which is effortlessly available on social media.

Studies show that the use of social media in Human Resources activities helps build employer branding and is beneficial for attracting the right talent to companies (Collins and Stevens, 2002; and Davison et al., 2011). A recent study in 18 countries by Tallulah (2014) concluded that social media is the most effective and preferred channel in promoting and enhancing the employers' brand. 79% of the firms responded that they prefer social media for delivering their employer brand, followed by career websites (64%) and referrals (39%).

Also, these allow employees to communicate the pros and cons of working in a certain company. The organizations that recognize this have already taken systematic steps to assess and update their employee value propositions. Nothing is more damaging than an employment brand that does not turn out to be true when a newly hired employee shows up at work (Bersin, 2013). O'Leonard (2013) defends that "employees have always learned from one another, but

Technology has made it possible for workers to collaborate in ways that were almost unimaginable a decade ago".

According to a Glassdoor research, the most trusted resources for getting information about a company are family and friends (52%), followed by feedback and reviews from other people who work at the company (14%), company's own website (5%) and company recruiter (2%). The employees' opinion is extremely important when you're managing your brand reputation and image – they have inside information to share with an external world full of potential and powerful candidates.

That is why organizations should do more than protect and enhance their reputation – Internet content (e.g. job career portals, social media, employer rating pages, private blogs) can easily shape public opinion and anyone can access it. Thus, the decision of creating a social media presence is not an easy one – on the one hand, it allows companies to communicate with stakeholders and influence them by showing how company works internally, but on the other hand, it leaves organizations more vulnerable to the public opinion.

2.2   Today's Workforce - The Millennials

To understand the importance of employer branding for modern organizations we have to analyse today's youngest workforce. We need to know who are the people working on the organizations and entering the labour market - their needs, aspirations, motivations, beliefs and habits. This way, we have to analyse which is the dominant generation working in the organizations today and its differences, but before that, we have to know what defines a Generation.

A Generation can be defined as a group of people who are part of a society and has grown up in a certain period of time, experiencing exclusive moments and events that had an impact on that group and its values, attitudes and behaviours (Mujtaba, Manyak, Murphy & Sungkhawan, 2010).

Several authors (Meredith and Schewe, 1994; Strauss and Howe, 1991; DeVaney, 2015) believe that there are three generations in the labour market today: The Baby Boomers, Generation X and Generation Y - also known as Millennials.

The Baby Boomers are the demographic group born between 1946 and 1964 and the early events in their lives were economic prosperity and the growth of suburban middle-class

(DeVaney et al., 2015). Generation X, immediately before Generation Y, is a group born between 1965 and 1979 and their early common event was the energy crisis.

Finally, Generation Y/Millennials – this group was born between 1980 and 2000 (Howe & Strauss, 2000; Hershatter & Epstein, 2010; DeVaney, 2015). The Millennials are currently 24 to 36 years old and are the youngest and predominant force in the workplace.

According to DeVaney (2015), we can divide Millennials into two groups - younger and older Millennials - and it is possible to see differences between these two groups that are a part of the same generation. The Millennials who were born between 1986 and 1992 were starting their professional career during or at the end of the recession (December 2007 to June 2009), while the younger Millennials who were born after 1992 are still studying and starting to enter the job market.

On 2014, Mottola citing the 2010 Pew Report entitled "Millennials: A Portrait of Generation Next": this generation is 47% more racially diverse comparing to 37% of Generation X and is highly educated (e.g. Millennials are the American most educated generation yet). Studies also show that by pursuing a higher education, it is likely that Millennials will have a higher quality of life (DeVaney, 2015).

Millennials are going to be a Generation that will be remembered by their way to respond to adversity. They responded to recession and economic crises in many different ways (Burstein, 2013). They responded through social protest, moving back to their parents' houses, delaying the hard decisions (e.g. getting married, buying a house, starting their own business), through social responsible projects (we can see that Millennials are likely to endorse social change projects through the number of voluntary projects that exist today).

This is also a generation known as "Digital Natives" (Prensky, 2001), since they were born during the "Internet Age" (National Endowment for Financial Education, 2015) and because of that, "the power for the young to influence and create new technologies has grown tremendously in the last decade" (Burnstein, 2013). If we take a moment to think about it, we'll see that the greatest companies of our times, like Google, Netflix and Facebook, were created by Millennials. And this is why we can't say that this is just a generation with good technological knowledge - it is much more than that. Technology is part of who they are and their growth. On this Era, Millennials don't want just to have access to information - they want to create content through social network, they want to be heard by other people. This is reflected

in the number of bloggers that appeared during the last years and in the role they play as influencers. Taking their technological experiences, needs and desires into consideration, Millennials expect a certain level of accommodation by the organizations (Hershatter & Epstein, 2010).

This is a Generation defined as civic minded, with a close parental involvement, multitasking, team oriented, impatient, optimistic, entitled and that values work-life balance. Having this in mind, we can start analysing its behaviours and attitudes in the workplace, starting with the recruitment process.

Caraher (2015) believed that for Millennials "It's not a question of whether or not are right for the job, it's a question of is the job right for them". This shows us that Millennials want to make a difference – they don't want to work just because they have and recruiters have to be very careful when trying to "sell" a job for this generation. It is a generation that values work-life balance and is willing to change jobs to manage their perception of a goof life (Caraher, 2015). According to the author, this is a generation that is not ashamed of expressing their wants, namely: access to senior management, mentoring programs and a career path.

Feldman and Saratovsky also believed that they are digitally connected, have a strong creative side, are solution-oriented, self-organized and transparent. This transparency is very important - they believe (and demand) that companies should be open to comments and criticism and try to change it based on them. They motivate themselves through personal relationships, technological skills and social media.

Millennials have also translated some values to the workplace (Espinoza, Ukleja & Rusch, 2011). According to these authors, family security is a baseline requirement. Health is seen as work-life balance and freedom through self-expression; being responsible is being achievement-oriented; being ambitious can be translated in receiving rewards; and self-respect is about seeking meaning from work. But we have to keep in mind that when these values are transported to the workplace, they will be affected by the organization's culture.

Thus, this is a very ambitious generation that values not only rewards, but also training and development - that prefers meaningful work and seeks for personal fulfilment (Loughlin & Barling, 2001; Indvik & Johnson, 2008; Haw & Vos, 2010). Although team-oriented, according

to Harris-Boundy and Flatt (2010) and Schweitzer and Lyons (2010), this generation shows higher levels of individualism than collectivism.

Millennials show a higher level of overall organization satisfaction and satisfaction with job security, recognition and career development. They are also more committed to fulfilling their individual values while looking for potential employers (Cui et al., 2003; Sullivan, 2005).

2.3   Employer Branding and the Millennials

Taking into account that Millennials represent the largest generation in the workplace and that the next generations of employees will be Millennials, we need to know and understand how can organizations engage, retain and motivate them.

Through EVP, organizations make promises that will create beliefs and expectations among employees and potential employees. We need to understand how we can manage companies' EVP to capture Millennials' attention, without jeopardizing the organizations' transparency. What does this mean? This means we have to sell companies EVP in a way that Millennials find it interesting, but always being faithful to the values and culture of the employer.

When organizations promise something, they can't give, the result will be a gap in the psychological contract (Rousseau, 1995; Robinson, 1996) made between employer and employee. Consistency and accuracy between internal and external communication are essential to delivering a consistent employer image (Moroko & Uncles, 2008), especially to the Millennials that value "crystal clear" brands and that sooner or later will find out the true through the information available on the Internet.

Although Employer Branding and Millennials are two young and recently studied concepts, we will see that Millennials will expect much more from Employer Branding that other generations and value it much more, by giving it more attention.

But these two concepts don't always go hand in hand - despite that Millennials pay more attention to Employer Branding, they also demand more of it and will be capable of understanding whether it is real or fake.

The interviews will allow us to understand which are the main difficulties Employer Branding is facing towards the Millennials.

3   Methodology

3.1   Method

3.1.1   Exploratory Interview

Regarding the exploratory interviews, the participants were recruited via LinkedIn. The search criterion was based on previous experience in the following areas: Human Resources, Internal Communication, Talent Acquisition and Employer Branding. After identifying these people, a contact was made through LinkedIn's messages and they were asked to answer a few questions (via Skype, email or face to face). A list people who were contacted can be found on Appendix A.

3.1.2   Survey

The participants of this survey were recruited via Facebook, where we posted messages recruiting people who were born between 1980 and 1999 to answer to the survey. The criterion was based only on the year of birth in order to ensure that the survey would be answered only by Millennials.

The participation took place from the 20th of June until the 20th of July of 2016 and involved answering an online survey with 22 questions that took approximately 10 minutes to complete using GoogleDocs. When opening the link to the online questionnaire the participants were informed about the aim and purpose of the study. Despite being asked to give some demographical information the participants were informed that their answers would be confidential.

3.2   Participants

3.2.1   Exploratory Interview

A total of 8 people participated in the exploratory interviews (N=8) – 4 female participants and 4 male participants. These participants were professionals working in the Employer Branding area on a daily basis. The interviews were essentially made via email (5), skype (2) and face to face (1). The companies of the participants will remain anonymous, however we can say that they belong to companies' on retail, recruitment, logistics and information technology sectors.

The people who were contacted may be seen on Appendix A.

3.2.2   Survey

The sample was made of 114 people (N=114) - 66,7% female and 33,33% male. The minimum age was 20 years and the maximum 38 years old. Age average was 25,12 years old.

The majority of the survey population lives in Lisbon (85,96%) and 41,6% of it has already completed a master's degree.

67,5% of the participants has a job and only 30,7% of them is looking for new job opportunities.

3.3   Design

3.3.1   Exploratory Interview's Design

The interview design was based on the literature review made during the research.

Two interviews were designed – only the number of questions was different. The longer version was used only with the three professionals who showed more interest in participating on this survey. The shorter version was used with the other five, in order to keep their interest and avoid time restraints.

The exploratory interviews can be found on Appendix C and Appendix D and accordingly answers from Appendix F to Appendix M.

3.3.2   Survey's Design

The survey design was also based on the literature review made during the research, which can be found on Appendix B.

The survey can be found on Appendix E.

4   Results

4.1   Exploratory Interviews' Results

4.1.1   Importance of Employer Branding

4.1.1.1   In one sentence, how would you define Employer Branding?

Because it is a new concept in Portugal, our objective with this question was to understand if the professionals have a clear idea of what is in fact. This is one of the questions that only appeared on the long survey, however the three people that answered it showed to be very comfortable with the term, saying things like "perception about a company as an employer", "a strategy that helps organization to motivate and retain talent" and that "it is related to company's reputation as an employer".

4.1.1.2 Do you believe that there is sufficient awareness of the importance of EB? Why?

As expected, the major part of the professionals told that there is already awareness about this concept, but it is still in a very embryo phase, so there still is a long way to run because companies still don't give the importance that should be given to this topic. Maybe this happens, because there are many people on organization that don't know what it is, but as the way they are finding themselves in a difficult position to recruit and retain talent they are gaining a new awareness about it. Companies are understanding that their actual talent are their major asset and that their opinion can dictate a company's reputation.

4.1.1.3 What is, in your opinion the real importance of this concept? How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

The real importance of this concept holds tight to the solution of winning the so acclaimed "War for Talent". The correct employer branding will be able to communicate a company's culture and according practices and so attract and retain talent in an effective way. Other thing that makes this a very important concept is because nowadays candidates are more demanding and don't want just a random work with the traditional benefits and functions, they want a real-life experience and this concept helps companies to communicate the unique aspects of the company that will help candidates to gain the experience.

Also, companies should be focus on attracting the right talent for them, which may be different for the others organizations. And attracting the right talent pass by communicating and genuine and unique employer brand, a brand that those specific candidates may relate and this can only happen if the organization develops a good EVP strategy.

Another important aspect that organization have to keep in mind is their competition, is important to make a perceptual map of what competition is doing so that they may distinguish from it.

4.1.2 Employer Branding in Everyday Business

4.1.2.1 Which are the main Employer Branding practices of your company?

This was a question that was also on the shorter interview template, so we have more answers. By analysing these answers we could see a centralization on internal measures about work-life balance, engagement, career progression, trainings, rewards and practices about the collaborators well-being. These are some of the fields of actions that are integrated on

company's EVP. At an external level this practices are more related and towards universities, conferences, sponsorship of events, external mailing lists and posts on LinkedIn.

4.1.2.2 Does Employer Branding actually affect the daily routine of the organizations? How?

By making this question we discovered that it affects daily routines in a positive way, encouraging some companies to have a more fun and flexible environment. The internal actions are having a positive impact on the employees and the external make it easier to attract the new talent.

4.1.2.3 How can EVP make an Employer Branding Strategy stronger? How can we define it and measure it? Which is your company EVP?

EVP is a key factor to give a good and reliable structure to the Employer Branding. Professionals told us that the most difficult part is to define a company's EVP because it has to be aligned with its values, mission and culture and still be unique and appealing. EVP gives a "face" to the company, and that is why it is so difficult to define it and it should be a part of an integrated strategy. EVP can be measured through satisfaction and engagement surveys or focus group and should be evaluated at least twice a year. The EVP of each company varies according the values that it has and mission, but can be seen on the interviews' answers on the Appendix.

4.1.2.4 Do you think Employer Branding is a trend? Or something that people value? How can it bring real benefits to the organizations?

The professionals believe that this concept may started as a trend but it is now a true reality on an organization daily basis, because when the managers look at the real results of this kind of practices they see that it works. Despite of this, every company as a branding, whether they work or not on it, so it is important to develop so that it can bring benefits to the company instead of jeopardizing it.

4.1.3 Employer Branding in numbers

4.1.3.1 How much of your budget do you use on Employer Branding practices? How many actions of Employer Branding do you have during the year?

Because it is something new organizations are only now understanding the real importance and investing on it. However, as this was one of the questions that belong to the longer interview template we have few answers. But despite this, the professionals affirmed that have

good budgets to invest, having one of the professionals said that 30% of the annual marketing budget is used to EVP actions.

4.1.3.2 How do you measure Employer Branding in numbers (e.g. retained talent, new talent)?

This was another question that had few answers but they are similar, basically we can measure it through KPI's, like the number of applicants, number of participants on each activity, turnover and retention levels and finally through employees' satisfaction.

4.1.3.3 How many co-workers do you have that belong to the Millennials generation?

By only having this question on the longer interview, the data that we have cannot be seen as an empirical truth. However, we are only having a confirmation of what we already saw on the literature review, when we have companies saying that around 80% of the company employees are Millennials. This means that this generation is already a big part of the business community in Portugal.

4.1.4 Millennials on the Workplace

4.1.4.1 Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

Professionals don't find it difficult but rather challenging and different, because all generations have their specific characteristics and this one also has. There isn't any doubt that this one is more demanding and has access to more information, that is why companies should invest their time and study about it. One of the advantages that these professionals enunciate is the fact of also they are also Millennials and that is a great advantage. The best way to communicate to this generation is being honest, respectful and transparent, because as we could see through the survey's results these are the values that have a higher meaning to this generation.

4.1.4.2 How would you describe this generation in the workplace (e.g. motivation, behaviour, values)?

Professionals define this generation as a group of people that values personal fulfilment, career progression, multitask professionals, technology driven, ambitious, that look for well-payed jobs, that likes recognition and autonomy, that enjoys working in an informal environment, dynamic and demanding.

4.1.5   Employer Branding and Millennials

4.1.5.1   In your opinion, in which way do this generation sees Employer Branding? Do you think they value it?

In regards with all the reasons stated above, this is the generation that most value Employer Branding because they want to make and be the difference in their lives. They want the whole package of the experience and not only what other told them to do and have to do between their working schedule. They want to work in a company where they have a belonging sentiment and feel that cares about them and that is what is Employer Branding and why they value it.

4.1.5.2   What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

The most important thing is to communicate the real company and balance its internal and external values. While developing this practices they have to keep in mind Millennials' motivations and desires, namely through engagement and retention strategies, it should be based on innovation. Another important thing is to do a constant monitoring to assure that everything is going well. Millennials want a company that provides them work-life balance options and a solid learning, based on career opportunities and that should be the starting point of every Employer Branding practices.

4.1.5.3   What kind of conclusions would you like to see answered through a study of the impact of Employer Branding on Millennials?

The reason why we asked this question was to understand which are the shortages felt by the professionals of this area and what, as academics, can do to help them. Because this question was only on the short template, we have few question, however the few that we have given us good directions to future studies. Professionals would like to know the long-term impacts, because as it is a recent concept they can only imagine it. They would like also to understand that if all of this positive things and dynamic environments will be good for organizations' results and productivity levels. Also, people asked about the reality about Millennials, if everything that we saw on literature can be proved on the workplace.

4.2   Survey's Results

4.2.1   Demographical Results

4.2.1.1   Age

From this demographic question where the respondent with the minimum age is 20 years old and the one with the maximum is 38 years old, we can say that the mean of the ages is 25,12 years old.

4.2.1.2   Gender

With 66,7% of our respondents being from the female gender and 33,3% from the male gender, we can say that our sample is mainly constituted by respondents from the female gender.
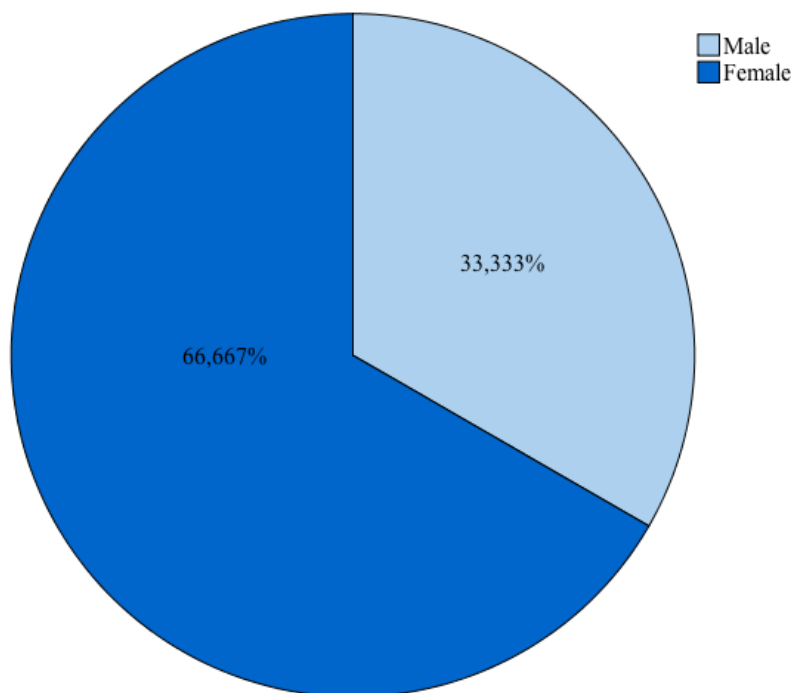
2. Graphic 1 Sample divided based on Gender

4.2.1.3   Residential Area

On geographical terms, our sample is divided on the following way: 49,12% in Lisbon, 11,4% in Sintra, 9,65% in Cascais, 6,14% in Oporto, 3,51% Oeiras, 3,51% Abroad, 1,75% in Almada, 1,75 in Sesimbra, 0,88% in Loures and the same percentage for Benavente, Torres Vedras, Vila de Rei, Barcarena, Vila Nova de Gaia, Carcavelos, Parede, Estoril, Leiria, Montijo, Mafra, Cacém, Odivelas and Belas.

If we divided them in NUTS (Portuguese Nomenclature of Territorial Units for Statistics) and removing from the statistic people who live abroad we can conclude that based on NUT II we have 85,96% of our sample on the region of Lisbon, 7,02% on the North, 2,63% on Center, 0,88% on Alentejo and 3,51% abroad.
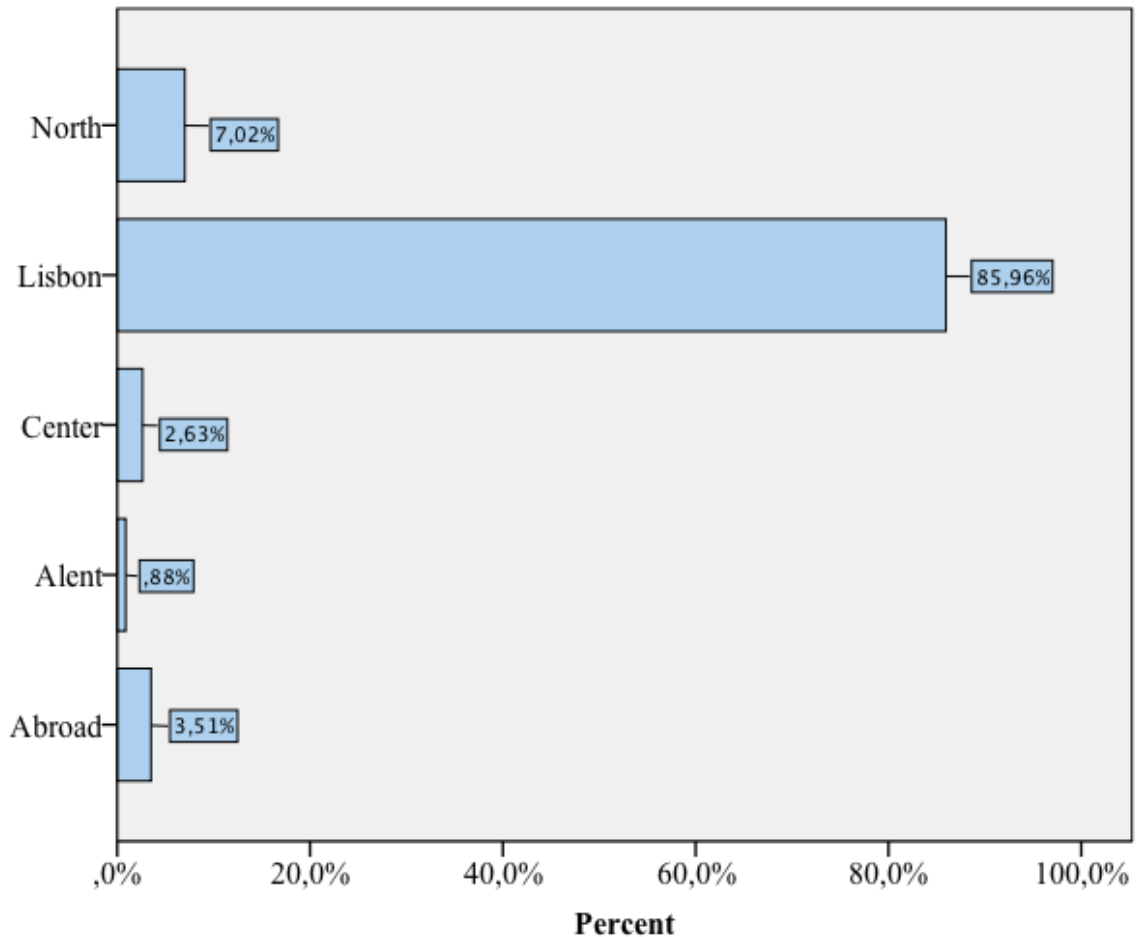
3. Graphic 2 Geographical dispersion of the sample

4.2.1.4 Academical degree

Regarding our sample's qualifications we have the majority of our respondents with a master Degree (41,6%), followed by Bachelor's Degree (36,3%), Postgraduate (13,3%) and finally the minority having only the High School (8,8%) has an academical qualification.

Academical Degree	(%)
High School	8,8
Bachelor's Degree	36,3

Master's Degree	41,6
Postgraduate	13,3
PHD	0

4. Table 1 Academical qualification of the sample

4.2.1.5 Are you currently working?

By having the majority of our sample saying Yes (67,5%) and the minority saying No (32,5), we can conclude that this sample is constituted mainly from people who are currently working.

5. Graphic 3 Professional situation of our sample
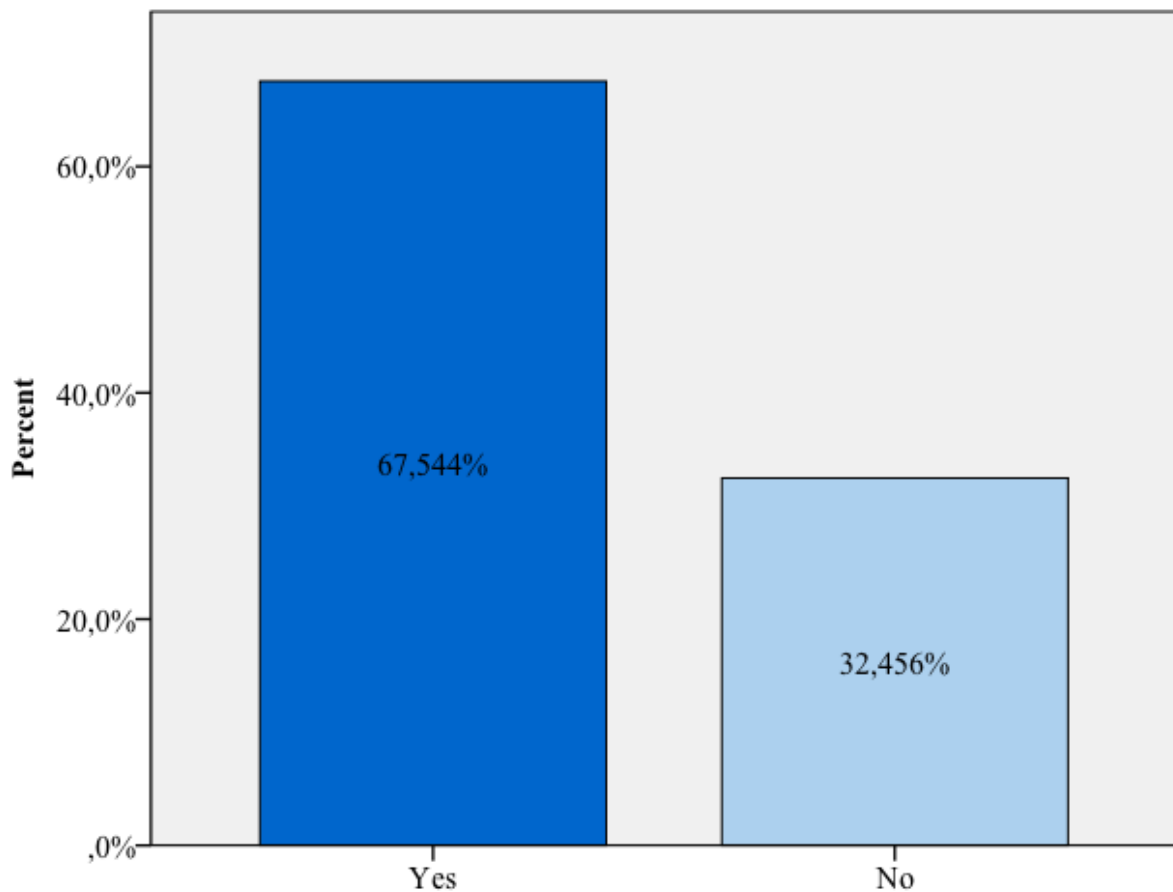
4.2.1.6 In which sector are you currently working? In case that you said no to the last question, in which sector was your last job?

By asking in which sector our respondents work, we can say that the majority works on Commercial & Marketing (21,9%), followed by Human Resources (19,3%), Other (17,5%), Healthcare & LifeSciences/ Banking & Financial Services (7%), Tax & Legal (5,3%),

Hospitality & Leisure/ Retail (4,4%), Information Technology/ Engineering/ Secretarial & Management Support (3,5%) and finally Logistics & Supply Chain (2,6%).
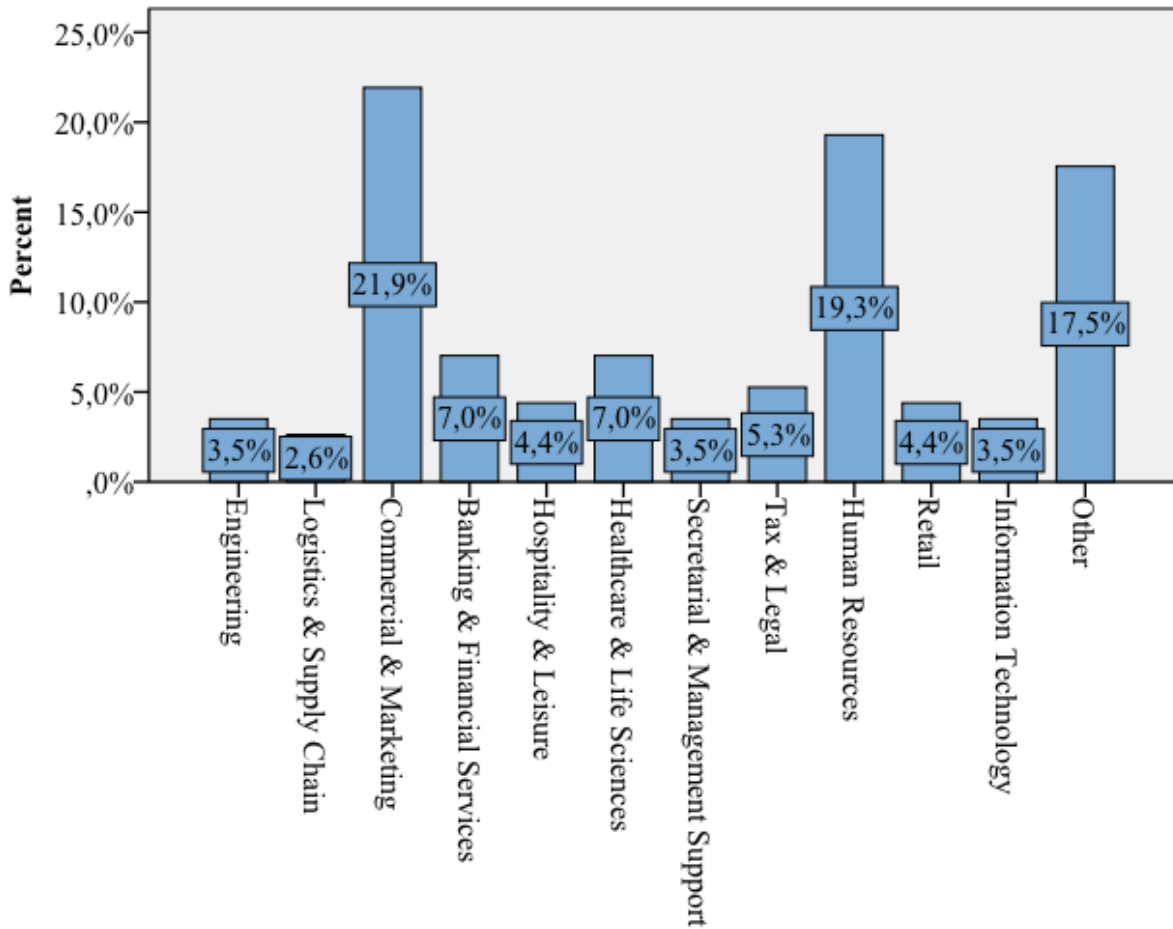
6. Graphic 4 Sample divided based on the sector in which they work/worked

4.2.1.7 In which company is/was your current/last job?

When asked in which company is/was their last job, we received the following answers:Michael Page, ISCTE-IUL, Confer7, Philip Morris, Sugal Group, Unit4, Young Direct Media, Jerónimo Martins, Mercedes, Progene, Altran, Primark, SPIE, Unilever, Rangel, 93 Studios, My Ideas, Credin Portugal, Rogério Alves & Associados, Sociedade de Advogados RL, Mobipium, Infinen, Revlinker, Cuper, Mustela, SONAE, Holmes Place, AHK Portugal, Addeco, Centro de Ciência Viva Sintra, Europcar, Henkel, The Flagdate Partnership, Decathlon, OutSystems, Seoane Vidal SA, GiGroup, Deloitte, Aon Portugal, Shine Iberia, Sheraton Hotels & Resorts, Lotuscar, FNAC, S&P Global Market Intelligence, Ritz Carlton, BNP Paribas Securities Services, Intercontinental Hotel, Commision, NMS, B-Guest Now SA, Volkswagen, Moneris, Ogilvy and Faculdade de Psicologia da UL.

4.2.2 Specific results

4.2.2.1 Are you looking for a job vacancy?

When we asked people if they were looking for a job vacancy, we discovered that from this sample only less than half were looking for a job (30,7%) while the majority answered that wasn't looking for a new professional opportunity (69,3%). We can see the discrepancy of the answers on the pie graphic below, where we have in darker blue people we answered "yes" and in lighter blue people who answered "no".
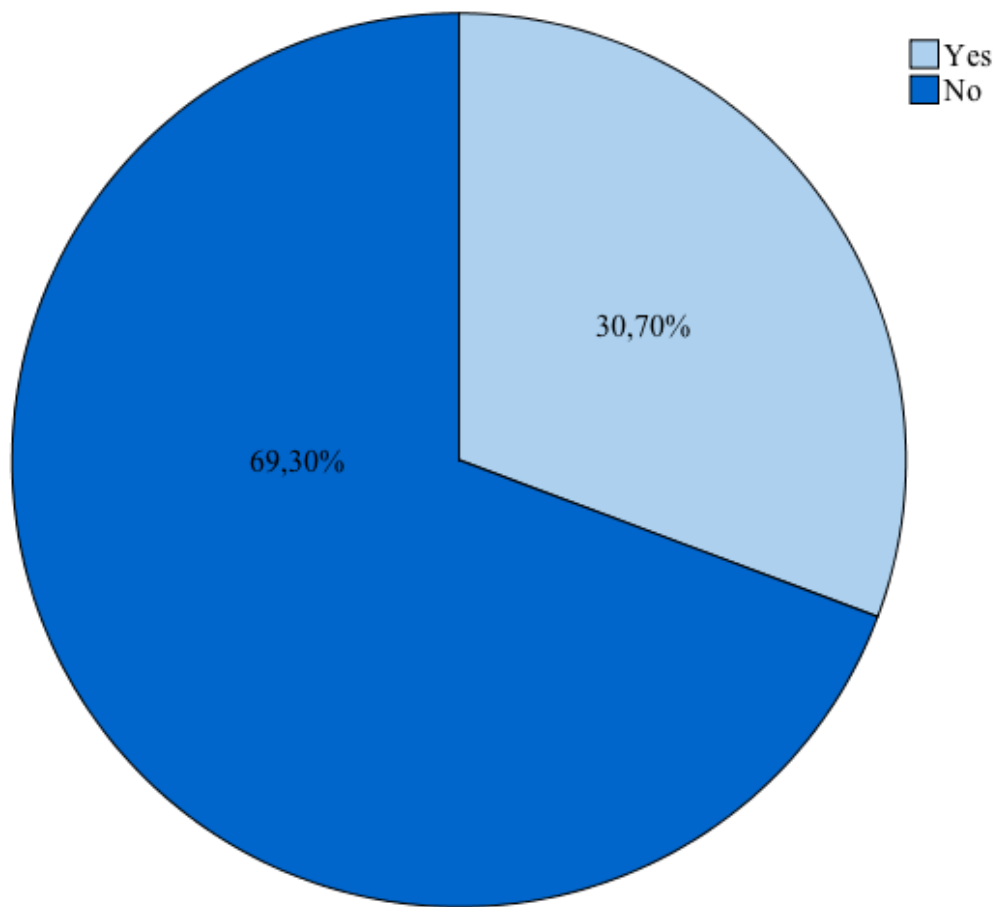
7. Graphic 5 People who are and are not looking for a job vacancy

4.2.2.2 Which are the tools that you use, while searching for a job opportunity?

When it comes searching for a job, the most used tool is Job Searching Websites like Net-Empregos, Trabalhando, Expresso Emprego Online, among others, where we have 71,7% of our sample confirming that they use this kind of websites. After this, the most used are LinkedIn (60,2%), Organizational Websites (59,3%), Friends (45,1%), Recruitment Agencies (44,2%),

Social Media and University Portals (each one with 35,4%), Newspaper's ads (9,7%) and finally Other (3,5%).

Tool	Percentage of People Who Sayed that They Use This Tool	Frequencies
Job Searching Websites (e.g. net-empregos, trabalhando, expresso emprego online)	71,7%	81
LinkedIn	60,2%	68
Organizational Websites	59,3%	67
Friends	45,1%	51
Recruitment Agencies	44,2%	50
Social Media	35,4%	40
University Portals	35,4%	40
Newspaper's ads	9,7%	11
Other	3,5%	4

8. Table 2 Most used tools for job searching

4.2.2.3 Which are, in your opinion, the most reliable ways to search for information about a company?

We gave seven ways of searching for information about a company to the respondents and tried to understand what do they think about it, if they think these tools are Non Reliable, More or Less Reliable, Reliable or Very Reliable.

When faced with the option Social Media the majority (51,8%) of the candidates declared they believe that this tool is more or less reliable to search information about a company. 12,3% told that this is very reliable tool, 31,6% a reliable one and only 4,4% said that it is not reliable.

When we asked about the Online Forums the same happened when the relative majority (43,9%) said that this is also a more or less reliable tool. Here we have a more relevant number

of people saying that this is a reliable tool (33,3%), but also saying that is non reliable (14,9%). The minority who said that this is a very reliable tool represented 7,9% of our sample.

While talking about News the answers were more consistent, by having 3,5% saying that this is a non reliable tool, 30,7% saying that it is more or less reliable, 46,5% saying it is reliable and 19,3% answering that it is very reliable.

When the tool we asked about was Organization's Website no one said that this is a non reliable tool. The answers were divided on the following way: 52,6% said that it is very reliable, 28,9% reliable and 18,4% more or less reliable.

When faced with the option LinkedIn 1,8% said that this is a non reliable tool, 21,9% that it is more or less reliable, 36,8% reliable and 39,5% very reliable.

While talking about people who currently work in the organization as a tool to search for information about it, only 0,9% told that this is a non reliable tool contrarily to the 56,1% that say that it is very reliable, 10,5 of the answers were more or less reliable and 32,5% were reliable.

Finally, when asked about people who worked in the organization as a tool to search information about it, also 0,9% told that this is a non reliable tool contrarily to the 43,9% that say that it is reliable. 27,2 of the answers were more or less reliable and 28,1% were very reliable.
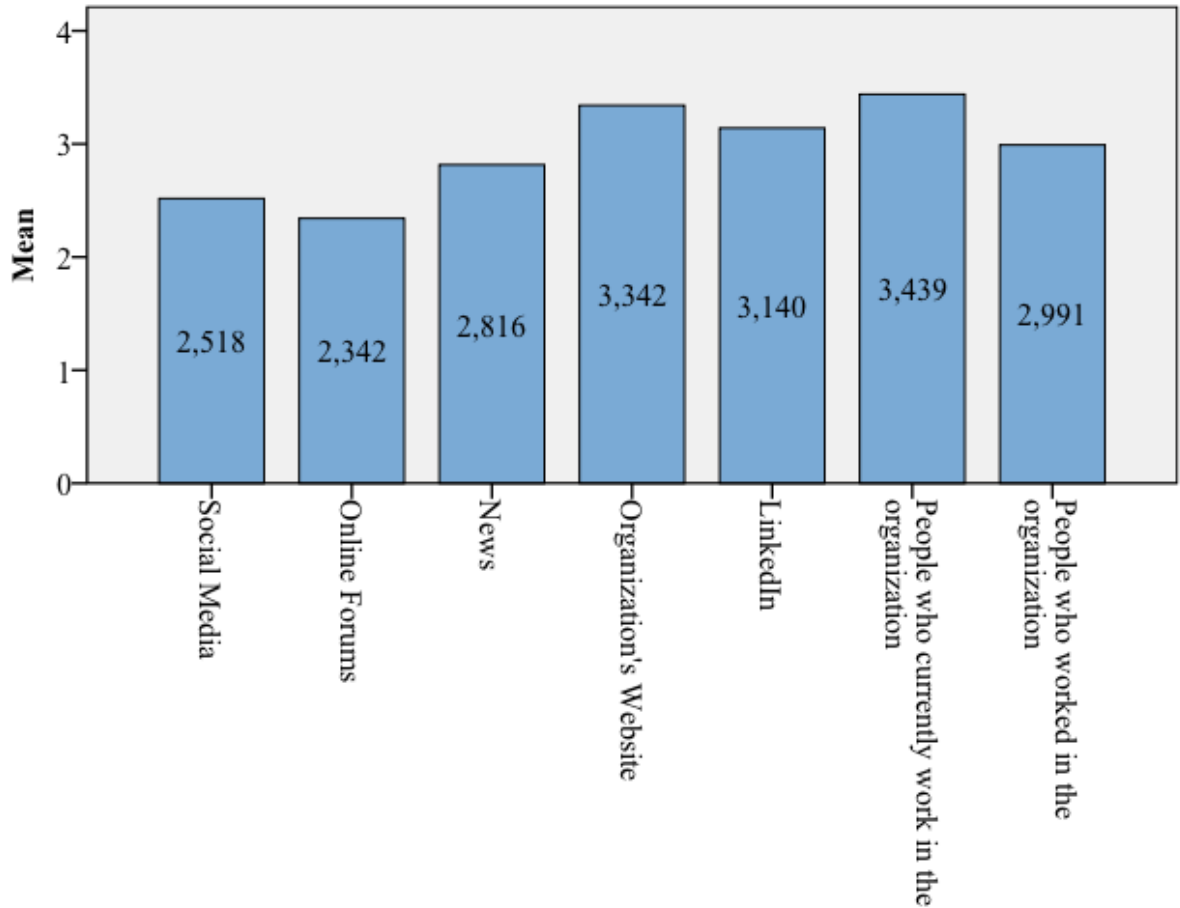
9. Graphic 6 Mean of the tools used, regarding its reliability

4.2.2.4 What kind of values are you looking for in a company?

When asked what kind of values were they looking for in a company, the respondents gave a lot of different answers, which gave us a total of 69 different values. From this 69 we made a list of the top ten most repeated, and based on a semantics analysis we discovered that they are: Respect, Progression, Integrity, Good Environment, Team Work, Innovation, Transparency, Honesty, Fair Payment and Engagement.

Value	Number of Times Repeated
Respect	19
Progression	18
Integrity	12
Good Environment	11
Team Work	10

Innovation	8
Transparency	8
Honesty	8
Fair Payment	6
Engagement	5

10. Table 3 List of values that were considered more important by the respondents

4.2.2.5 How do you feel that the following factors influence your perception about a certain organization?

We gave seven factors to understand if people are influenced about it when it comes to forming a perception about a certain organization. In this way people had to say if they strongly disagree, disagree, are neutral, agree or strongly agree.

When talking about the factor Advertising, the majority (52,6%) said that they agree that advertising influence their perception about organizations. 23,7% affirmed they are neutral, 16,7% strongly agree, 4,4% disagree and only 1,4% strongly disagree. By having a mean of 3,76 we can say that our sample agrees that the advertising influences the way people build their perception about a certain organization.

While talking about Sponsored Events we discovered that only 1,8% of our samples strongly disagrees that this kind of events influences people's perception about a certain organization, 7% disagrees, 21,1% believe that they are neutral, 50% agrees and 20,2% strongly agree. By having a mean of 3,80 we can say that our sample agrees that sponsored events influences the way people build their perception about a certain organization.

When faced with the Participation in an Event Organized by the Company, 0,9% said that strongly disagree, 2,6% disagree, 14% neutral, 41,2% agree and the same for strongly disagree (41,2%). By having a mean of 4,19 we can say that our sample agrees that the advertising influences the way people build their perception about a certain organization.

When asked about Having Friends or Relatives working there, 17,5% of the respondents were neutral, 39,5% said they agree and the majority strongly agree (43%). Also, with a mean of 4,25 we can conclude that our sample agrees that having friends or relatives working **on the**

organization affects their perception. This statement was reinforced by having 0% of respondents answering that they strongly disagree or simply disagree.

While reaching the option by interacting with the company (e.g. surveys) only 1,8% told that disagree, the majority (40,4%) was neutral, 35,1% agree and 22,8% strongly agree. However, by having a mean of 3,79 we can say that this is also a factor that affects people's perception about organizations.

Regarding News as a tool of building their perception 3,5% told that didn't agree it affects, 32,5% were neutral, 45,6% and so the majority told they agree and 18,4% strongly agree. So with a mean of 3,79 we can say that the respondents agree that the news affect the way they build their perception about a certain organization.

At last, on Social Media factor only 1,8% of the inquiries said they disagree, 30,7% were neutral, the majority (52,6%) agree and 14,9% strongly agree. By analysing a mean of 3,81 we can conclude that people believe Social Media also affects the way they build their perception about organizations.
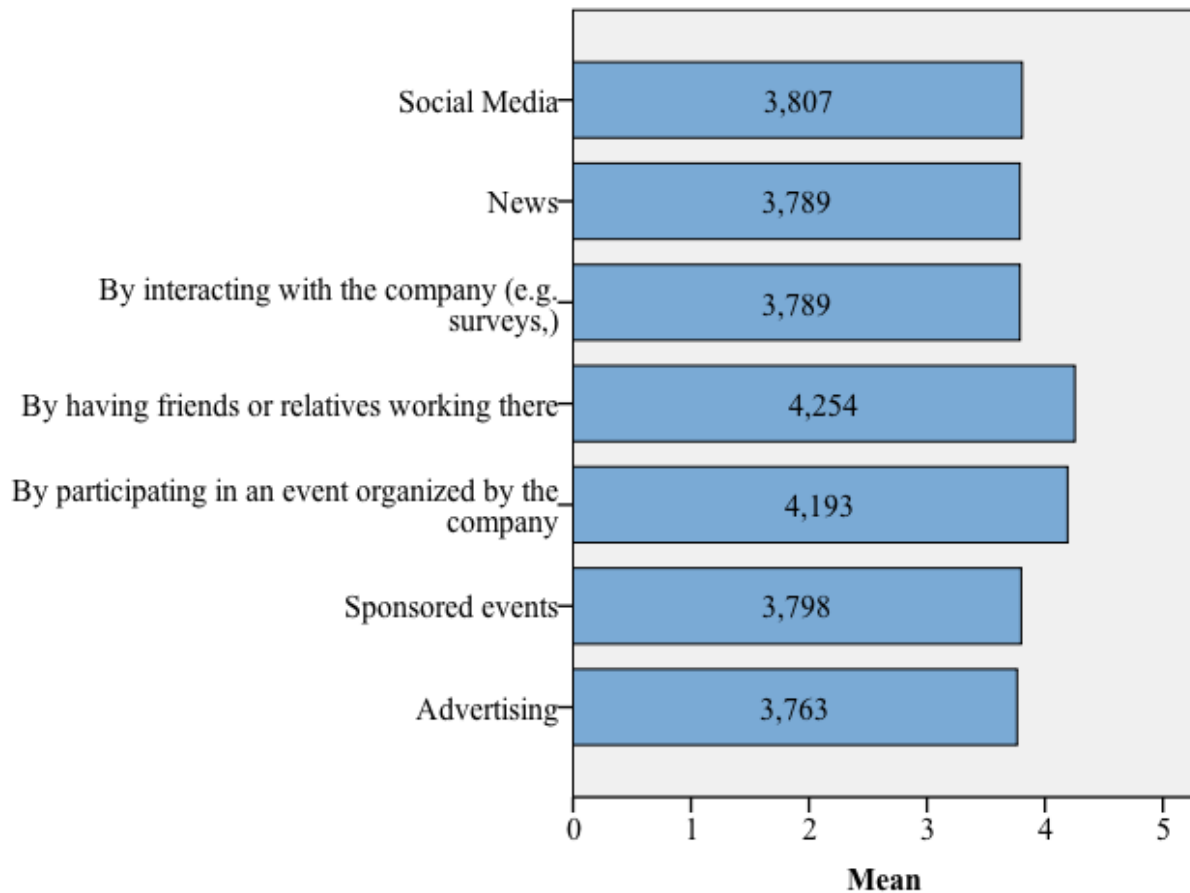
11. Graphic 7 Mean of the factors that influence respondent's perception

4.2.2.6 What do you find attractive in an organization?

The first option that we asked if the respondents thought attractive in an organization was competitive working environment where 6,1% answered that it isn't attractive, 37,7% said that it is more or less attractive, the same percentage affirmed that it is attractive and 18,4% very attractive. Resulting on a mean of 2,68 we can conclude that this is a factor that people think it is attractive in a company.

The second option was a conservative working environment and we had very different result here with the majority saying it is non attractive (43,9%), 38,6% saying it is more or less attractive, 11,4% attractive and only 6,1% affirming it is very attractive. By having a mean of 1,80 we can conclude that a conservative working environment is more or less attractive.

Thirdly it was asked if they thought that employees with different backgrounds was attractive and 0,9%, the minority, said it is non-attractive, 9,6% more or less attractive, 42,1% attractive and the majority (47,4%) said it is very attractive. With a mean of 3,36 we can conclude that this is also a factor that is attractive for our respondents.

In fourth place we've asked about Good Leadership/Management and the answers were the minority saying it is non-attractive (0,9%), more or less attractive (2,6%), attractive (19,3%) and very attractive the majority (77,2%). Resulting in a mean of 3,73 we can say that this is a very attractive factor on an organization.

The fifth factor asked was Dynamic organisation where we had 1,8% of people saying it was more or less attractive, 30,7% attractive and the majority saying it is very attractive (67,5%). Resulting in a mean of 3,66 and reinforced by having 0% of the respondents saying it was non-attractive and only a few saying it is more or less attractive, we can conclude that this is also a factor that people think it is very attractive.

On the sixth place we asked them about Financial Strength where we had the minority saying it is more or less attractive (7,9%), 39,5% said it is attractive and the majority said it is very attractive (52,6%). With a mean of 3,45 and no one saying it isn't attractive we can say that this is an attractive factor for our sample.

The seventh factor was Strong Ethic and Moral's Strategy were we had the following results: more or less attractive (7%), attractive (34,2%) and the majority saying it is very attractive

(49,1%). With a mean of 3,52, reinforced by having 0% of the respondents saying it was non-attractive we can conclude that this is a very attractive factor.

While asked about the eighth factor, Good reputation, the minority said it is non-attractive (0,9%), 5,3% considered it more or less attractive, the majority said it is attractive (44,7%) and 18,4% of our respondents said it is very attractive. Resulting in a mean of 3,42 we can say that this is an attractive factor.

On the ninth place we asked about Innovative solutions, where the minority of our respondents told it is non-attractive (1,8%), 2,6% more or less attractive, 36,8% answered attractive and the majority said it is very attractive (58,8%). By having a mean of 3,53 we can say that this is also a very attractive factor for the respondents.

When faced with the tenth factor Career Progression Possibilities we received the following answers: more or less attractive (1,8%), attractive (13,2%) and very attractive (85,1%). With a mean of 3,83 and no one saying it is not attractive, we can conclude that this is another factor that people value in an organization.

The eleventh factor was Safe Employment were 0,9% of our respondents told it is non-attractive, 13,2% said it is more or less attractive, 37,7% answered attractive and the majority said it is very attractive (48,2%). Resulting in a mean of 3,33 we can conclude that people think that this is an attractive factor.

When asked about Tasks That Mean Bigger Challenges, the twelfth factor, the final results were the minority saying it is non-attractive (0,9%), more or less attractive (9,6%), attractive (42,1%) and the majority affirming it is very attractive (47,4%). With a mean of 3,36 we can say that this is a factor that people consider attractive.

The thirteenth factor was Diversified Work the minority affirmed it is more or less attractive (11,4%), 36,8% said it is attractive and the majority affirmed it is very attractive (51,8%). With a mean of 3,40 we can say that this is also another factor that is faced as attractive.

On the fourteenth place we asked about Market Success where the minority considering it more or less attractive (9,6%), 41,2% saying it is attractive and the majority affirming it is very attractive (49,1%). Resulting in a mean of 3,39 we can conclude that this is an attractive factor.

The fifteenth factor was Localization and we had the following results: non-attractive (2,6%), more or less attractive (16,7%), attractive (43,9%) and very attractive (36,8%). With a mean of 3,15 we can say that this is a factor that people consider attractive.

On the sixteenth place we asked about the attractiveness of the Brand where the minority said it is non-attractive (0,9%), 18,4% said it is more or less attractive, the majority said it is attractive (48,2%) and finally 32,5% of the respondents said it is very attractive (32,5%). Resulting in a mean of 3,12 we can say that this is a factor that is faced as attractive.

The seventh factor was Non-financial Benefits (e.g. gym, insurance, medical care) where 4,4% said it is non-attractive, 15,8% more or less attractive, 39,5% attractive and the majority said it is very attractive (40,4%). By having a mean of 3,16 we can conclude that this is an attractive factor.

Finally the last and eighteenth factor was Financial benefits (e.g. remuneration, rewards) where people answered on the following way: more or less attractive (4,4%), attractive (33,3%) and very attractive (62,3%). Resulting in a mean of 3,58, reinforced by having 0% of the respondents saying it was non-attractive we can conclude that this is a very attractive factor.

	Non-Attractive	More or Less Attractive	Attractive	Very Attractive	Mean
Competitive working environment	6,1%	**37,7%**	**37,7%**	18,4%	2,68
Conservative working environment	**43,9%**	38,6%	11,4%	6,1%	1,80
Employees with different backgrounds	0,9%	9,6%	42,1%	**47,4%**	3,36
Good Leadership/Management	0,9%	2,6&	19,3%	**77,2%**	3,73
Dynamic organisation	-	1,8%	30,7%	**67,5%**	3,66
Financial strength	-	7,9%	39,5%	**52,6%**	3,45
Strong ethic and moral's strategy	-	7%	34,2%	**49,1%**	3,52

Good reputation	0,9%	5,3%	**44,7%**	18,4%	3,42
Innovative solutions	1,8%	2,6%	36,8%	**58,8%**	3,53
Career progression possibilities	-	1,8%	13,2%	**85,1%**	3,83
Safe employment	0,9%	13,2%	37,7%	**48,2%**	3,33
Tasks that mean bigger challenges	0,9%	9,6%	42,1%	**47,4%**	3,36
Diversified work	-	11,4%	36,8%	**51,8%**	3,40
Market success	-	9,6%	41,2%	**49,1%**	3,39
Localization	2,6%	16,7%	**43,9%**	36,8%	3,15
Brand	0,9%	18,4%	**48,2%**	32,5%	3,12
Non-financial benefits (e.g. gym, insurance, medical care)	4,4%	15,8%	39,5%	**40,4%**	3,16
Financial benefits (e.g. remuneration, rewards)	-	4,4%	33,3%	**62,3%**	3,58

12. Table 4 What do People find attractive and non-attractive on organizations

4.2.2.7 Which of the factors below would you find most and less attractive if an employer offered them to you?

The first question was regard Work-Life Balance, where we had the minority of our sample saying it is non-attractive (2,6%), 7,9% saying it is more or less attractive, 36% affirming it is attractive and the majority saying it is very attractive (53,5%). Having in mind a mean of 3,40 we can conclude that this is a value that people think is very attractive.

Regarding Good Reference For Future Career we discovered that the minority believes it is non-attractive (0,9%), 7,9% more or less attractive, 33,3% attractive and the majority says it is attractive (57,9%). By having a mean of 3,48 we can say that this is a factor that is viewed as attractive by our sample.

When asked about Flexible Working Hours the minority said it is non-attractive (4,4%), 9,6% said it is more or less attractive, 35,1% attractive and the majority said it is very attractive (50,9%). Resulting in a mean of 3,32 we can say that this is an attractive factor.

Regarding Inspiring Colleagues we had the following results: non-attractive (0,9%), more or less attractive (6,1%), attractive (47,4%) and the majority affirming it is very attractive (45,6%). This is another result that is faced as attractive as we can see by a mean of 3,38.

When asked about the factors Training and Development the minority said it is more or less attractive (8,8%), 41,2% said it is attractive and the majority said it is very attractive (50%). Resulting in a mean of 3,41 we can say that this is an attractive factor.

While reaching the option International Opportunities 4,4% of the respondents said that this is a non-attractive factor, 15,8% said it is more or less attractive, 32,5% affirmed attractive and the majority said it is very attractive (47,4%). By having a mean of 3,23 we can conclude that this is an attractive factor.

When asked about Recognition our sample answered that it is more or less attractive (5,3%), attractive (21,9%) and very attractive (72,8%). With a mean of 3,68 we can conclude that this is a very attractive factor.

When faced with the Possibility to Work from Home the minority of the respondents said it is non-attractive (8,8%), the majority said it is more or less attractive (33,3%), 28,9% saying it is attractive and the same percentage saying it is very attractive. These answers resulted in a mean of 2,78, which tell us that this is also an attractive factor.

When facing the option Safe Employment, once again the minority said it is non-attractive (1,8%), 15,8% more or less attractive, 40,4% saying it is attractive and the majority saying it is very attractive (42,1%). Once again we can conclude that there is another factor that is attractive as we can see by a mean of 3.23.

Regarding the factor Tasks that Mean Bigger Challenges we received the following answers: non-attractive (1,8%), more or less attractive (13,2%), attractive (48,2%) and very attractive (36,8%). With a mean of 3,20 we can conclude that our sample believes that this is an attractive factor.

When asked about the factor Diversified Work we had 0% of the respondents saying it is non-attractive, 14% more or less attractive and 43% for attractive and for very attractive. Resulting in a mean of 3,29 there is another factor that is attractive for our sample.

Finally, when faced with the option Empowerment to Work Independently 13,2% said it is more or less attractive, 36% said it is attractive and the majority affirmed it is very attractive (50,9%). These answers resulted on a mean of 3,38, concluding that this is viewed as an attractive factor.

	Non-Attractive	More or Less Attractive	Attractive	Very Attractive	Mean
Work-Life balance	2,6%	7,9%	36%	**53,5%**	3,40
Good reference for your Future career	0,9%	7,9%	33,3%	**57,9%**	3,48
Flexible working hours	4,4%	9,6%	35,1%	**50,9%**	3,32
Inspiring colleagues	0,9%	6,1%	**47,4%**	45,6%	3,38
Training and development	-	8,8%	41,2%	**50%**	3,41
International opportunities	4,4%	15,8%	32,5%	**47,4%**	3,23
Recognition	-	5,3%	21,9%	**72,8%**	3,68
Possibility to work from home	8,8%	**33,3%**	28,9%	28,9%	2,78
Safe employment	1,8%	15,8%	40,4%	**42,1%**	3,23
Tasks that mean bigger challenges	1,8%	13,2%	**48,2%**	36,8%	3,20
Diversified work	-	14%	**43%**	**43%**	3,23

Empowerment to work independently	-	13,2%	36%	**50,9%**	3,38

13. Table 5 What do people value on a job offer

4.2.2.8 Imagine that you receive an offer from two companies that are competitors, mark from one to five what are the factors that would influence your decision (1 = do not influence and 5 = influences a lot):

When asked if Localization influence their choice, 3,6% said it does not influence, 8% not influence, 17,9% said it was neutral, the majority said it influence (37,5%) and 33% said it influences a lot. With a mean of 3,88 this is a factor that influences respondents' choice.

Regarding the Number of Employees people answered: do not influence at all (17,8%), not influence (22,3%), neutral (36,6%), influence (19,6%) and influence a lot (3,6%). Resulting in a mean of 2,67 we can conclude that this has a neutral influence on the respondents' choice.

When faced with the option of Being an International Company our sample answered that do not influence at all (2,7%), not influence (8%), neutral (23,2%), influence (30,4%) and influence a lot (35,7%). Once again we have a factor that influences our sample's choice, as we can see by a mean of 3,88.

Regarding Monetary Benefits we had the minority of our sample saying it does not influence (0,9%), 3,6% saying it is neutral, 30,4% affirming it has influence (30,4%) and the majority saying it influences a lot (65,2%). With a mean of 4,60 we can conclude that this is a factor that influences a lot people's choice.

On the other hand, when asked about Non-Monetary Benefits the respondents answered on the following way: do not influence at all (1,8%), not influence (4,5%), neutral (19,6%), influence (37,5%) and influence a lot (36,6%). This is also a factor that influences our respondents' choice as we can see by a mean of approximately 4,03.

When faced with the factor Organization's Reputation 3,6% said it does not influence, 17% said it is neutral, 34,8% said it has influence and the majority said it influences a lot (44,6%). Resulting in a mean of 4,21 we can say that this factor has an influence on people's choice.

Regarding Brand's Visibility, 1,8% said it does not influence at all, 6,3% not influence, 25% neutral, the majority said it influences (43,8%) and 23,2% saying it influences a lot. With the highest mean of 3,80 we can conclude that this is a factor that influences a lot people's choice.

When faced with the option Corporate Social Responsibility Policies (e.g. Responsibility to society as a corporate citizen, Transparent operating activities) we had the following answers: do not influence at all (5,4%), not influence (4,5%), neutral (24,1%), influence (40.2%) and influence a lot (25,9%). Resulting in a mean of 3,77 we can say that this is a factor that influences this choice.

Finally, when asked about Work-Life Balance Policies the minority said it does not influence at all (0,9%), 2,7% does not influence, 14,3% neutral, 34,8% influence and the majority said it influence a lot (47,3%). By having a mean of 4,25 we can say that this is a factor that influences people's choice.

	Do not Influence	Not Influence	Neutral	Influence	Influence a Lot	Mean
Localization	3,6%	8%	17,9%	**37,5%**	33%	3,88
Number of Employees	17,8%	22,3%	**36,6%**	19,6%	3,6%	2,69
International Company	2,7%	8%	23,2%	30,4%	**35,7%**	3,88
Monetary Benefits	-	0,9%	3,6%	30,4%	**65,2%**	4,60
Non-Monetary Benefits	1,8%	4,5%	19,6%	**37,5%**	36,6%	4,03
Organization's Reputation	-	3,6%	17%	34,8%	**44,6%**	4,21
Brand's visibility	1,8%	6,3%	25%	**43,8%**	23,2%	3,80
Corporate Social Responsability policies (e.g. Responsibility to society as a	5,4%	4,5%	24,1%	**40,2%**	25,9%	3,77

corporate citizen, Transparent operating activities)						
Work-Life balance policies	0,9%	2,7%	14,3%	34,8%	**47,3%**	4,25

14. Table 6 What affects people's choice while choosing between two companies

4.2.2.9 To which degree do these words apply to how do you feel and think regarding your ideal job

When if the following factors fit on the description of their ideal job, our sample answered on the following way:

- Satisfaction: to a high degree (72,8%), to some degree (19,3%), to little degree (2,6%), to no degree (0,9%) and not relevant (4,4%). In this way we can say that satisfaction, with a mean of 1,45, applies to a high degree for our sample's ideal job.

- Pride: to a high degree (51,8%), to some degree (33,3%), to little degree (6,1%), to no degree (4,4%) and not relevant (4,4%). With a mean of 1,76, we can conclude that pride applies to some degree for our respondents' ideal job.

- Responsibility: to a high degree (56,1%), to some degree (31,6%), to little degree (7%), to no degree (2,6%) and not relevant (2,6%). Resulting in a mean of 1,64, we can say that this is a factor that applies to some degree for our respondents' ideal job.

- Acceptance: to a high degree (43%), to some degree (34,2%), to little degree (16,7%), to no degree (3,5%) and not relevant (2,6%). In this way we can say that acceptance, with a mean of 1,89, applies to some degree for our sample's ideal job.

- Respect: to a high degree (71,1%), to some degree (17,5%), to little degree (4,4%), to no degree (2,6%) and not relevant (4,4%). With a mean of 1,52, we can conclude that respect applies to some degree for our respondents' ideal job.

- Know-how: to a high degree (54,4%), to some degree (34,2%), to little degree (6,1%), to no degree (3,5%) and not relevant (1,8%). Resulting in a mean of 1,64, we can say that this is a factor that applies to some degree for our respondents' ideal job.

- Experience: to a high degree (57,9%), to some degree (28,9%), to little degree (7,9%), to no degree (2,6%) and not relevant (2,6%). In this way we can say that experience, with a mean of 1,63, applies to some degree for our sample's ideal job.

- Trust: to a high degree (71,1%), to some degree (18,4%), to little degree (6,1%), to no degree (0,9%) and not relevant (3,5%). With a mean of 1,47, we can conclude that trust applies to a high degree for our respondents' ideal job.

- Making a Difference: to a high degree (58,8%), to some degree (26,3%), to little degree (9,6%), to no degree (2,6%) and not relevant (2,6%). Resulting in a mean of 1,64, we can say that this is a factor that applies to some degree for our respondents' ideal job.

	To a High Degree	To Some Degree	To Little Degree	To no Degree	Not relevant	
Satisfaction	**72,8%**	19,3%	2,6%	0,9%	4,4%	1,45
Pride	**51,8%**	33,3%	6,1%	4,4%	4,4%	1,76
Responsibility	**56,1%**	31,6%	7%	2,6%	2,6%	1,64
Acceptance	**43%**	34,2%	16,7%	3,5%	2,6%	1,89
Respect	**71,1%**	17,5%	4,4%	2,6%	4,4%	1,52
Know-how	**54,4%**	34,2%	6,1%	3,5%	1,8%	1,64
Experience	**57,9%**	28,9%	7,9%	2,6%	2,6%	1,63
Trust	**71,1%**	18,4%	6,1%	0,9%	3,5%	1,47
Making a difference	**58,8%**	26,3%	9,6	2,6	2,6%	1,64

15. Table 7 In which way does these words apply for our respondent's ideal job

4.2.2.10 Please tell your opinion on the following affirmations.

When people were asked if they agree with the sentence "I like to work in a dynamic environment", 7% of our sample answered that they were neutral, the majority said they agree (50,9%) and 42,1% strongly agree. Resulting in a mean of 4,35 we can say that this sample agrees with this affirmation, which means they like to work in a dynamic environment.

Then we asked about the affirmation "I value working in a company that thinks towards the future and implement new work practices" where we collected the following answers: neutral

(7%), agree (45,6%) and strongly agree (47,4%). With a mean of 4,40 we can conclude that the respondents agree with this sentence.

Regarding the sentence "I prefer to work in a company that value and uses creativity" the minority said they strongly disagree (0,9%), 1,8% disagrees, 16,7% neutral, the majority agreed (43,9%) and 36,8% strongly agreed. By having a mean of 4,14 we can affirm that people agree with this affirmation and prefers to work in a company that value and uses creativity.

When people were asked if they agree with the sentence "I think it is important to work in a company with high quality products and services" people answered on the following way: disagree (0,9%), neutral (14,9%), agree (48,2%) and strongly agree (36%). Resulting in a mean of 4,19 we can say that this sample agrees with this affirmation.

Finally when faced with the affirmation "I think it is important to work in a company that has innovative products and services" 17,5% said that they're neutral regarding this sentence, the majority agreed (48,2%) and 34,2% said they strongly agree. With a mean of 4,17 we can conclude that our respondents agree with this affirmation and think it is important to work in a company that has innovative products and services.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I like to work in a dynamic environment	-	-	7%	**50,9%**	42,1%	4,35
I value working in a company that thinks towards the future and implement new work practices	-	-	7%	45,6%	**47,4%**	4,40
I prefer to work in a company	0,9%	1,8%	16,7%	**43,9%**	36,8%	4,14

that value and uses creativity					
I think it is important to work in a company with high quality products and services	-	0,9%	14,9%	**48,2%**	36%	4,19
I think it is important to work in a company that has innovative products and services	-	-	17,5%	**48,2%**	34,2%	4,17

16. Table 8 What do Millennials value in a work routine

4.2.2.11 Please tell your opinion on the following affirmations.

When people were asked if they agree with the sentence "I prefer to work in a fun environment" the following answers were collected: strongly disagree (1,8%), neutral (17,5%), agree (35,1%) and strongly agree (45,6%). Resulting in a mean of 4,23 we can say that this sample agrees with this affirmation, meaning they prefer a fun environment at work.

Then we asked about the affirmation "I believe that is important to have a good relationship with my colleagues" the minority said they strongly disagree (0,9%), 7,9% were neutral, 28,9% agreed and the majority said they strongly agree with 62,3% of the answers. By having a mean of 4,52 we can conclude that our sample strongly agree with this affirmation.

When people were asked if they agree with the sentence "I believe that is important to have a good relationship with my superiors" the answers were neutral with the minority of 7,9% answers, agree 36,8% answers and strongly agree with 55,3%. In this way and with a mean of 4,47 we can say that our sample agrees with this sentence and value good relations with their superiors.

Regarding the sentence "I prefer to work in a place where I have people who support and encourage me" the respondents answered on the following way: neutral (7,9%), agree (30,7%) and strongly agree (61,4%). Resulting in a mean of 4,54 we can say that the respondents strongly agree with this sentence and that they like to be encouraged on a work environment.

When faced with the affirmation "I like to work in a happy environment" 6,1% of the respondents were neutral, 29,8% agreed and the majority said they strongly agree (64%). By having a mean of 4,58 we can say that this sample strongly agrees with this affirmation, meaning they like to work in a happy environment.

When people were asked if they agree with the sentence "I prefer to work in a place that faces its employees as its first-line costumers" the minority disagreed (0,9%), 12,3% were neutral, 40,4% agreed and the majority strongly agreed (46,5%). Resulting in a mean of 4,32 we can conclude that people agree with this sentence and likes to be faced as first-line costumers in the place where they work.

Regarding the sentence "I enjoy working in a place with various activities to its employees" respondents answered on the following way: disagree (2,6%), neutral (19,3%), agree (37,7%) and strongly agree (40,4%). With a mean of 4,16 we can say that people agree with this affirmation.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I prefer to work in a fun environment	1,8%	-	17,5%	35,1%	**45,6%**	4,23
I believe that is important to have a good relationship with my colleagues	0,9%	-	7,9%	28,9%	**62,3%**	4,52
I believe that is important to	-	-	7,9%	36,8%	**55,3%**	4,47

have a good relationship with my superiors						
I prefer to work in a place where I have people who support and encourage me	-	-	7,9%	30,7%	**61,4%**	4,54
I like to work in a happy environment	-	-	6,1%	29,8%	**64%**	4,58
I prefer to work in a place that faces its employees as its first-line costumers	-	0,9%	12,3%	40,4%	**46,5%**	4,32
I enjoy working in a place with various activities to its employees	-	2,6%	19.3%	37,7%	**40,4%**	4,16

17. Table 9 Millennials perception on personal interaction

4.2.2.12 Please tell your opinion on the following affirmations.

When we asked to the respondents if they agree with the affirmation "I prefer to work in an organization that gives me good possibilities to grow" the following answers were collected: strongly disagree (0,9%), neutral (5,3%), agree (28,9%) and strongly agree (64,9%). This means that this sample strongly agrees with this affirmation, which we can confirm through the mean of 4,57.

Regarding the sentence "I want to work in a place that gives me stability" the minority said they strongly disagree (0,9%), 2,6% said they disagree, 15,8% were neutral, 35,1% answered they agree and the majority strongly agrees (45,6%). With a mean of 4,22 we can conclude that people agree and value professional stability.

When faced with the affirmation "I think that is important to work in a company that gives me practical experience, by working with other departments": disagree (1,8%), neutral (17,5%), agree (31,6%) and strongly agree (49,1%). Resulting in a mean of 4,27 we can say that people agree with this sentence, meaning they value transversal and practical experience.

When we asked to the respondents if they agree with the affirmation "I would like to work in a place that has wages above the national average" we received the following answers: the minority said they strongly disagree (1,8%), neutral (17,5%), agree (31,6%) and the majority said they strongly agree (49,1%). By having a mean of 4,26 we can conclude that people agreed with it and value monetary benefits.

At last, when asked about the affirmation "I rather work in a company with a lot of non-monetary benefits", 3,5% answered strongly disagree, 12,3% said they disagree, 36,8% and the majority were neutral, 28,9% agreed and 18,4% strongly agreed. With a mean of 3,46 we can say that people agreed with this affirmation.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I prefer to work in an organization that gives me good possibilities to grow	0,9%	-	5,3%	28,9%	**64,9%**	4,57
I want to work in a place that gives me stability	0,9%	2,6%	15,8%	35,1%	**45,6%**	4,22
I think that is important	-	1,8%	17,5%	31,6%	**49,1%**	4,27

to work in a company that gives me practical experience, by working with other departments					
I would like to work in a place that has above average wages	1,8%	-	17,5%	31,6%	**49,1%**	4,26
I rather work in a company with a lot of non-monetary benefits	3,5%	12,3%	36,8%	28,9%	**18,4%**	3,46

18. Table 10 Understand to which kind of benefits do they feel motivated

4.2.2.13 Please tell your opinion on the following affirmations.

When people were asked if they agree with the sentence "I enjoy having professional recognition from my superiors" the minority said they strongly disagree (0,9%), 6,1% of the answers were neutral, 28,1% of the answers were agree and the majority were strongly agree (64,9%). Resulting in a mean of 4,56, we can conclude that people strongly agree with this sentence and that they value recognition from their superiors.

When faced with the affirmation "I think it is important working in a place that gives me good perspectives for a future job" the following answers were collected: strongly disagree (0,9%), disagree (0,9%), neutral (7%), agree (35,1%) and strongly agree (56,1%). By having a mean of 4,45 we can conclude that people agree with this affirmation.

Regarding the sentence "It is important for me feeling well about my job and the company where I work", the minority said they strongly disagree (0,9%), neutral (7%), agree (24,6%) and the majority said they strongly agree (67,5%). Resulting in a mean of 4,58, we can conclude that people strongly agree with this sentence and that they like to feel well about their job.

When people were asked if they agree with the affirmation "I prefer working in companies that give me self-estimate by working on it" the minority with 2,6% answers said they disagree, 14% were neutral, the majority with 46,5% agreed and 36,8% strongly agreed. With a mean of 4,18 we can say that people agree with this sentence.

Finally when faced with the affirmation "I like to work in an organization that provides important experiences for my career" people answered on the following way: disagree (0,9%), neutral (10,5%), agree (36%) and strongly agree (52,6%). By having a mean of 4,40 we can say that people agree with this affirmation and that they value things that reinforce their career.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I enjoy having professional recognition from my superiors	0,9%	-	6,1%	28,1%	**64,9%**	4,56
I think it is important working in a place that gives me good perspectives for a future job	0,9%	0,9%	7%	35,1%	**56,1%**	4,45
It is important for me feeling well about my job and the company where I work	0,9%	-	7%	24,6%	**67,5%**	4,58
I prefer working in	-	2,6%	14%	46,5%	**36,8%**	4,18

companies that give me self-estimate by working on it					
I like to work in an organization that provides important experiences for my career	-	0,9%	10,5%	36%	**52,6%**	4,40

19. Table 11 What is important for Millennials regarding professional grow

4.2.2.14 Please tell your opinion on the following affirmations.

When people were asked if they agree with the sentence "I think it is important to work in a place with a strong social responsibility" 5,3% said they strongly disagree, the minority said they disagree (1,8%), 24,6% were neutral, the majority said they agree (44,7%) and at last 23,7% said they strongly agree. With a mean of 3,80 we can say that people agreed with this sentence a values social responsibility on the business world.

Regarding the sentence "I prefer to work in a place that lets me use knowledge that I've learnt in other institutions" 0,9% said they disagree, 18,4% were neutral, 46,5% agree and 34,2% strongly agree. Resulting in a mean of 4,14 we can conclude that people agree with this affirmation.

When faced with the affirmation "I value working in a place where I feel accepted and a part of the company" we collected the following answers: strongly disagree (0,9%), neutral (18,4%), agree (46,5%) and strongly agree (34,2%). By having a mean of 4,54 we can say that people strongly agree with this sentence and that they like to feel a part of the organization where they work.

At last, when asked about the affirmation "I enjoy working in a company that is costumer-orientated" the minority said they strongly disagree (0,9%), 7,9% were neutral, 26,3% agreed and the majority strongly agreed (64,9%). Resulting in a mean of 4,11 we can say that people agree with this sentence.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I think it is important to work in a place with a strong social responsibility	5,3%	1,8%	24,6%	44,7%	23,7%	3,80
I prefer to work in a place that lets me use knowledges that I've learnt in other institutions	-	0,9%	18,4%	46,5%	34,2%	4,14
I value working in a place where I feel accepted and a part of the company	0,9%	-	18,4%	46,5%	34,2%	4,54
I enjoy working in a company that is costumer-orientated	0,9%	-	7,9%	26,3%	64,9%	4,11

20. Table 12 How do feel Millennials about CSR

4.2.2.15 From one to five, list the companies in which you would like to work in Portugal (1= most wanted, 5= less wanted).

When asked to list the companies in which they would like to work, from 1 to 5, we saw that there was a considerable number of repetitions. On Table 15, we can see which were the companies that were repeated in each section.

As we can see, Microsoft dominated the answers being the first place where a considerable number of people want to work, being repeated four times in section 1. Followed by Mercedes (repeated 3 times), L'Oreal, Michael Page, Vofafone, Banco de Portugal, Google, EDP and TAP (2 times each).

Microsoft also dominated section 2, being nominated 6 times, followerd by the Portuguese company Jerónimo Martins, EDP, L'Oreal and Unilever (3 times each) and Mercedes, Sonae and Santander Totta (2 times repeated).

On section 3 the most repeated company was Jerónimo Martins (3 times), followed by Sonae (twice repeated). In this section these were the only companies repeated.

Section 4 was dominated by Nestlé (3 times repeated), followed by Sonae and EDP (2 times each).

At last, on section 5 the most repeated company was Deloitte (3), L'Oreal and Nestle (2 times each)

1	2	3	4	5
Microsoft (4)	Microsoft (6)	Jerónimo Martins (3)	Nestlé (3)	Deloitte (3)
Mercedes (3)	Jerónimo Martins (3)	Sonae (2)	Sonae (2)	L'Oreal (2)
L'Oreal (2)	EDP (3)	-	EDP (2)	Nestlé (2)
Michael Page (2)	L'Oreal (3)	-	-	-
Vodafone (2)	Unilever (3)	-	-	-
Banco de Portugal (2)	Mercedes (2)	-	-	-
Google (2)	Sonae (2)	-	-	-
EDP (2)	Santander Totta (2)	-	-	-
TAP (2)	-	-	-	-

21. Table 13 Most repeated companies on the 5 sections that describe people's willingness to work on these companies

However these were only the repetitions of each section, there were several other cross-sections, namely: Microsoft (10), EDP (9), Unilever (9), Sonae (8), Nestlé (8), Jerónimo Martins (8), Mercedes (5), Deloitte (5), Google (5), Michael Page (4), Vodafone (4), BMW (4), Apple (4), TAP (4), Lidl (3), BNP Paribas (3), KPMG (3), P&G (3), PWC (3), Accenture (2), Galp (2), Nike (2) and finally Jason Associates (2).

5   Discussion

5.1   Main Findings

There has been a consensus between the literature and research, that Employer Branding and its strategies have a real impact on the Millennials' generation. Every time a new generation enters the labour market, companies tend to struggle in order to understand this new group of workers. Each generation has a unique set of experiences that defines it and shapes its behaviours, attitudes, motivations and actions and Millennials aren't an exception, especially because they see the world in a very different way than the previous generations did (Kilber, Barclay, & Ohmer, 2014).

The role of this generation on the workplace today is crucial, since they are not only challenging the way organizations search and attract new talent, but also its entire operation. This is a generation that is forcing Human Resources and Marketing departments to work together in order to create and communicate organization's increased value, so that they can attract the real talent to their companies and have a competitive advantage in a restless business world. They are also making organizations' managers rethink their role and the way they manage their teams - how to interact with them and how to motivate and teach them (Balda & Mora, 2011; (VanMeter, Grisaffe, Chonko, & Roberts, 2013). This is a generation that has a mixed reputation when it comes to work, without a doubt (DRYDEN, 2016). Previous research has shown us that Millennials aren't as loyal to employers as to the job itself - they are looking for something meaningful in their careers (DRYDEN, 2016) and that is why companies have to manage value to retain this talent.

With this study, we tried not only to understand why Millennials choose a job or a company over another, but also how they do it and the entire process. We tried to get deeper into the subject and understand where companies have to invest to attract this generation. If companies

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want to improve attraction, retention and engagement levels, they have to adapt the traditional approaches and adopt the Millennial mind-set (Bond, 2016).

Based on the surveys' analysis, we discovered that while searching for a job the Millennials prefer online platforms, with job searching websites, as LinkedIn and Organizational Websites, in the top three favourite tools. On the opposite side, newspaper ads are not an important source of job searching anymore. This means that companies need to adapt to new platforms when approaching this generation. But also, the message needs to be different and this can be achieved through tools like LinkedIn and Organization Websites, seen as two of the favourites. If companies start to communicate their unique and positive aspects as employers and the corresponding employment value proposition, they will be capable of increasing their employer attractiveness in the labour market as a whole and also to potential skilled candidates (Backaus & Tikoo, 2004; Collins & Kannar, 2013; Edwards & Edwards, 2013; Chhabra & Sharma, 2014; Edwards, 2010; Germano Glufke & Beatriz Maria, 2016).

Another thing we already know about this generation is how much they appreciate and care about values that give them a meaningful career, such as transparency and honesty. Millennials are building their businesses upon these values, aiming for personal fulfilment (Bond, 2016). So, if companies want to attract them, they have to know the tools they rely on and invest on them. If Millennials don't believe in what companies are saying, they won't commit to them. In our survey, we discovered that the most reliable tools for this generation to access information about a certain organization is through the People who are currently working on the organization and through Organizational Websites, followed by LinkedIn. Once again we have two online tools that confirm their power and a more human side – here is what companies can definitely invest on, for example through Ambassadors Programs. As previously discussed in literature review, this is a generation that is always connected (Kilber et al., 2014).

By turning their own workers in brand ambassadors, companies will be able to approach this generation in a much easier way and be able to capture their attention into learning a bit more about the organization and creating a first contact - this may lead to a stronger relation between the two parts. Again, we see that an essential part of attracting potential workers from this generation is by creating strategies as if the potential employees were the most important clients and creating a strong EVP that will lead to a stronger EB.

When asking about the factors that influence Millennials' perception about organizations in our survey, we found out that, although all seven factors given were considered important, the

average shows that the most important factor is having friends or relatives working there, followed by participating on events organized by the company. So, although the average concentrates in the answer "agree", these two proved to be more relevant than others. These answers and corresponding conclusions show us the importance of creating programs involving companies' actual workers, as previously discussed. Organizations can't also neglect the first impression - every action has to be planned thinking about a specific approach based on Millennials' specific features.

Another important aspect we also observed is that Millennials care about values that affect wellbeing and self-esteem, like respect, progression and integrity. As we know, candidates on today's labour market are a part of the most educated generation in history, with a new confidence, upbeat and a lot of self-esteem (Tulgan & Martin, 2001) . They are leading a new wave of volunteerism and fight for a more tolerant and respectful society, where everybody is seen as equal. They care about their wellbeing - they believe that they have to work in order to live, and not the other way around (Espinoza, 2010). This is a generation that's highly attracted to projects in which they feel they can make a difference (Cekada, 2012) and want to be able to concentrate in performing a task that will have a great impact in the bigger picture.

What Millennials find most attractive on an employer is recognition, the factor that stood out from the others in the survey. This means that it is important to have their work recognized by their peers and managers. The reason for this may be that, because they are goal-oriented, they like to receive instantaneous feedback and they want to be able to progress. Not only due to their higher education, but also because they do not settle for the old way of doing things, they are always trying to find new and more efficient methods (Sheahan, 2005), which is very beneficial to companies and to the creation of innovative and creative value.

This is a generation that enjoys having fun at work (Sheahan, 2005), that is less formal and prefers informal meetings and flexible working environments (Bannon, 2011). Doing their job at their own pace and schedule is something that motivates this generation – autonomy is key (Beekman, 2011).

As observed on the literature review and reinforced by the research, Millennials are motivated especially by career progression possibilities, good leadership/management, dynamic organizations, innovative solutions and strong ethical and moral strategies. However, based on the survey's answers, we discovered that they also value financial benefits, more than they

value a strong ethical and moral strategies. However, this may be culture-specific. Most of the studies analysed took place in the United States of America, where the socio-economical differences are highly accentuated when compared to Portugal. According to Trading Economics' data of 2016, USA has an unemployment rate of 5.00, compared to 10.80 in Portugal - more than the double. Thus, we conclude that Americans may value other factors over monetary benefits, since it's probably easier for them to find work than for the Portuguese population.

Once again, when choosing between two different companies, the monetary benefits come first, contrary to what is argued by the authors, but this can be a result of the socio-economic environment in Portugal.

Millennials' ideal jobs are based on satisfaction and trust. Thus, it is not a surprise that this is a generation that is transforming their professional action in contributing to a better society. By giving them an assignment with a greater purpose, the company will be able to build loyalty among this generation, letting them making a difference (Hewlett, 2009). If Human Resources departments stay aware of this, they will be able to attract this kind of talent. They only have to keep in mind the requirements of the youngest generations in order to redesign their activities (Andrea, Gabriella, & Tímea, 2016),that is why it is so important to build a strong EB strategy.

When reaching the end of the survey, our idea was to evaluate Millennials' considerations on: work routine, personal interactions, economic benefits, professional growth and CSR policies.

As far as work routine is concerned, we discovered that this is a generation that likes to work in a dynamic environment, with practices that are implemented towards the future and where creativity of processes and quality of services and products is taken into account. The reasons for this may rely on the fact that this is a generation that likes challenges (Meier, 2010) , that has experienced a rapid growth of the Internet and Technology development (Cennamo & Gardner, 2008) and values influence, responsibility and autonomy at work (Twenge, 2010). Millennials also have a strong multitasking ability (Bannon, 2011).

In terms of personal interactions, we already know that they enjoy working in a fun environment where relationships are meaningful and important, maybe because this is the most diverse generation ever (Diries, Pepermans & De Kerpel, 2008). This generation likes to work as a team and looks for relationships in the workplace (Cavazotte, 2012) - they believe in working together and in the power of brainstorming and idea sharing (Kilber, Barclay & Ohmer, 2014).

It is also very important for Millennials to have a good relationship with their managers, since they like being coached (Sheahan, 2005). However, this can be very challenging for managers who are used to direct people and tell them what to do – Millennials like to make questions, not to question managers' authority, but to question the effectiveness of the method (Sheahan,2005). This can be good news, if companies face it as an opportunity for new and fresh perspectives.

Regarding economic benefits, although the majority of studies show that this is not one of the major factors of influence to Millennials, we discovered that they appreciate extrinsic rewards, such as wages (Twenge, 2010). Monetary benefits are more important for the Portuguese Millennials than non-monetary, which can be a consequence of the country's socio-economic environment.

As we already know, professional growth is one the most important factors for this generation – they value professional experience. They know they are seen as valuable candidates and are not afraid to state numerous positions on their CVs, because they see it as added experience (Safer, 2007).

Finally, regarding CSR policies, it is not a surprise that this is an important factor for this generation. They want to be a part of something bigger and contribute to a better society.

We believe it is also important to have a look at the companies in Portugal that are considered to be top employers, like Microsoft, EDP, Unilever, Sonae, Nestlé and Jerónimo Martins. If we take a closer look to these companies, we will realize they already have an Employer Branding department and strategy – all of them are aware of the importance of working and communicating the aspects that differentiate them.

5.2   Limitations and future research

This study has a good sample size (N=114) for this type of research. However, some limitations can be identified. Frist, the sample is constituted mainly by female, which may affect the answers – evidence shows that there are still significant differences between genders in the labour market.

Also, the major part of the sample lives in the Lisbon area, which understates the main conclusion - business and social contexts are different in each region.

The fact that a large part of the sample works on Michael Page can be a negative aspect, since there can be a centralization of the answers. A more diverse sample in terms of the work place would be better.

Although we've asked over twenty-seven people to participate, only eight people offered to help and contribute for this study (see appendix B), which minimizes the extent of this study. The contribution of more people would have helped us to achieve a better understanding of the Portuguese business world.

Other limitations were also identified during the literature review: lack of academic papers on these topics in Portugal, especially on Employer Branding. Although it is a well-known concept, Portuguese professionals are only starting to develop it now. The majority of the papers and studies found are also from the United States of America, which limits the resources available for our research.

Regarding the survey itself, we can also identify some weaknesses, namely the use of open-ended questions. This kind of question made it harder to analyse the results and increased the number of possibilities, which deviated some questions for the main goal.

In the future, it would be interesting to replicate this study and extend it to other generations. This way, it would be possible to conduct an objective and extended analysis of the real differences between generations. Thus, data would be more reliable and it would give us the chance to analyse the evolution of generations and respective attitudes and motivations towards the labour market.

Another possibility would be to extend it to other countries in order to see the real differences between the Millennials' in terms of motivations an behaviours, we could compare Portugal for example to Germany, Sweden or Finland.

Another possible approach would be to interview professionals from a specific sector, like information technology, in which companies need to create real EVP and EB strategies to attract the reduced pool of talent available in Portugal.

6   <u>Conclusion</u>

Through this study we can conclude that Employer Branding is a concept that is gaining importance on the business world, especially when talking about recruiting and retaining Millennials' talent.

Companies are facing a new generation on the workplace and labour market and have to learn how to adapt to this new reality so that they may acquire a competitive advantage. By drawing an integrated strategy, by aligning Human Resources and Marketing efforts, organizations will be able to have a diverse and competitive headcount and place themselves as an employer of choice.

The modern business world has to understand that the motivations and behaviours of its employees has changed, but always having in mind the socioeconomical factors of the country where they are playing its business model.

However companies are also changing and making a big effort to reach the expectations of the market, but Millennials are also aware of that, because the changes of the companies are based on their demands.

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8   Appendix

8.1   Attachment A – People who were contacted to participate on the interviews

Function	Company	Contact Made Through	First approach (date)	Answer	Email/Presential	Date of the Interview	Comments	Final Answer
Recruiter	Glintt	Linkedin	April 15th	No	-	-	Said that is not the best person to answer to na interview like this because it is still a very junior profile	No
Human Resources Business Partner	Goal	Linkedin	April 15th	Yes	Email (he is on UK)	-	Questions sent on the 18th of April	No
Talent Acquisition Coordinator	Sonae	LinkedIn	April 12th	Yes	Email	-	Questions sent on the 18th of April - Is going to take a while, because is working on a recruitment process. Never answered again.	No
Senior Human Resources	Altran	Linkedin	April 15th	Waiting	-	-	Never answered.	No
Recruiter	Microsoft	Linkedin	April 15th	Waiting	-	-	Never answered.	No
HR Consultant	Adecco	Linkedin	April 15th	Waiting	-	-	Never answered.	No
Head of Talent Manegement	Medinfar	Linkedin	April 15th	Waiting	-	-	Never answered.	No
Head Talent Management / Organizational Development & Senior HR Business Partner	Novartis	Linkedin	April 15th	Waiting	-	-	Never answered.	No
Human Resources Manager	Lidl	Linkedin	April 14th	Waiting	-	-	Said that it wouldn't be able to answer because it involves confidential data.	No
Manager - Marketing, Knowledge & Communications	Big 4	Linkedin	April 4th	Waiting	-	-	Asked some explanation, said that was going to think if it makes sense.	No
HR Director	Ford	Linkedin	April 4th	No			Not working on HR anymore	No
HR Business Partner	Danone	Linkedin	April 4th	Yes	Email	-	Waiting for the answers (sent on 6th of April)	No
Recruiting Manager and HR Specialist	Calzedonia	Linkedin	April 4th	Waiting	-	-	Never answered.	No

-	Mercedes-Benz	Personal Contact	April 18th	Yes	Email	-	Waiting for the answers (sent on 18th of April), never answered back.	No
Human Resources Business Partner & Talent Acquisition	NetJets	Linkedin	April 4th	Yes	Email	-	Waiting for the answers (sent on 20th of April), then said that wouldn't be able to answer.	No
Recruitment and Development Specialist	Cisco	Linkedin	April 10th	-	-	-	Never answered.	No
Human Resources Supervising Associate	Ernst & Young	Linkedin	April 19th	-	-	-	Never answered.	No
Human Resources Business Partner & Talent Acquisition	EDP	Linkedin	April 19th	-	-	-	Said that it wouldn't be able to answer because it involves confidential data.	No
HR Development	Auchan	March 10th	April 19th	-	-	-	Never answered.	No
HR Consultant	The Talent City	March 10th	April 19th	-	-	-	Never answered.	No

* People who were contacted and didn't want to participate.

8.2 Attachment B – Surveys' Objectives and Bibliography Explanation

Question	Question	Objective	Bibliography
1	Are you looking for a job vacancy actively?	Question to introduce the theme, once that we want to understand how do a millennials choose a job.	Based on Literature Review
2	Which are the tools that you use, while searching for a job opportunity?	Understand which are the most powerful tools while searching for a job, in which tools should companies invest, the ones that cover more people.	Based on Literature Review
3	Which are, in your opinion, the most reliable ways to search for information about a company?	Understand which are the most reliable ones, in which do millennials trust.	Based on Literature Review
4	What kind of values are you looking for in a company?(List at least two values)	Which are the corporate values that Millennials take more in consideration. Which are the values that characterize this generation.	Based on Literature Review
5	How do you feel that the following factor influence your vision about a certain organization?	Which are the factors that influence Millennials' brand perception.	Based on Literature Review
6	What do you find attractive in an organization?	Which are the most attractive factor in an organization, in the opinion of Millennials.	Swedish Survey
7	Which of the factors below would you find most attractive if an employer offered you them?	From the factors offered which are the ones that have more weight at the time of choosing for a job.	The effect of Employer Branding to attract graduating job applicants to small medium size companies in Finland
8	Imagine that you receive an offer from two companies that are competitors, mark from one to ten what are the factors that would influence your decision.	Understand what do Millennials take into account when faced with two offers.	The effect of Employer Branding to attract graduating job applicants to small medium size companies in Finland
9	To which degree do these words apply to how do you feel and think regarding your ideal job.	What kind of feelings conveys the perfect job to a millennial. Understand in which way do they orient themselves and which	Attraction and Retention: Employer Branding of an Intercontinental Organization (Master Thesis, Kine Axelsen, Aalborg University Denmark
10	Please tell us your opinion on the following afirmations.	Understand what do Millennials value in a work routine.	Atributos que atraem a Geração Y na escolha do emprego ideal: uma análise a partir da perspectiva de estudantes veteranos
11	Please tell us your opinion on the following afirmations.	Understand the Millennials perception on personal interaction.	Atributos que atraem a Geração Y na escolha do emprego ideal: uma análise a partir da perspectiva de estudantes veteranos
12	Please tell us your opinion on the following afirmations.	Understand to which kind of economic benefits to they feel motivated.	Atributos que atraem a Geração Y na escolha do emprego ideal: uma análise a partir da perspectiva de estudantes veteranos
13	Please tell us your opinion on the following afirmations.	What is important for Millennials regarding professional grow.	Atributos que atraem a Geração Y na escolha do emprego ideal: uma análise

			a partir da perspectiva de estudantes veteranos
14	Please tell us your opinion on the following afirmations.	Understand if Millennials take CSR in consideration.	Atributos que atraem a Geração Y na escolha do emprego ideal: uma análise a partir da perspectiva de estudantes veteranos
15	From one to ten, list the companies in which you would like to work in Portugal (1= most want, 5= less wanted).	Understand which are the most attractive companies in Portugal for this generation.	Based on Literature Review
16	Age	Demographic question.	-
17	Gender	Demographic question.	-
18	Academical Degree	Demographic question.	-
19	Are you currently working?	Demographic question. Understand if people who are looking for a vacancy are those who are unemployed or not.	-
20	In which sector are you currently working? In case that you said no to the last question, in which sector was your last job?	Demographic question. Main sectors in Portugal.	-
21	In which company is/was your current/last job?	Understand if the major part of this companies are listed as the most attractive ones (question 16)	-

8.3   Attachment C – Exploratory Interview (Long Template)

1. Employer Branding in Modern Organizations Importance of Employer Branding

a) In one sentence, how would you define Employer Branding?

b) Do you believe that there is sufficient awareness of the importance of Employer Branding? Why?

c) What is, in your opinion the real importance of this concept? How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company?

b) Does employer branding actually affect the daily routine of the organizations? How?

c) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

d) Do you think that employer branding a trend? Or something that people value? How can it bring real value and benefits to the organizations?

3. Employer Branding in numbers

a)How much of your budget do you use on Employer Branding practices? How many actions of Employer Branding do you have during the year?

b) How do you measure Employer Branding in numbers (e.g. retained talent, new talent)?

4. Millennials on the Workplace

      4.1. Millennials in numbers

a) How many co-workers do you have that belong to the Millennials generation?

      4.2. Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

5. Employer Branding and Millennials

a)In your opinion, in which way do this generation sees Employer Branding? Do you think they value it?

b)What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

c)What kind of conclusions would you like to see answered through a study of the impact of Employer Branding on Millennials?

8.4   Attachment D – Exploratory Interview (Short Template)

1. Employer Branding in Modern Organizations - Importance of Employer Branding

a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

8.5   Attachment E – Survey

The present questionnaire is made by a Master Thesis Student, Mariana Espírito Santo, at ISCTE Business School (Lisbon). The questionnaire is a part of the research for the Master thesis on The Importance of Employer Branding on the Millennial's Generation. The respondents of the present survey will remain anonymous.

1. Are you looking for a job vacancy?

Yes ☐

No ☐

2. Which are the tools that you use, while searching for a job opportunity?

Newspaper's ads		LinkedIn	
Organizational websites		Social Media	
Job Searching websites (e.g.net empregos, expresso emprego online)		University portals	
Recruitment Agencies		Friends	
Other, Please Specify:			

3. Which are, in your opinion, the most reliable ways to search for information about a company?

	Non-Reliable	**More or Less Reliable**	**Reliable**	**Very Reliable**
Social Media				

Online Forums				
News		87		
Organization's Website				
Social Media				
LinkedIn				
People Who Currently Works in the Organization				
People Who Worked in the Organization				

4. **What kind of values are you looking for in a company?(List at least two values)**
   _____

   _____

   _____

   _____

5. **How do you feel that the following factors influence your perception about a certain organization?**

	Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Advertising					
Sponsored Events					
By participating in an event organized by the company					

By having friends or relatives working there				
By interacting with the company (e.g. surveys)				
News				
Social Media				

6. What do you find attractive in an organization?

	Non-Attractive	More or Less Attractive	Attractive	Very Attractive
Competitive working environment				
Conservative working environment				
Employees with different backgrounds				
Good Leadership/Management				
Dynamic organisation				
Financial strength				
Strong ethic and moral's strategy				
Good reputation				
Innovative solutions				
Career progression possibilities				

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Safe employment				
Tasks that mean bigger challenges				
Diversified work				
Market success				
Localization				
Brand				
Non-financial benefits (e.g. gym, insurance, medical care)				
Financial benefits (e.g. remuneration, rewards)				

7. Which of the factors below would you find most and less attractive if an employer offered them to you?

	Non-Attractive	**More or Less Attractive**	**Attractive**	**Very Attractive**
Work-Life balance				
Good reference for your future career				
Flexible working hours				
Inspiring colleagues				
Training and development				
International opportunities				
Recognition				

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Possibility to work from home				
Safe employment				
Tasks that mean bigger challenges				
Diversified work				
Empowerment to work independently				

8. Imagine that you receive an offer from two companies that are competitors, mark from one to ten what are the factors that would influence your decision (1 = do not influence and 5 = influences a lot):

	1	**2**	**3**	**4**	**5**
Localization					
Number of Employees					
Being an International Company					
Monetary Benefits					
Non-Monetary Benefits					
Organization's Reputation					
Brand's visibility					
Corporate Social Responsibility					

policies (e.g. Responsibility to society as a corporate citizen, Transparent operating activities)					
Work-Life balance policies					

9. To which degree do these words apply to how do you feel and think regarding your ideal job?

	To a High Degree	To Some Degree	To Little Degree	To no Degree	Not relevant
Satisfaction					
Pride					
Responsibility					
Acceptance					
Respect					
Know-how					
Experience					
Trust					
Making a difference					

10. Please tell your opinion on the following affirmations.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I like to work in a dynamic environment					

I value working in a company that thinks towards the future and implement new work practices					
I prefer to work in a company that value and uses creativity					
I think it is important to work in a company with high quality products and services					
I think it is important to work in a company that has innovative products and services					

11. Please tell your opinion on the following affirmations.

	Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I prefer to work in a fun environment					

I believe that is important to have a good relationship with my colleagues					
I believe that is important to have a good relationship with my superiors					
I prefer to work in a place where I have people who support and encourage me					
I like to work in a happy environment					
I prefer to work in a place that faces its employees as its first-line costumers					
I enjoy working in a place with various activities to					

its employees					

12. Please tell your opinion on the following affirmations.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I prefer to work in an organization that gives me good possibilities to grow					
I want to work in a place that gives me stability					
I think that is important to work in a company that gives me practical experience, by working with other departments					
I would like to work in a place that has wages above the					

national average					
I rather work in a company with a lot of non-monetary benefits			95		

13.Please tell your opinion on the following affirmations.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I enjoy having professional recognition from my superiors					
I think it is important working in a place that gives me good perspectives for a future job					
It is important for me feeling well about my job and the company where I work					
I prefer working in companies					

that give me self-estimate by working on it					
I like to work in an organization that provides important experiences for my career					

14. Please tell your opinion on the following affirmations.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I think it is important to work in a place with a strong social responsibility					
I prefer to work in a place that lets me use knowledges that I've learnt in other institutions					
I value working in a place where I feel accepted and a part of the company					

I enjoy working in a company that is costumer-orientated					

15. From one to five, list the companies in which you would like to work in Portugal (1= most want, 5= less wanted).

1. _____

2. _____

3. _____

4. _____

5. _____

16. Age: __ years old

17. Gender (please put a **cross** on the box that you want to fill)**:**

Male ☐

Female ☐

18. Residental Area (please indicate your locality): _____

19. Academic degree (please check the highest level of your academic degree)

High School ☐

Bachelor's Degree ☐

Master Degree ☐

Postgraduate ☐

PHD ☐

20. Are you currently working?

Yes ☐

No ☐

20. In which sector are you currently working? In case that you said no to the last question, in which sector was your last job?

Engineering		Finance	
Logistics & Supply Chain		Tax & Legal	
Commercial & Marketing		Human Resources	
Banking & Financial Services		Retail	
Hospitality & Leisure		Secretarial & Management Support	
Healthcare & Life Sciences		Information Technology	

21. In which company is/was your current/last job? _____

8.6   Attachment F – Interview to Ana Raposo

Name	Ana Raposo (People Management and Internal Communication Manager)
Source	In person
Date	05-04-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding

a) **What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?**

Employer Branding é a marca interna de determinada empresa enquanto empregadora. Apesar de ser um tema do qual começa a ouvir-se falar, nomeadamente através dos departamentos de Comunicação e Recursos Humanos das empresas, este é um conceito relativamente recente no quotidiano das empresas portuguesas. Vivendo nós numa época em que a procura de talento é cada vez mais importante para que as empresas consigam ganhar uma vantagem competitiva face aos seus concorrentes, não é então estranho que um tema deste género esteja a ganhar importância e credibilidade.

b) **How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?**

Pelos aspectos que referi anteriormente, acho que este é um tema fulcral hoje em dia, nomeadamente pela questão que se impõe da tão aclamada Guerra pelo Talento. As empresas têm cada vez mais noção da dificuldade que é adquirir e reter talento pelo que a delineação de uma estratégia transversal e justifica de *employer branding* se torna na melhor solução para resolver este problema. Basta fazermos uma pequena comparação, se num produto ou serviço nós investimos no Marketing e Publicidade para vender o nosso produto e criar uma relação com os nossos consumidores, aqui passa-se o mesmo.

Só através de um desenvolvimento e investimento quotidiano na nossa marca enquanto empregador é que vamos conseguir atrair e reter o talento que pretendemos.

2. Employer Branding in everyday business

a) **Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?**

A nossa atuação é feita através dos *guidelines* de uma estratégia internacional que foi lançada o ano passado, através da qual desenvolvemos ações locais. Sim, podemos dizer que afecta a nossa rotina uma vez que é grande parte do nosso trabalho e que é parte fundamental das nossas ações para motivar e estreitar relações com os nossos colaboradores e uma forma de tentar chamar à atenção de potenciais futuros colaboradores. Por achar que este tema não é uma tendência, mas sim algo que no qual se deve investir de forma considerável, posso dizer com toda a certeza que ele trará benefícios reais, nomeadamente o aumento do sentimento de identificação com a marca, o que por si só irá aumentar o estreitamento de relações e diminuir o *turnover* dentro das empresas e a rejeição de propostas de emprego.

b) **How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?**

O EVP é a base do *employer branding* é o que nos permite desenvolvê-lo, basicamente é aquilo a que a empresa se compromete enquanto empregador. Desta forma, se tivermos um EVP bem estruturado e definido, o que não é fácil, teremos ua estratégia global mais forte. Para o definir é importante fazer uma súmula dos nossos valores, uma vez que este terá de ser o espelho dos valores e missão da organização.

3. Millennials on the Workplace - Dealing with this Generation

a) **Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?**

Não acho que seja mais dificil, até acho que é mais fácil simplesmente por ser diferente. Apanham determinadas comunicações mais facilmente do que os outros colaboradores que estão há mais tempo na organização e mais consolidados em termos profissionais. Tentamos cada vez mais incrementar uma comunicação e relação mais informal e ações com que eles se identifiquem, nomeadamente e por exemplo através de ações de responsabilidade social. De forma geral, é uma geração que está mais desperta. Transparência e coerência é palavra de ordem para esta geração. Temos que ajustar a

nossa comunicação, desde a ferramenta para o fazer à própria mensagem a cada público-alvo. Imaginemos que estabelecemos um prémio dentro da organização, os Millennials por exemplo valorizarão muito mais talvez ganhar uma viagem ou dinheiro para fazerem o que quiserem, enquanto que os colaboradores mais velhos irão valorizar muito mais questões como seguros de saúde e vantagens para as respetivas reformas.

A adaptação dos canais de comunicação são fulcrais, nomeadamente de comunicação interna. Se for implementar um Yammer, tenho noção de que esta terá uma aceitação muito maior por parte dos Millennials e talvez esse seja então o caminho a seguir.

b) **How would you describe this generation in the workplace (e.g. motivation, behaviour, values)**

Considerando a geração de Millennials por inteiro, nomeadamente de 1980 a 2000 e não só os Millennials "puros e duros", posso dizer que no meu local de trabalho esta geração representa mais de 35% do *headcount* total da empresa. Como todas as gerações tem características específicas, nomeadamente no que concerne às suas motivações e comportamentos. Valoriza muito a informalidade, cada vez mais vemos as diferentes hierarquias a tratarem-se por "tu". Nós inclusivamente no escritório implementámos uma caixa de moedas em que quem não conseguisse tratar o Diretor-Geral por "Tu" teria de colocar lá uma moeda. Valorizam valores como a transparência, credibilidade e respeito.

4. Employer Branding and Millennials

a) **What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?**

É importante perceber o que os Millennials procuram ao certo, quais as suas reais motivações e necessidades e tentar ir ao encontro daquilo que esta geração valoriza. A comunicação tem de estar sempre alinhada de forma transversal, de forma a que exista sempre coerência nas mensagens divulgadas. Outra questão importante é dar-lhes espaço e relevância para eles aumentarem o sentimento de pertença, pelo que programas em que utiliza os colaboradores como embaixadores da marca são cada vez mais importantes. Nós neste momento, estamos a criar um *e-learning* para os ajudar a ser embaixadores da nossa marca através das redes sociais, porque eles são ávidos utilizadores destes meios e nós precisamos deles para nos ajudarem a construir a nossa marca enquanto empregador. O *word of mouth* é cada vez mais valorizado.

8.7   Attachment G – Interview to Luís Miguel

Name	Luís Miguel (Marketing Intelligence Manager)
Source	Email
Date	18-04-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding
a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

Employer Branding is critical in today's world. Competition is now global and unless you have ways to reach potential talent, your company will not have a future. Employer Branding is a trendy word but unfortunately most companies use it more as a marketing buzzword than effective practices.

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

Mostly what companies should do is try to be transparent about their internal practices. This will increase the accuracy in recruitment and the behavioural fit, decreasing turnover. People Management should measure and improve internal climate, adapting benefits to employees expectations

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?

Our company is still undergoing a restructure and thus internal climate has suffered. It's important that employees are aware of why it is happening and feel secure about their jobs. We measure our internal climate daily and we listen to our employees on a regular basis. We are not recruiting so external EB is not a concern at the present moment.

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

EVP is a simple way to pass a company's strategy and culture. If everyone know it and identifies with it, EB will be much stronger. To define EVP the company must go to its core values and the vision and portrait it in a sentence. Our EVP is: "More than 70 years developing the best supply chain employees with our core values: Flexibility, Quality and Client Focus"

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

It's not more difficult, it's different. Current paradigm is based on projects, not jobs. We try to communicate our learning experiences, what we can offer and how it impacts a career.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Multitask, lack of hierarchy perception, technology driven.

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

Companies must be aware that only true/transparent communication produces effect with younger generations. It's not about great videos, it's about culture.

8.8   Attachment H – Interview to Felipe Hessel

Name	Felipe Hessel (Director, HR Advisor Services)
Source	Skype
Date	22-04-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding
a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

Sim, o tema *employer branding* é um dos *hot topics* para os recrutadores, mas também em geral, o conceito *employer branding* tem mudado bastante, a importância tem-se mantido inalterada. Toda a gente fala sobre este tema, há uma grande confusão entre EVP e *employer branding*, mas o que se vê hoje em dia e a questão de desde os anos 2000 as empresas tem investido naquela comunicação agressiva "melhor empregador para trabalhar" e agora o que se vê, nomeadamente há 3 anos (Netflix) tem feito abordagens diferentes sobre *employer branding*, muito mais especificas, sobre o impacto da empresa, impacto do colaborador, o que não pode esperar se vier trabalhar para nos. Ao falarmos de *employer branding* estamos apenas a falar de candidatos, o EVP é para os colaboradores. Não só somos uma boa empresa, mas o que significa para o candidato. O que queremos no fundo, como potencial colaborador, quais as motivações. Grande questão como diferencio as empresas, que tem as mesmas mensagens, mas que não dizem nada. A Philips recentemente veio dizer que foram fazer um estudo com *gadgets*, o que faz a Philips e eles dizem que fazem televisões. Há uma grande oportunidade para explicar que o nosso impacto pode ser diferente, como utilizar o *employer branding* para educar as pessoas, mostrar que não são apenas alvos de marketing.

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

Há muitos estudos feitos (CEB *management consulting*, faz *research*) estando mais do que provado que quando se tem um EVP bem definido e se cumpre as duas grandes dimensões (preferenciar colaboradores e candidatos) e percepções consegue reter. Primeiro que o *employer*

branding deve vir do EVP. Dos atributos que temos para fazer o que fazemos como empresas (tipo de trabalho, pessoas, recompensas, etc) e escolhemos desses atributos aquilo que os candidatos associam a marca, mas também a perspectiva de perceber se estão alinhados com a estratégia. Todo o aspecto estratégico de pensar o que somos versus o que queremos ser. Comunicar não basta, temos de ter todos os pontos. O que significa trabalhar numa empresa. O que acontece e que as empresas não tem um EVP definido. Não sabem as percepções e preferenciais. Não há um pensamento holístico, tem de haver uma conversa discutida transversalmente entre os departamentos. Pode ditar o *break or make the success of a company*. Quando o EVP esta bem definido, o *premium* que tem que pagar é 50% inferior, tudo isto bem somado tem um impacto brutal no *bottom line* da empresa.

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?

Aqui há dois coisas, enquanto CEB consultora e empregadora. O meu papel é mais externo, mas observo e experienciei a força da marca. Tem havido um grande investimento em determinados mercados, *graduates, sales* é o que a empresa mais necessita e no fundo isso. Cada vez mais queremos comunicar de forma segmentada, mas temos segmentos no Mercado muito específicos, desde 97 quando a Mckinsey se lembrou do termo, agora falamos de empresas como a Sonae e outras tantas que estão a mudar o modelo de negócio, o online é a sua realidade. Na banca a mudança é ainda mais drástica. O *employer branding* é uma forma de se introduzirem em segmentos que não olham para as empresas como empregador *of choice*. Quais os segmentos que queremos para poder explicar e ter espaço de antena, o porquê de considerar um emprego na CEB.

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

Bela pergunta, as empresas quando definem um EVP tem que ser claras sobre os atributos e identificar os kpis associados a estes. Se olharmos para o ciclo de vida do empregado, recrutamento, desenvolvimento, etc. Todo o ciclo, como e que garantimos que o EVP esta a ser aplicado em cada um dos momentos do colaborador? Mais ou menos *qualitative*. Quais os programas, iniciativas. Vamos imaginar que o grande objectivo é que queremos ter mais mulheres na liderança, como garantir que os programas estão alinhados, mas quando falamos em regresso ao trabalho pós-gravidez. Será que a pessoa tem garantias para voltar? Perceber que quando olhamos para todo o ecossistema esta tudo a funcionar de forma adequada. Outra

coisa que se faz e, antes de medir impacto, aplicar questionários (a cada dois anos por exemplo) para candidatos. Nos temos este EVP definido, mas será que está relevante, se o objectivo é atrair, será que é suficiente? Será que falamos sobre o que as pessoas querem ouvir e querem para elas? Ou perdemos oportunidades, falando do que toda a gente fala. Exemplo de uma empresa espanhola que dizia que tratava da pessoa e família quando estivessem doentes, perceberam que só era importante para o *target* mais *bottom-line*. Tem que haver um barómetro interno e externo para perceber se estão alinhados com os nossos concorrentes, perceber como nos podemos diferenciar.

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

Há diferenças entre os millennials, mas se pensar bem a questão é a forma como as empresas comunicam, canais e tudo mais, todas as pessoas recebem tanta informação que tudo se transforma num gigante sinal bip. O *employer branding* não funciona porque as empresas estão demasiado focadas a tentar encontrar formas de comunicar mais e mais, em vez de tentarem perceber como ter uma conversa com as pessoas. Todos estamos no mundo em que temos pouco tempo. As pessoas retêm pouco.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

A grande diferença entre gerações é motivações, valores. A grande questão nos millennials é que saltamos de emprego para emprego como quem muda de camisola e que não vestimos a 100% a camisola da empresa ondem estamos. Não é receber mais dinheiro que está em causa, o que apareceu no estudo é que não e muda de emprego que está em causa, mas sim experiência. Procuram muito mais experiências diversificadas, carreiras futuras. Basta ver o percurso da Mariana, não há a noção de ficar numa área. Há muito menos barreiras, fruto das estruturas matricionais das empresas. E por isso que quando dizia que comunicar de forma consultiva, tentar perceber o que interessa os candidatos. E mais eficaz do que comunicar massivamente.

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

Não respondeu.

8.9   Attachment I – Interview to Fátima Pestana

Name	Fátima Pestana (Human Resources Consultant)
Source	Email
Date	14-07-2016

1. Employer Branding in Modern Organizations Importance of Employer Branding

a) In one sentence, how would you define Employer Branding?

I would define employer branding as common perception of others about a company as an employer.

b) Do you believe that there is sufficient awareness of the importance of Employer Branding? Why?

I believe that in Portugal the term is not well-known and companies don't usually give the importance that should be given to this topic. Most of them don't actually know what does it mean. Although the times are changing and some companies have been working on their employer branding, especially the modern ones - the traditional/familiar ones not that much still.

c) What is, in your opinion the real importance of this concept? How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

The right employer branding, the one that communicates the real company culture and practices, can be effective on attracting the right talents that make the best fit in the company and those who are in fact identified by its values at first.

Once the candidate is selected, he/she will meet the expectations they first have about the company and for what they applied for in the first place. They will feel identified and this match will decrease the turnover and will help retain the professionals.

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company?

Internally we have some activities about employers' commitment and values and about long-term goals and externally we have activities planned mostly in target universities and job boards, we have a communication plan well-structured for the companies 'communication.

b) Does employer branding actually affect the daily routine of the organizations? How?

Our company changed recently the employer branding in order to have a more modern, new and innovative image. Employees actually start to live more by the new and innovative environment in their work routine, changing some of their behaviours/habits and looking at the company that values the employees more.

c) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

Innovative and Young company that gives career progression opportunities and international growth.

d) Do you think that employer branding a trend? Or something that people value? How can it bring real value and benefits to the organizations?

This kind of initiatives actually started as a trend I guess, but when ou see the results and the benefits for the company it makes you think how important this is. People do feel better when they feel connected with the company they work for.

3. Employer Branding in numbers

a)How much of your budget do you use on Employer Branding practices? How many actions of Employer Branding do you have during the year?

It's something new in the company, but since the new employer branding, we had a really good budget to invest in this communication because it was the launch! During 2015 we had a lot of activities to communicate it internally and externally. We're maintaining the strategy, not as much as last year, but we think it's very important to continue this practices.

b) How do you measure Employer Branding in numbers (e.g. retained talent, new talent)?

Some KPI's like number of applicants; number of participants in EB activities and % of retained employees

4. Millennials on the Workplace

4.1. Millennials in numbers

a) How many co-workers do you have that belong to the Millennials generation?
Didn't answer.

4.2. Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

Companies should study better this generation and adapt to it. They're the new talents and the future of the company. It's not easy because they're constantly being invaded with a lot of information about companies, but it's possible to communicate the culture of the company adapted to this new and innovative talents, attracting the ones that really can be a fit in this company specifically.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Very different from the previous. It's a more "unstable" generation, but not in a bad way. They look actively for opportunities inside the company, they are more open to international projects, they need a dynamic and technological environment so they keep motivated. Nowadays they normally don't want to stay in a company for 20 years.

5. Employer Branding and Millennials

a)In your opinion, in which way do this generation sees Employer Branding? Do you think they value it?

A lot. The new generation do value the salary of course, but on top of that they value the most other things like: work-life balance, autonomy, possibility to implement, international opportunities, growth opportunities, reward & recognition and positive environment.

b)What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

Don't communicate something that's not your real company, otherwise they feel like it's a "fraude". You should try to balance internal values with external communication so people who apply actually feel identify with the company they apply for.

c)What kind of conclusions would you like to see answered through a study of the impact of Employer Branding on Millennials?

I would like to know about long-term impacts. We can imagine the positive things, but is this dynamic environment that good for the company?

8.10 Attachment J – Interview to Tiago Sampaio

Name	Tiago Sampaio (Employer Branding Associate)
Source	Email
Date	27-06-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding

a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

It is increasingly consensual the fact that Employer Branding (EB) is not an HR, Marketing or Communications discipline, but a Business one. A strong Employer Brand is very aligned with the business strategy and values of a company, meaning that it is not sustainable if the company's businesses are not successful and sustainable as well. Also, it is only as strong as its ability to be unique. EB transcends the "Recruitment Marketing" notion, in the sense that it not only handles the attraction component but also the engagement and retention ones.

Many companies have been doing this for years despite not calling it "EB". What this concept brought was the need to approach attraction, engagement and retention in an integrated and transversal manner.

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

By being genuine and unique, strong employer brands are able to attract top and, most importantly, relevant talent to companies. As Hanna Nordell, responsible for Talent Acquisition EMEA at adidas Group, said in the World Employer Branding Day conference in Prague (2016) "the talent war is over and talent won". This means that companies' mindset should be focused in attracting the right talent for them, not what is widely called "top talent" in the market. In the end, companies and candidates win by finding a great fit among themselves. And that starts (and ends) with a genuine and unique employer brand.

2. Employer Branding in everyday business

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a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?

Although there's a specific team and department handling Employer Branding at a corporate level – that among other things, produces policies that align recruitment, communication and development policies throughout all of the Group's companies – employer branding (or related) activities happen every day in various levels of the company, whether that is through job fairs, workshops and presentations at universities, posts on our LinkedIn page, active recruitment processes, conferences, sponsorship of events, internal training sessions, development boot camps with our managers, delivery of welcome or celebration kits, individual follow-up sessions, external and internal mailing lists, etc. All these very different activities, integrated, are Employer Branding.

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

Developing an EVP is a very strategic way of defining a company's sole reason to exist, for people to work in it. It is the sum of several associations and values, condensed into to some key messages and ideas, that when operationalized aim at positively influencing target candidates and employees. Above all, a strong EVP should be a true one: by aligning expectations based in reality with potential candidates and employees, both companies and people win. Specialized consultancy firms like Universum, with which we work, believe that a solid EVP should be founded in solid evidences, which means that all people should be heard, through qualitative and quantitative tools, from top managers to bottom-line employees, suppliers, potential candidates, clients, young people, more experienced people, etc. Jerónimo Martins' EVP operational tactics are currently being worked on, and for that reason I'm not able to disclose it.

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

As a millennial I feel I have an advantage compared to Employer Branding professionals in other companies, which tend to be older (although more experienced than I am), because I have a good understanding of where this generation that is currently getting into the job market consumes information and based on what it makes decisions. With that being said I have no way to compare this era we are living in with previous ones, but I would intuitively say that the challenge that is presented to all companies nowadays is to be transparent, not because companies are afraid to do it but because sometimes they don't know how to do it in a proper

manner, that doesn't give away too much of what its essence is – making it easier to be copied by competitors – or too little – creating a negative impact due to opacity. And this is all aggravated, of course, by the fact that things change very quickly nowadays. So, no competitive advantage you have nowadays can guarantee you will have it tomorrow.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Studies show that what characterizes this generation, when we compare it to previous ones, is the search for "purpose". According to a recent Deloitte report, 60% Millennials and Gen Z's want to work for employers with which mission they will strongly identify with. Also 47% would ditch a prestigious well-paid work for work-life balance reasons.

So I would say that this is the generation that is concerned the most about finding companies that will allow them to express their personalities, dreams and ambitions, openly.

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

The Millennials' generation is probably the most studied one of all times. Although there are different ways of describing this generation's differences when we compare it to previous ones, several things are already very clear and unanimous:

1) this new workforce generation seeks flexibility from their employers as well as work-life balance;

2) they feel like they have to deeply share the same values as the company they're working for, so they demand full transparency;

3) Millennials value people, products and purpose over profits.

We can easily state that this is a generation that is raising the bar when it comes to what they expect from employers. And that puts (a healthy) pressure on companies, that now have to be more open and share more information with more people, further exposing themselves to competitors (and stakeholders in general) in the market.

In Employer Branding, new activation, engagement and retention strategies have to be in place. The company should be aware of every specific employee situation at all times, and give them customized solutions to their problems. The era of mass people management is over.

8.11   Attachment K – Interview to Carlos Sezões

Name	Carlos Sezões (Partner)
Source	Skype
Date	25-07-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding
a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

É importantíssimo porque diferencia as duas empresas enquanto entidades empregadoras, eu como profissional posso estar na minha primeira ou segunda oportunidade e perceber que as empresas conseguem cumprir a promessa (evp). Numa perspetiva global, as empresas devem tentar afinar os processos de capital humano para que os valores da empresa se tornem evidentes através da marca. Uma empresa que consegue fazer um *employer branding* correto consegue diferenciar-se. Este é um tema que está a ser visto com mais relevância do que há 10 anos atrás, mas está a meio do caminho. Esta visibilidade é mais evidente em determinados setores, num entanto presume-se que daqui a 5,6 ou 10 anos as empresas consigam reforçar e implementar boas práticas de *employer branding*. Este é um tema trabalho e desenvolvido sobretudo em empresas multinacionais.

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

Fazer *employer branding* é hoje em dia uma estratégia que faz sentido, mas que por si só pode não ser diferenciadora. O melhor é olhar para a concorrência e fazer um mapa percetual, tentando assim perceber como são vistas as empresas do setor de um modo geral. Utilizemos como exemplo o mundo da consultoria: Accenture, Deloitte, Pwc, onde temos um conjunto de empresas de diferentes dimensões e valores. Como é que gerindo estas empresas posso diferenciar-me? A Deloitte por exemplo, criou um edifício que suscita a colaboração. Um espaço que suscita comunicação e informalidade junto das pessoas. Perceber fatores chaves e

desenhar uma estratégia, é fundamental. Ser apelativo é importante, principalmente para aqueles que olham para mim externamente, nomeadamente os recém-licenciados (boas chefias, um bom local de trabalho). É fazer com que os atributos sejam encarados pelos primeiros consumidores que são no fundo os colaboradores. Desta forma será muito mais fácil retê-los, uma vez que trabalham no sítio do qual tenham orgulho e com o qual tenham desenvolvido um sentimento de pertença. Uma estratégia de EVP bem construída é uma estratégia bem integrada.

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?

Uma vez que trabalho em consultoria, esta é uma pergunta à qual não posso responder, pelo menos no que diz respeito à organização na qual trabalho.

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

É o fator chave para tornar o *employer brand* estruturado, sem EVP o *employer branding* é fogo de vista "*fire work*". Defini-lo é a parte mais difícil, tem duas funções: identificar e diferenciar. Quem somos e somos diferentes porquê. Não é um exercício fácil. Gestão das próprias equipas, dar um rosto humano a empresa, boa comunicação interna, basicamente é trabalhar tendo como principal público-alvo os colaboradores, sendo que esta é uma das principais estratégias de EVP. Diferenciar dando um rosto humano à empresa e cuidando das pessoas. É preciso ter uma definição objetiva e consciente, uma política de RH focada nas necessidades das pessoas. Em setores mais pesados, nomeadamente áreas de logística e engenharias, torna-se menos fácil. Monitorizar e controlar é a parte mais difícil, no entanto todo este trabalho é feito à base de *engagement surveys, focus groups*, questionários anónimos com questões qualitativas e quantitativas (pelo menos 2 em 2 anos). Perguntas do tipo: a comunicação interna flui melhor desta forma ou daquela? Sente uma grande afinidade com a missão e valores? Tudo somado, ao fim de um tempo permite perceber a real marca da empresa enquanto empregadora, se as pessoas se identificam ou não com as empresas. Como é que as pessoas estão a encarar estas medidas e se a estratégia está ou não ser bem definida.

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

É mais difícil porque é uma geração muito mais exigente, querem novidades, aprendizagem e desafios constantes. Fazem muitas perguntas, são curiosos. As gerações anteriores são pessoas mais submissas, valorizavam muito as hierarquias. Atingir objetivos e ter desafios, além disto atingir work-life balance é hoje em dia mais valorizado. Mas não se valoriza tanto o work-life balance mas mais work-life integration, tanto trabalham à segunda como ao domingo. Quer-se uma maior flexibilidade, tempo e espaço estão cada vez mais fundidos, pelo que é sempre necessário uma maior integração. Já não têm paciência para lideranças à moda antiga, querem que se faça isto porquê, com que objetivo. Têm que ter liberdade mas com atenção a tudo o que se limita.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Valor da informalidade, é o traço mais especifico desta geração, podendo misturar-se com a transparência. Perguntas e dimensões que não podem ser feitas. A questão do valor da aprendizagem/desafio constante. Se esta promessa não for cumprida fartam-se e mudam facilmente de desafio.

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

Como qualquer bom projeto, quando se começa a transformar determinada realidade é extremamente importante conhecê-la bem. Tentar tratá-los como pessoas que são, para perceber as suas motivações e qual o valor acrescentado desta geração. A partir do momento em que se percebe a geração passamos a perceber de que forma podemos fazer com que a empresa beneficie do seu talento. Tentar dar o que eles precisam, flexibilidade como palavra de ordem. Atenções que facilitam o work-life balance-integration, mas que acima de tudo são facilitadores. Tudo somado dá em estratégias que alinhem com necessidades, promessas diárias da empresa e basicamente no fundo a monitorização constante. Se calhar em 2016 estava tudo a correr bem, mas em 2018 poderá perder a competitividade dai a importância da monitorização. Adaptar a monitorização ao tamanho da empresa. As pessoas falam, há conflitos em todo o lado, pelo que se deve valorizar transparência e liberdade das pessoas. Vender o

conceito, promessa com esse atributo.

8.12 Attachment L – Interview to Joana Barros

Name	Joana Barros (Senior Marketing Coordinator)
Source	Email
Date	01-08-2016

1. Employer Branding in Modern Organizations Importance of Employer Branding

a) In one sentence, how would you define Employer Branding?

Employer branding is related to the company's reputation as an employer. Ultimately, it is the organization's strategy to motivate and retain its talent.

b) Do you believe that there is sufficient awareness of the importance of Employer Branding? Why?

I believe that in Portugal we still have a long way to go, especially in the majority of the Small and Medium Companies, which have a more traditional strategy. However, the concept has evolved a lot and we notice organizations are growing more attentive to the necessity of retaining the best talent. Companies are understanding that their employees are their major asset and that their opinion can make or break the organization's reputation. We are noticing that this awareness is slowly growing through the increment in fringe benefits and EVP action across companies in Portugal.

c) What is, in your opinion the real importance of this concept? How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

Today's employees are more demanding and they don't just want a place to work, they want real life experiences and to work for an employer who cares for them as a person and who knows how to keep them motivated and happy. In this context, an employer who shows they care for their employees, presenting them a concrete and well thought EVP strategy, will be in the right track to keep their people motivated, reducing the turnover and increasing productivity.

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company?

We have a very strong EVP policy which includes diverse action fields: work-life balance (flexible hours, work from home, special conditions for newly mothers…), talent development (internal and external trainings…), career progression (national and international promotions), rewards & wellbeing (paid gym, anti-smoking campaigns, incentives, company trips, summer and Christmas parties…) and giving back to others campaigns (charity actions).

b) Does employer branding actually affect the daily routine of the organizations? How?

It affects the routine in a positive way. We have a fun and flexible environment. The actions we implement really have a positive impact on our employees, incrementing their team work, their motivation and their sense of belonging. Also, the flexible working hours ae visible as our employees work accordingly to objectives and not a rigid working hours table

c) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

Since employees opinion on a company can be the organization's best or worst publicity, EVP actions are essential to make sure this opinion is as positive as possible. The best way measure the EVP action effectiveness and to measure the employees feedback is to make regular anonymous questionnaires asking people how they feel about working in the company and asking them to evaluate the organization's EVP strategy and actions

d) Do you think that employer branding a trend? Or something that people value? How can it bring real value and benefits to the organizations?

From my personal experience, it is something people really value. As I said before, a worker today wants more from his company than to work 9am-6pm and have a salary at the end of the month. Themes as work-life balance, professional evolution and skills developed are more and more valued by employees and only companies which really dedicate time and budget for these actions will retain good talent in the future.

3. Employer Branding in numbers

a)How much of your budget do you use on Employer Branding practices? How many actions of Employer Branding do you have during the year?

Around 30% of our total Marketing budget is dedicated to EVP actions. It is not easy to say an exact number of actions developed all over the year but we try to have at least one per month.

b) How do you measure Employer Branding in numbers (e.g. retained talent, new talent)?

We have a track of monthly and yearly turnover. We also make an employee satisfaction survey every 2 years.

4. Millennials on the Workplace

4.1. Millennials in numbers

a) How many co-workers do you have that belong to the Millennials generation?

The vast majority of my co-workers are millennials. Around 80% of the company employees are millennials

4.2. Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

I wouldn't call it difficult but rather challenging. Millennials are more demanding and dislike the traditional ways of communicating so all statics and conservative ways of communication must be avoided. We need to be creative, use a lot of visuals, videos and interactive tools such as internal and external social media.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Millennials are more dynamic and demanding. They are very eager to evolve in their professional careers and dislike routines and stagnation. The concept of working the entire life in the same position or company is disappearing from the corporative world and millennials are very focused on what is happening in the market. So keeping their motivation high is essential for companies which want to retain them. On the other hand, they are highly qualified and creative and, as long as they are motivated, extremely productive and focused on goals

5. Employer Branding and Millennials

a)In your opinion, in which way do this generation sees Employer Branding? Do you think they value it?

For all the reasons stated above, I believe millennials are the employees who value Employer Branding the most as, being ambitious and valuing their personal life at the same time, more than just a salary, they want a company who provides them Work-Life Balance options and a solid learning and professional evolution curve.

b)What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

That they need to be constantly innovating and that they need to have a clear, serious and stable EVP strategy. Continuity is also very important, companies must know that an isolated EVP actions won't bring miracles. Instead, they need to continuously keep searching for new ideas and actions to keep people motivated.

c)What kind of conclusions would you like to see answered through a study of the impact of Employer Branding on Millennials?

To have a cleared and deeper understanding of what millennials value the most. Is working from home more valued than a complex training plan? Is paid gym more cherished than discounts in restaurants? What would a Millennial chose, a higher salary or more flexible hours or extra vacation days? Having some of these questions answered, in a broader context than our company, would be quite useful to adapt some of our employer branding policies.

8.13 Attachment M – Interview to Hélia Nunes Velez

Name	Hélia Nunes Velez (HR Responsible)
Source	Email
Date	13-09-2016

1. Employer Branding in Modern Organizations - Importance of Employer Branding
a) What is, in your opinion the real importance of Employer Branding? Do you believe that there is sufficient awareness about it? Why?

Employer Branding é muito importante para a aquisição e retenção de talentos. As empresas mais sensíveis a este tema e com maior necessidade de garantir a protecção do seu "know-how" estarão sensibilizadas e terão de certo planos de retenção de talentos devidamente delineados. Acredito que as organizações modernas estão de facto atentas a esta necessidade e reconhecem o seu valor.

b) How can employer branding help the organizations retaining and acquire talent during the "War for Talent"?

EB (Employer Branding) é uma estratégia que possibilitará às empresas tornarem-se mais atractivas logo no momento do recrutamento, através por exemplo da divulgação de oportunidades de emprego mais criativas que vão para além da simples colocação de anúncios e recolha de currículos.

2. Employer Branding in everyday business

a) Which are the main Employer Branding practices of your company? Does employer branding actually affect the daily routine of the organizations? How?
Sim, EB é uma estratégia desenvolvida na companhia e num âmbito global.
No que respeita às práticas de EB na perspetiva da Empresa, tem a sua missão, visão e valores, bem definidos. Tal como, estão também bem definidos e divulgados os comportamentos de liderança e as competências chave que a empresa espera que os seus colaboradores/líderes tenham. Existindo programas de formação disponíveis para toda a população e que apoiam o desenvolvimento destas competências caso se determine necessário.

Tem um programa de avaliação de desempenho bem implementado e aplicável a todas as funções.

Na perspectiva do empregado, as práticas implementadas passam por uma política de benefícios sociais atrativa, com medidas que nalguns casos abrangem o agregado familiar (como por ex. seguro de saúde). E plano de remunerações acima da média para o segmento de mercado onde a empresa opera.

Ainda neste âmbito, existe também um programa de Reconhecimento por Mérito e/ou por Antiguidade com ampla divulgação social nas redes de comunicação interna.

b) How can EVP make an employer branding strategy stronger? How can we define it and measure it? Which is your company EVP?

Estão diretamente relacionados. Havendo uma Employee Value Proposition (EVP) que responda às necessidades dos colaboradores e exceda as suas expectativas, estes sentir-se-ão mais envolvidos e mais comprometidos com a estratégia da empresa, com a sua visão, sua missão e valores e consequentemente, tornam-se nos principais veículos de divulgação da marca da empresa.

Para definir uma EVP, as políticas que vierem a ser definidas neste âmbito devem ser consistentes com a prática habitual na companhia, para que o processo seja claro e transparente para todos. E devem ser consideradas as necessidades e expectativas dos colaboradores. A eficácia de uma EVP será medida através de questionários de satisfação.

No nosso caso particular, existe anualmente um questionário que designamos de Employee Engagement Survey, que nos vai permitindo perceber quais as oportunidades de melhoria e quais os pontos favoráveis, bem como, nos permite percecionar quais as expectativas dos Colaboradores. Estes resultados são analisados globalmente por uma equipa central e, localmente por uma equipa que designamos de Employee Engagement Team, que inclui colaboradores de várias funções e com responsabilidades distintas. A partir daqui, se definirá, ou reforçará o sucesso, das políticas implementadas ou a implementar no âmbito da EVP.

Em termos práticos, como referido acima, existe uma política de benefícios sociais atrativa, com medidas que nalguns casos abrangem o agregado familiar (como por ex. seguro de saúde). E plano de remunerações acima da média para o segmento de mercado onde a empresa opera.

Ainda neste âmbito, existe também um programa de Reconhecimento por Mérito e/ou por Antiguidade com ampla divulgação social nas redes de comunicação interna. E por isso também a comunicação interna, tão importante para a EB é promovida.

A empresa promove também eventos sociais de cariz solidário com o envolvimento de todos os colaboradores, resultado por ex. da sugestão dos colaboradores no Employee Engagement Survey.

3. Millennials on the Workplace - Dealing with this Generation

a) Do you feel that is more difficult to communicate to this generation and attract it? How do you do it?

Não necessariamente, todas as gerações têm as suas características, daí a necessidade das empresas se manterem actualizadas nas suas políticas de RH para se manterem competitivas em termos de retenção de talentos. Bem como se devem manter atentas às características da sua população.

No nosso caso particular, as chefias recebem formação como Coach para que através de uma nova abordagem possibilitem que as suas equipas atinjam o sucesso e sintam maior proximidade com o seu manager/coach e portanto maior compromisso com o seu próprio desempenho.

b) How would you describe this generation in the workplace (e.g. motivation, behaviour, values)

Julgo que se trata de uma geração que valoriza o crescimento pessoal e profissional e que portanto procuram constantemente esse desenvolvimento, com particular cuidado em manter o equilíbrio na vida pessoal. Têm ao seu dispor inúmeros recursos para o fazer e também por isso são eficientes na resolução de problemas e têm um sentido crítico apurado.

4. Employer Branding and Millennials

a) What do companies have to keep in mind while creating and developing Employer Branding practices towards the Millennials?

Planos de carreira bem delineados, programas de reconhecimento, vias de comunicação bem definidas e activas, e envolver os colaboradores no desenvolvimento de novas políticas de EB.

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(Alnıaçık & Alnıaçık, 2012; M. K. Biswas & Suar, 2014; Cascio, 2014; Christopher, 2015; Edwards, 2010; Madhavkumar, 2016; Strauss, 2016; VanMeter et al., 2013)

(App, Merk, & Büttgen, 2012; M. Biswas & Suar, 2013; DRYDEN, 2016; Germano Glufke & Beatriz Maria, 2016; Groden, 2016; Kucherov & Samokish, 2016; Lenka & Chawla, 2015; "No Title," 2015; Reis & Braga, 2016; ST-DENIS, 2016; STARI...ECA & VORONCHUK, 2014; Wilden, Gudergan, & Lings, 2010)