

**EMPLOYER BRANDING OF INFOTEL: A CLOSE
COLLABORATION BETWEEN MARKETING
AND HUMAN RESOURCES**

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Acknowledgments

As a preamble to this Master's Project, I wish to thank those who gave me their time and assistance in the development of this work.

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Abstract

In a tight market context, faced with shortages of profiles and an increased competition, the recruitment of IT profiles in France is becoming difficult. Thus, the implementation of a HR marketing strategy is now a significant factor for the company to recruit candidates and retain current ones.

In this thesis, we will see that a close collaboration between the marketing department and the human resources department, allows the company a better employer branding, increases the number of recruited candidates and reduces the turnover rate. It outlines the situation of a specific Information Technology Services Company (ITSC) in France. This work targets bachelor or master marketing students who are interested in IT, new technologies and international markets. In order to fully resolve this study, additional research needs to be done by the students.

In this case study, several key elements relating to France, ITSC and the specific company, Infotel, are presented. Students need to evaluate the HR marketing strategy that Infotel has established and they also need to worry about where the business should go to continue to thrive. In parallel, literature review provides a better understanding about ITSC market in France and the environment in which they operate. This part also covers various important concepts such as HR marketing, employing branding and the war for talents.

Lastly, the resolution of this case study allows students to better understand the IT services market, the French environment in which they operate and the new challenges these companies have to face.

Key words: Employer Branding, Recruitment, Human Resources, HR marketing, Information Technology Services Company

JEL Classification System: M31 (Marketing), M15 (IT Management)

Resumo

Num contexto de mercado apertado, que enfrenta escassez de perfis e um aumento de competição, o recrutamento de perfis de TI em França está-se a tornar difícil. Logo, a implementação de uma estratégia de marketing de RH é um fator significativo para as empresas recrutarem candidatos e manter os presentes.

Nesta tese, iremos ver que uma colaboração próxima entre o departamento de marketing e o departamento de recursos humanos, permite a empresa a ter um melhor employer branding, aumenta o número de candidatos recrutados e reduz a taxa de turnover. A tese descreve a situação de uma Empresa de Serviços de Tecnologias de Informação (ITSC) específica em França. Este trabalho tem como target estudantes de marketing em licenciatura ou mestrado interessados em TI, novas tecnologias e marketing internacional. De modo a resolver por completo este estudo, pesquisa adicional feita pelos estudantes é necessária.

Neste estudo de caso, vários elementos chave relacionados com a França, ITSC e a empresa específica, Infotel, são apresentados. Os estudantes têm de avaliar a estratégia de marketing de RH que o Infotel estabeleceu e também ter em conta o percurso que o negócio terá de seguir para que continue a prosperar. Em paralelo, a revisão de literatura fornece uma melhor compreensão sobre o mercado de ITSC em França e o ambiente em que as empresas operam. Esta parte também tem em consideração vários conceitos importantes como marketing de RH, employer branding e a guerra por talentos.

Por fim, a resolução deste estudo de caso permite aos estudantes compreender melhor o mercado dos serviços de TI, o ambiente francês em que as empresas operam e os novos desafios que estas empresas têm de enfrentar.

Palavras-chave: Employer Branding, Recrutamento, Recursos Humanos, Marketing de RH, Empresa de Serviços de Tecnologias de Informação

JEL Classification System: M31, M15

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1. The case

In a context of globalization, the global IT market is booming (Consulting Decide, 2017). Nevertheless, despite a relatively high unemployment rate in France, ITSC are finding it difficult to recruit (Indeed, 2017). This phenomenon is linked to a shortage of talent in a competitive market and a recruiting offer that is not always adapted to the new generation. The recruitment of IT engineers has become a challenge. It requires today reassessments, performance and innovation to be aggressive in a frantic talent war.

Infotel, classified as an ITSC, is a 2200 employees company divided in several human scale agencies. Founded in 1979, the group was initially a software publisher before expanding its scope to services activities: project management, design, development and maintenance of applications for different customers. The company is continuously experiencing difficulties to recruit and to prevent employees from resigning. To overcome this issue, a new strategy has been implemented.

Approximatively two years has gone since Infotel established a human resources marketing strategy. It was a hard work that required the mobilization of a lot of knowledge and persons. Indeed, Infotel started to move ahead by combining two tactical departments: marketing and human resources. The group has understood that it is essential to evaluate and rework its employer branding to remain competitive. Even though the results of these changes were positive, Infotel must act and forge ahead to meet its annual recruitment targets set at 600, but also to reduce its turnover rate and increase the employee satisfaction rate. Nowadays, about 2 years after the implementation of the strategy, the number of recruited candidates is still increasing (Appendix 1) and the employee turnover rate has decreased a bit in 2017, even though it remains still high (Appendix 2).

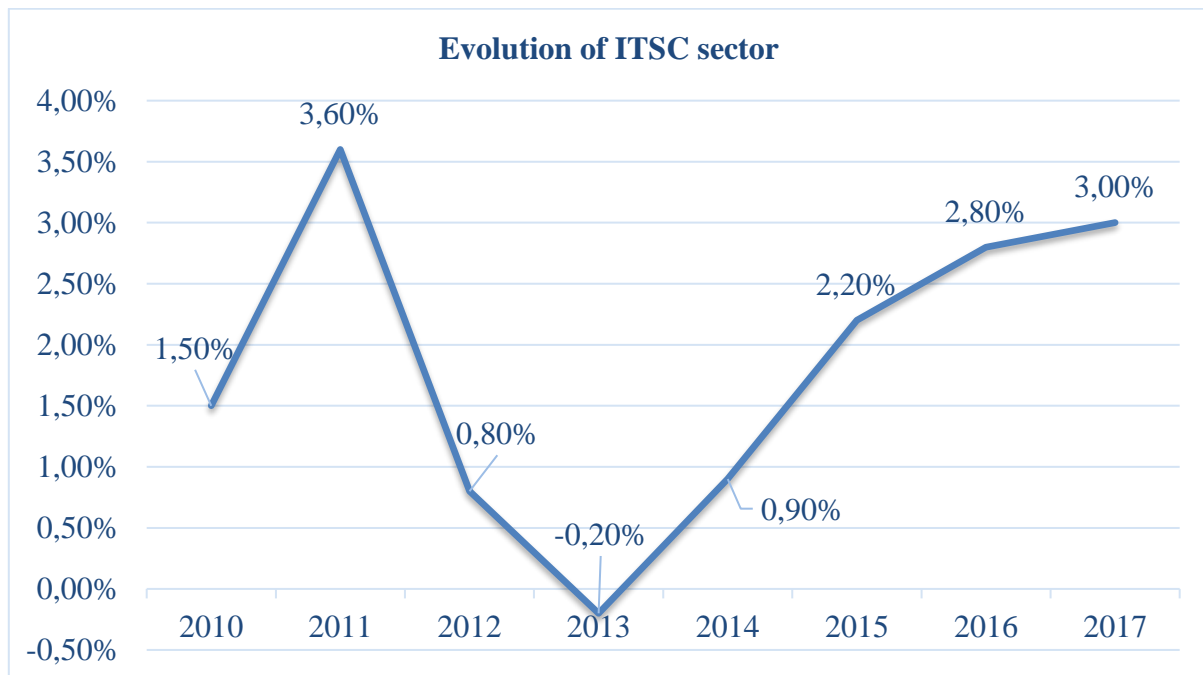
Today, the major challenge is as follow: “How to act after these changes to stay competitive?”. The company has hard worked to make these changes and must now affirm its position as an innovative and trustworthy IT services company. In the meantime, Infotel needs to keep in mind its goals: attract new candidates, retain present co-workers, maintain a good employer branding and ensure a good financial health.

1.1. The French market of IT services companies

ITSC are evolving in a very competitive environment marked by a quick and constant evolution of technologies. In the context of technical assistance, competitive bidding requires for companies to propose the best profile that matches with the need of the client as quickly as possible. Thus, the ability to speed up procedures is one of the strongest aspects of recruitment for ITSC.

In France, the ITSC sector weighs a little more than 30 billion euros. These IT services companies have their own union, which is “Syntec Numérique”. After several hardworking years where they have seen their activity shrinking, ITSC start a pick-up in growth. It may not be a real recovery yet, but it is still good news for ITSC. Indeed, as shown in the below diagram, we see that the ITSC sector has now a growth level close to 2011 and it has been growing steadily since 2014: it is picking up with + 2.6% in 2016 against -0.2% in 2013.

Chart 1 - ITSC Sector growth between 2010 and 2017



Source: Syntec Numérique

In 2017, ITSC sector recorded a growth equals to 3%, compared to 2.8% in 2016. A powerful driver explains this trend: the digital transformation of all sectors of the economy. French ITCS

represents 31.72 billion euros (Bui, 2017). According to Syntec Numérique, 72% of ITSC have increased their revenues in 2017 (Bui, 2017).

Regarding the ranking of ITSC in the market according to their revenues, the biggest players are Orange Business Services, Cap Gemini, Atos, IBM and Sopra Steria (See Appendix 3). These large groups are already well established in the sector and have a very important market share. Based on the recruitments and Infotel' clients, the group's French main competitors are Cap Gemini, Sopra Steria, Atos, SII, GFI, Open, Neosoft, Alten, Devoteam and CGI.

The development of new service offerings and areas of expertise, as Big Data and Internet Of Things, feeds the ITSC market. The sectors of Bank Insurance Finance, Energy Utilities Transport, Trade Distribution and Industry support the growth. At the same time, the employment situation is contrasted in the IT sector and remains sensitive to the hazards of the economic situation. In France, the employment market in the IT sector is considered as the most attractive one (Bruckmüller, 2011). The need for IT profiles is clearly increasing, which generates strong competition between companies to attract the best talent. Finally, the strongest feature of this sector is the significant dependence of the workforce on the vagaries of the economy. This can be partly explained by the activity of the sector: the services provisions are strongly linked to the economic situation of ITSC's client companies.

Today, the employment market in the IT sector is very dynamic and highly competitive. The first 77 ITSC in the French market represent 90% of the sector' revenue (Caillerez, 2017). Compared to the rest of the economy, and according to the employment barometer of the APEC (French association for executive employment), the IT sector is the leading recruiter of executives with three-quarters of the sector' staff and with a large share of permanent contracts (nearly 95%). The share of women is under-represented: despite the efforts of the industry to attract them, they still represent only 27.1% of employees in 2016 against 46.7% for the rest of the economy (APEC, 2017). Young graduates are highly sought by recruiters from ISTC and 26% of co-workers in 2017 have under 30 years old (Syntec Numérique, 2017). This population of young executives is preferred by IT recruiters especially for cost reasons which are less important than for executives with more than 10 years of experience (Appendix 4). However, they know they are sought-after and do not hesitate to make money out of their skills at a high price.

The employee turnover rate in the sector is also twice as high as for all sectors. Sometimes this rate may exceed 20% in some ITSC.

Although the share of recruitments is increasing: this sector is the one that encounters the most difficulty in recruiting. Indeed, there is a too few number of qualified candidates compared to the number of job offers. The digital transformation imposes new needs in terms of profiles and many vacancies need to be filled. However, the contrast between supply and demand for employment remains a very problematic situation for several months: the number of jobseekers in the profession has never been greater since 2003 (Munci, 2012) and companies in the sector complain about a shortage of skills. New areas of expertise are more than ever searched by companies: virtualization and Big Data, Java, PHP or .NET. These skills are part, as in previous years, of engineers' fields of expertise that ISTC look for. Infotel need engineers with these competencies that why the company needs to stand out in this highly competitive market.

1.2. Infotel

IT professionals whose goal was to work effectively in the society created Infotel in 1979. These two founders, Bernard Connes-Lafforet and Michel Koutchouk, are still CEO and majority shareholders of the company.

Therefore, the group is near its 40 years of existence and has exceeded 2200 employees. Its total revenues for 2017 is equal to 209.3 million euros, which represents an increase of 9.8% compared to 2016 (Appendix 5). Furthermore, Infotel has key account customers that are historical partners such as Airbus, Air France, BNP Paribas, Banque de France, and PSA Peugeot Citroën. Major activities are coming from the sector of Bank, Insurance, Finance and Transport (Appendix 6).

Regarding the positioning of Infotel compared to its direct competitors on the French market in 2017, Infotel ranks 27th out of 139, which is a favorable position based on its size in terms of workforce and its constant evolution since its creation (Appendix 3).

Since its creation, Infotel has experienced a growth in its revenues and workforce. Its growth has taken place in two complementary ways: thanks to organic growth but also thanks to an external growth. Since 1998, Infotel has integrated few companies: at the beginning of 2006, the Odaxys group joined Infotel and was extended towards the West region. Addax and Infotel

Monaco followed it in 2010. by Insoft Software in 2011. Then Insoft Software joined the group in 2011 followed by Empeiria in 2012. Nowadays Infotel numbers 16 agencies in France (Appendix 7).

Infotel wishes to remain a human-sized company by innovating and practicing two activities: services and software publishing, which are the two complementary facets of the IT profession.

The objective has always been to provide to its customers, which are mostly large companies, solutions that enable them to implement powerful applications connected to large databases. All this in compliance with the requirements of its customers, quality, time and performance.

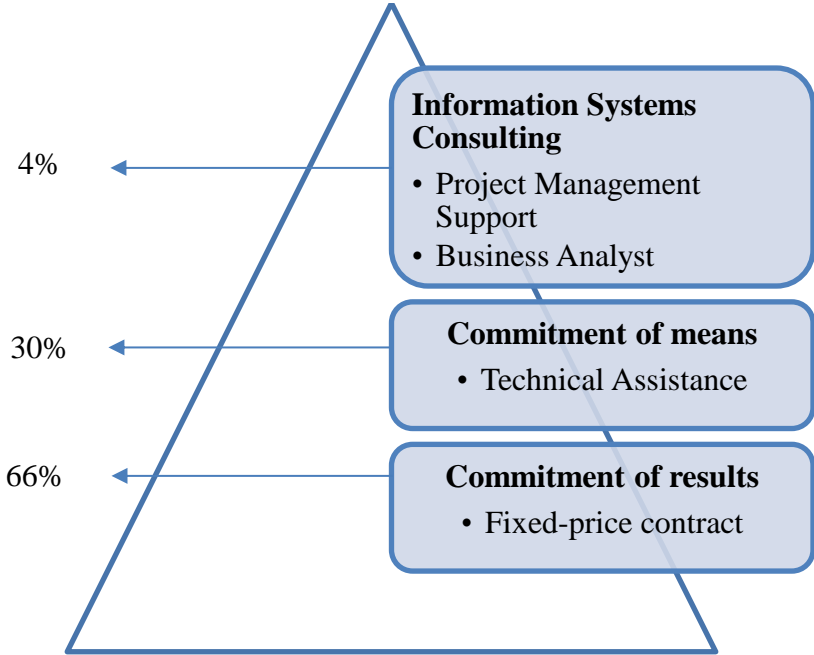
The activities of the company are as follows:

- Services and training: 95.6%
- Software: 4.4%

The Services part has been continuously growing in parallel with the growth of the workforce. This activity includes the management, design, development and maintenance of applications at the heart of the information system of customers.

The service activities are developed as follows:

Chart 2 - Infotel' Distribution of service activities



The commitment of results, also called IT service center, allows the group to work in its own offices to design and package a part of its client' project. This activity accounts for 66% of the service activity.

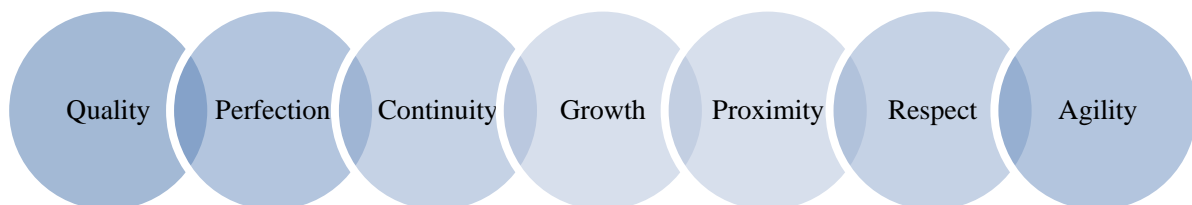
Technical assistance, which consists of sending employees to work for a customer of Infotel for a fixed period, represents 30% of the service activity.

As for information systems consulting activity, it represents 4% of the service activity.

In addition, training activity has always been vital for the group: it allows to train young hires, to train current customers and to enter new accounts that will become tomorrow's customers.

The software business accounts for less than 5% of total revenues. This activity is centralized in Toulouse and has many worldwide distributors including the main one: IBM. The group develops software to assist its customers in different areas such as operating support or management of large volumes of data and archiving.

The strategy of Infotel is based on eight strong values:



- Quality: The implementation of a quality system is a strategic axis to better control actions done for its customers. The group's quality commitment is reflected in:
 - A Quality Charter
 - A CSR policy (Corporate Social Responsibility)
 - Standards: ISO 9001, ISO 14001 and ISO 27001
- Perfection: Infotel tend to be the best for their customers: in their practices, in their jobs, and in the technologies that the group has chosen to control (such as those for applications and databases).
- Human: The human is at the center of the group' activities and where career development is a priority.

- Continuity: The company is still run by its founders, who are currently its largest shareholders.
- Growth: The priority is given to a continued growth of the group.
- Proximity: Infotel keeps a certain proximity with its customers with a quality service and with its employees to ensure the best possible evolution.
- Agility: This last value aim to know how to evolve, to master new techniques, to improve their practices, their professions, their procedures, their management, and to adapt constantly while remaining faithful to other values.

Infotel is a company that wants to remain at a human scale and whose growth and profitability can be explained by long-term strategies (80% of maintenance applications) and by a close relationship with customers and employees. This proximity allows the building of a strong relationship by visiting very often its customers and by inviting its employees on regular basis.

1.3. The marriage of marketing and human resources to improve its employer branding

Infotel has as a goal to integrate new acquisitions while continuing to outperform the market and maintaining a good level of profitability. To do this, the company must remain dynamic in a tense and highly competitive market. That is why since mid-2016, the marketing and human resources departments have joined forces to work together to face the market's recruitment challenges.

1.3.1. To attract candidates (external)

Infotel had to adapt and deal with digital developments and reinvent its recruitment methods to seduce the new generation called Generation Y.

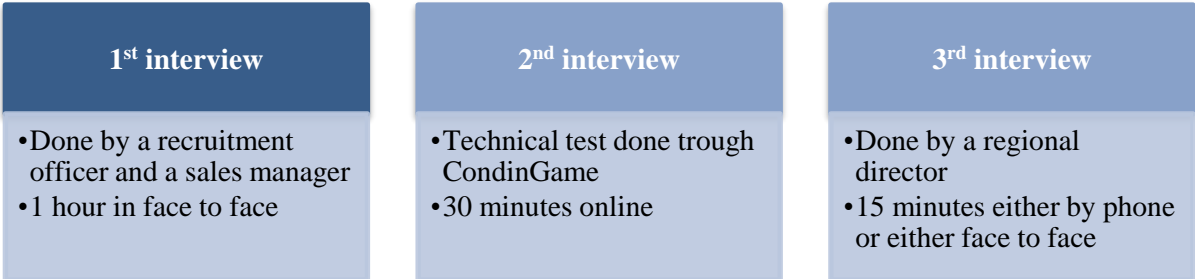
To attract candidates, Infotel has chosen to publish job ads on its own site and on several job sites such as APEC, Monster or RégionsJob. These lasts are now the most relevant job boards in the IT sector. The group also have licenses for the French professional network Viadeo. Nevertheless, there is still a significant constraint on the publication of job ads. Indeed, despite a relevant tool, ads are quickly drowned in the mass because of an exorbitant number of ads

published every day on internet. Visibility is therefore very ephemeral. Thus, Infotel has chosen to modify the graphic design of its ads to attract the eye of persons who are seeking for a job (Appendix 8).

In addition, a weekly communication on LinkedIn is done by each Infotel agency. Every Friday, a post is published and it relates a key event that took place during the week (Appendix 9). This allows to communicate about the life of the agency and to show to the community that Infotel innovates, trains and cares for its employees. Some specific and innovative posts such as short videos are also made to catch the eye of candidates and advertise them about open job opportunities. This kind of action allows Infotel to increase its notoriety and its visibility online (Appendix 10).

The recruitment process has also been renewed. Before it was long and had a negative impact on recruitments. Now this process is quick and efficient: when the person in charge of recruitment has selected a candidate, he/she invites him/her to come to an interview at the agency. The element below shows how the new process takes place:

Chart 3 - New recruitment process at Infotel



Source: Internal data from Infotel

Thus, it lasts from four interviews with a total duration of three hours (Appendix 11) to three interviews with a total duration of 1 hour and 45 minutes.

As shown above:

- The first interview is done by a recruitment officer to qualify the candidate: what does he/she want to do? What are his/her long-term goals? What remuneration is he/she asking? The sales manager is also there to evaluate if the candidate can meet the needs of a project with its skills.

- The second interview is newly implemented and replaces the technical interview initially done with a project manager. CodinGame allows candidates to do a technical test online (Appendix 12) and from where they want: they do not have to come back to the office to do it and they are less stressed in this way.
- When the test is finished, results are sent to the recruitment officer and if it is better than 50%, then the third and last interview is scheduled with the regional director.

After this call or face-to-face, the regional director will inform the recruitment officer about his/her wishes to hire or not the candidate. A big change has also been made on this step: before, if the candidate was not retained, nothing was done. Now the recruitment officer is calling the candidate to explain the choice of Infotel to do not hire him/her. Indeed, it may help the candidate to move forward and to do not wait for a response from Infotel.

Marketing and human resources have also worked together on the redesign of few elements. First, the place where the candidates are welcomed and where they wait before an interview has been remodeled (Appendix 13). This room is now furnished with a sofa, and coffee is available for candidates to make them feel at home. Thus, they are more relaxed before starting the interview. Flyers and photos of different events organized by Infotel are also posted on the walls: this shows to candidates that actions are organized for employees and that a good atmosphere prevails. In addition, the presentation of Infotel that was made during interviews has changed. Indeed, nowadays many candidates give a strong importance to training because new technologies are always moving, and candidates want to be up to date. As a result, the speech has been revised in this way.

Infotel has also established strong relationships with schools and developed events and partnerships. The group has been present for several years at each of the job and student fairs organized by engineering schools. It is important to maintain these relationships between school and companies because today's students are the employees of tomorrow. Each year and since 9 years, the group organizes a student contest whose objective is to propose a creative and innovative computer project. All students, at all levels of study, can participate and there are several prizes to win: 1000 € per person for the 3 best groups. This contest is broadcasted to partner engineering schools of Infotel and its communication is made on social networks (Appendix 14).

Infotel is also a sponsor for various events in relation to its sector of activity:

- The Agile Tour is a series of worldwide conferences dedicated to agile methods.
- The BreizhCamp is the largest conference of computer development enthusiasts in Brittany. Almost 100 themes are presented in three days.

Being a sponsor of these events allows the company to be more visible in a market where competition is stiff and where profiles are highly sought.

In order to improve its employer branding, Infotel offers and organizes events since February 2017 in each of the major cities of France. This event, called "We Share IT Conference" is an evening that allows participants to attend conferences (Appendix 15) and to participate in workshops. In parallel, they can meet leaders and recruiters to discuss about professional opportunities at Infotel. A cocktail dinner is taking place at the end. The first We Share IT Conference was realized in Rennes on February 9, 2017 and 3 other cities have followed: Nantes, Toulouse and Brest. For each event, communication was made through a teaser published on social networks, through the distribution of flyers in engineering schools, through invitation mails and LinkedIn posts. An online ticketing via weezevent.com has also been set up to allow persons to book their place.

As new technologies evolve very quickly, it is important to stay up to date. Since this year, a customized training has been conducted and entirely funded by Infotel. The aim is to find a solution against the shortage of IT profiles on the market, and to offer a training to persons who are looking for a job. A communication is made on social networks and ads are broadcasted on job boards. Candidates apply online and those who are selected are hired on permanent contracts. First, they are trained for 3 months on Java technologies in order to become a development engineer. Afterwards, they integrate one of the 16 Infotel' agencies as a software developer and are involved in a project.

1.3.2. To retain co-workers (internal)

In such a competitive situation, it is important to take care of its employees: then they convey a good image of Infotel and they are not tempted from going to work in another company. Indeed, employees determine the success of the company because they occupy an important

place in the valuation of employer branding. If they are satisfied, they will praise the merits of their company. On the other hand, if they are dissatisfied, they will contribute to the origin of the bad image of the group. Infotel has therefore chosen to develop a strong sense of belonging to the group.

Firstly, the group has chosen to focus on the integration process for new employees. Previously, the day of its arrival at Infotel, the employee had to sign its contract and had to go directly to work. Infotel noticed that the first day in the company was decisive for the opinion of the collaborator: the integration process has been completely redone since November 2016:

- 1) Few weeks before its arrival, the new employee comes to the office to sign its contract. Then he/she can ask every question to the HR officer. The co-worker also receives a welcome pack composed of an Infotel' bag, a mug, a flash drive, a t-shirt, a pen, some candies and a welcome booklet. The latter is like a FAQ and contains all responses that the co-worker may have regarding holidays, sickness leave...
- 2) The first day, the employee arrives at 9.30am and spends the all morning with the HR officer who explains him/her different processes that must be done: for example, how to fill the form to ask for vacation. A breakfast is also provided to all the staff then the new worker can get to know some other persons. After, he/she goes around the office, joins its team for a short presentation and goes for lunch with them.
- 3) Two weeks after its arrival a lunch is organized between the co-worker and the HR officer. Together they can discuss about what is going on: is everything all right? Or is there something wrong? It is a small report that allows the HR officer to detect if there is some problem.
- 4) Two months after its integration, the employee is invited to a welcome dinner. It is an opportunity to gather all new employees who arrived two months ago.
- 5) Every six months, the collaborator is invited by its manger to discuss about his/her perspectives: what kind of trainings does he/she need to be up-to-date? Is he/she happy about the project he/she working on?

Then, the group has decided to set up new events and renew others. At first, after-work invitations have been redone so that they attract more the eye of the collaborators (Appendix 16). Previously, only one reception was done every year during the summer where the regional

director presents the results of the year, the objectives achieved and to be achieved. This event is an opportunity for all employees to meet and get together. Since 2017, a second reception is organized in December: it is an opportunity to celebrate Christmas with colleagues but also to receive a small gift from Infotel.

In parallel, punctual events on lunch time are organized:

- Midithèques: these are conferences organized and volunteered by Infotel employees. These conferences are usually about new technologies currently used. This event is internal and seats are free.
- Themed events: To celebrate the beginning of a new season or to celebrate an event, thematic events are organized within the agency, such as Raclette in winter or Epiphany in January.
- Sports events: For entertainment, sports tournaments such as ping-pong are organized. The players compete, and the first ones win small prizes financed by the agency (board games, cinema ticket, theatre ticket etc.)

These events enable to meet new employees and to develop a corporate culture.

In addition, Infotel has introduced new methods to retain employees. For their birthday, employees receive a personalized card on their email address. This little attention makes the difference since recruitment officers have already been thanked several times for this action. For any event, marriage or birth for example, a greeting card is also sent to the employees. Finally, when an employee validates his probationary period, the recruitment officer sends him/her an email to congratulate him/her (Appendix 17). By taking these actions, Infotel wants to show to its employees that they are important and unique.

Finally, Infotel thought that if employees feel good about their work and their company, then they will talk about it on a positive way. Thus, the group has set up co-optation: the collaborator suggests to Infotel the CV of a person from his network. If this person is recruited, then the collaborator who is on a permanent contract receives a bonus of 1000€. Regular communication is made on this subject: during events organized by the group, during recruitment interviews but also via a dedicated website: <https://cooptation.infotel.com/>. For most of these candidates, they already hold a position directly in IT sector and most of them are recruited at the end

(Appendix 20). This action allows employees to become ambassadors and thus, to feel more invested in the dynamics of the company.

1.4. Current situation

Almost 2 years after the marriage of marketing and human resources, results are positive but Infotel needs to continue to work on some issues to achieve its objectives (retain co-workers and attract new candidates) and to remain competitive:

- In total, the total workforce has evolved from 2033 in 2016 to 2259 in 2017. The number of employees with a fixed-term contract has moved from 1421 in 2016 to 1569 in 2017 (Appendix 1).
- Employee turnover rate has started to decrease (Appendix 2) which means that co-workers are more loyal about Infotel. Nevertheless, the number of workers who left Infotel because of the wage, has increased in 2017 (Appendix 18). Indeed, whereas ITSC has adapted and revalued wages, Infotel remains a bit under in terms of wages (Appendix 4). Thus, former co-workers who left Infotel for a better wage, has chosen to work in another ISCT or to become a freelancer.
- Perception that co-workers have about Infotel is better at the end of 2017 than before the implementation of HR marketing in 2016 (Appendix 19). In general, satisfaction about training, events and new procedures has increased and they now have a better image about Infotel. Some employees are still complaining about the frequency of trainings: they think that more trainings should be proposed.
- As employees feel good by working for Infotel, the number of recruited persons thanks to co-optation has significantly increased (Appendix 20). In 2016, Infotel started to reward its employees with a 1000€ bonus: that is why the number of resumes which are not relevant has also increased.

- Feedbacks of employees who took part in the tailor-made program are positive: about 90% of them remain until the end and considered their training as complete and adequate with their post occupied at the end. However, a problem appears: the leakage of profiles at the end of the training as there is no non-competition clause.
- Thanks to a strong presence during student's fairs, students are now aware of the existence of Infotel and of their areas of expertise. Indeed, the number and relevance of applicants for an internship has increased years after years (Appendix 21).
- We Share IT Conferences has gathered from 100 to 120 participants per city and allowed Infotel to recruit 13 persons. The success was such that Infotel refused some participants because no more places were available. For the 1st edition of We Share It Conference, participants were satisfied with the organization but less satisfied concerning the topic of conferences (Appendix 22). Indeed, most of the conferences were related with development but participants were coming from various IT profiles (Appendix 23). They would have preferred a wider range of topics.
- Finally, the financial health of the company is more than good. In fact, the company has recorded an annual growth of more than 10% in 2014 and in 2015 (Appendix 5). Infotel holds its position with annual growth of + 9.8% in 2017.

Thanks to this collaboration between marketing and human resources, the employer branding of Infotel is stronger than before and such an action was necessary. With 443 recruitments made in 2017 in France, Infotel aims to be ambitious for 2018 with a symbolic figure of 600 recruitments. The company also wants to retain current employees because they are a real source of value. Infotel's long-term plan is to continue to grow and double in size within 5 years.

After the implementation of a HR marketing strategy, Infotel is facing a question to achieve its objectives: in a hyper competitive and ever-changing market, where should Infotel go to maintain a strong brand image and to ensure its prosperity?

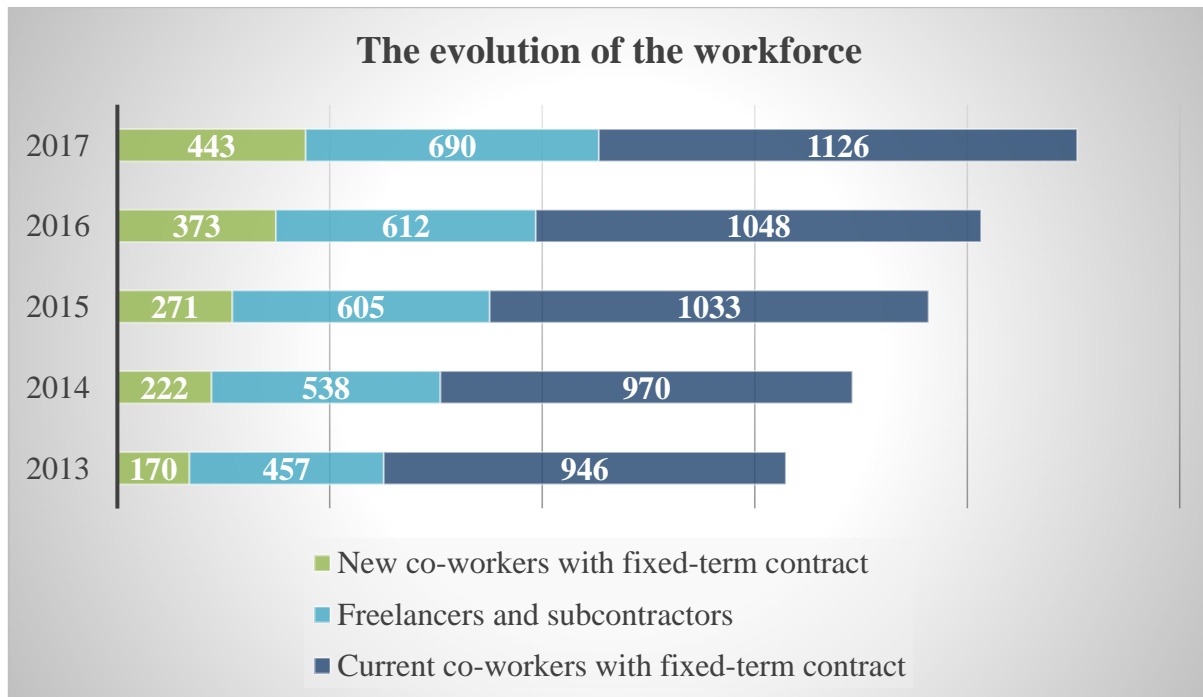
1.5. Case study questions

Imagine you have been recruited by Infotel as a consultant. After the implementation of an HR marketing strategy, your mission is to analyze the situation of Infotel for their future growth. Use the knowledge you have acquired and make some additional researches to answer the following questions:

- 1) In order to identify the influence of macro-environmental factors on the company, develop a PESTEL analysis based on the company's situation and about ITSC market in France.
- 2) To analyze the competitive environment of the company, define Porter's Five Forces analysis based on the organization and the market. Then, design a spider chart to determine which forces have the most influence (ranking must be from 1= no influence to 7= strong influence).
- 3) Develop a SWOT analysis for Infotel in order to have an internal and external vision of the situation.
- 4) Define the Employee Value Proposition of Infotel to know what it brings to work in this company.
- 5) Define one new tool, to retain co-workers or to attract candidates, that Infotel could use. This new tool should be described with the followed elements: goal(s), action presentation, added value(s), risk(s), resources needed, action plan and costs evaluation.
- 6) In order to guarantee the success of the tool chosen in question 5, define its marketing-mix.

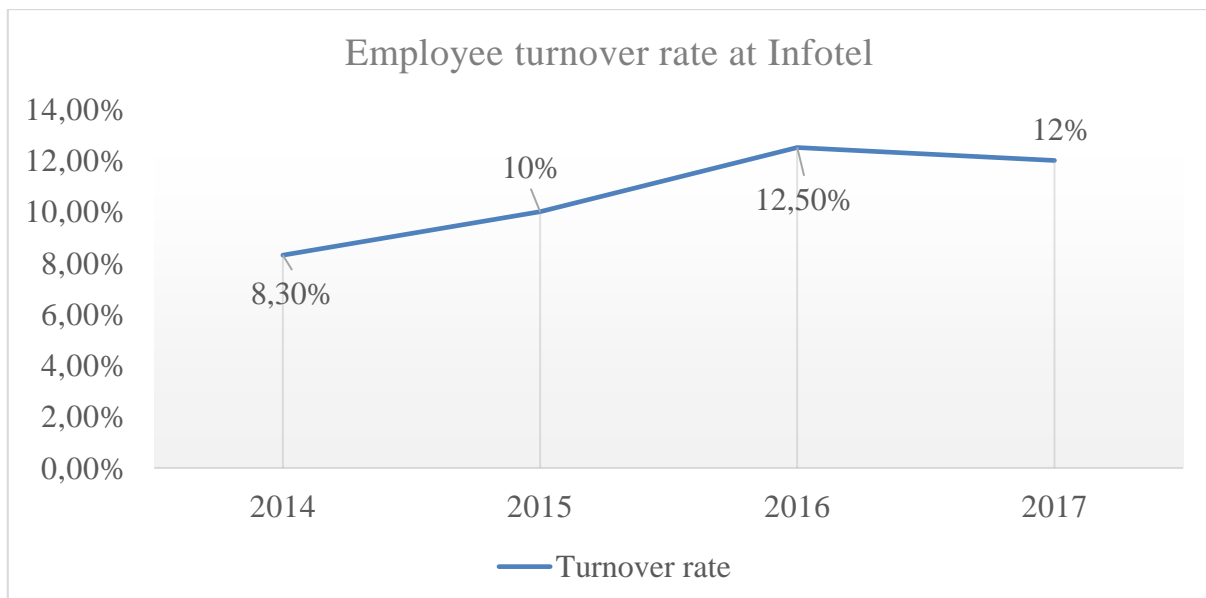
1.6. Appendices

Appendix 1: Chart 4 - Evolution of the workforce from 2013 to 2017



Source: Internal data from Infotel

Appendix 2: Chart 5 - Evolution of employee turnover rate from 2014 to 2017



Source: Internal data from Infotel

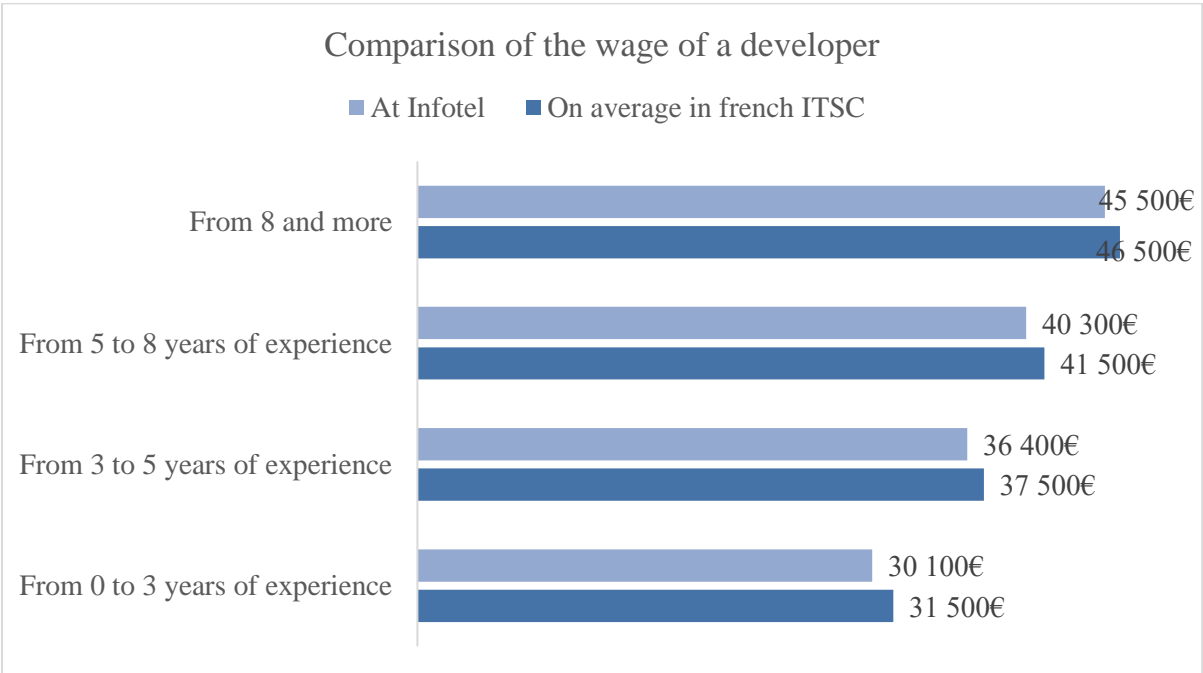
Appendix 3: Table 1 - Ranking of ITSC in France

Rang	ESN ET ICT EN FRANCE	CA Fr ESN 2016
1	OBS*	6400,0
2	CAPGEMINI HOLDING*	2567,0
3	ATOS*	1709,0
4	IBM France*	1658,0
5	SOPRA STERIA GROUP*	1528,0
6	ACCENTURE*	1362,2
7	HPE*	1226,7
8	CGI France*	955,6
9	ALTRAN TECHNOLOGIES*	861,6
10	ALTEN*	830,1
11	GFI INFORMATIQUE*	696,1
12	ASSYSTEM	637,0
13	ECONOCOM*	627,8
14	AKKA TECHNOLOGIES*	509,1
15	WORLDLINE*	428,5
16	NEURONES	424,5
17	WAVESTONE*	295,0
18	CSC*	283,5
19	OPEN*	282,0
20	OVH.COM	250,0
21	AUSY*	244,7
22	TESSI*	240,0
23	SII*	235,0
24	DEVOTEAM*	233,2
25	AUBAY*	180,4
26	ITS GROUP	173,8
27	INFOTEL	167,8
28	UMANIS*	153,3
29	APSIDE SA	152,0
30	PROSERVIA*	151,0
31	SQLI*	149,1
32	ASTEK*	147,0
33	KEYRUS*	140,9
34	BUSINESS & DECISION*	137,6
35	SCC SA*	137,0
36	ONEPOINT*	136,0
37	TALAN*	133,3
38	SCALIAN*	131,6
39	CS COMM. & SYST.*	128,4
40	CONSORT NT*	125,0
41	VISEO	122,8
42	WIPRO*	111,0
43	MODIS*	110,0
44	SYNCHRONE	105,0
45	TIBCO*	104,4
46	SOFTEAM CADEXTAN*	102,0
47	SODIFRANCE*	100,7
48	GROUPE INTM*	93,0
49	T-SYSTEMS*	91,0
50	COMPUTACENTER*	84,5
51	VISIATIV*	83,9
52	MICROPOLE*	81,7
53	FASTOR GIE*	76,1
54	OXYA France*	75,8
55	SMILE*	70,0
56	ANTEMETA	60,8
57	MAGELLAN CONSULTING*	60,0
58	MC2I GROUPE*	59,0
59	VIVERIS*	57,8
60	NEO SOFT SERVICES	57,7
61	ACENSI	57,3
62	HARDIS GROUPE	56,2
63	DCI*	55,6
64	AMARIS France	52,0
65	HN SERVICES	51,7
66	TRSB*	50,0
67	PASAPASKPF	45,0
68	ITLINK	42,0
69	KLEE GROUP*	41,9
70	ARISMORE*	38,0

*Membre Syntec Numérique

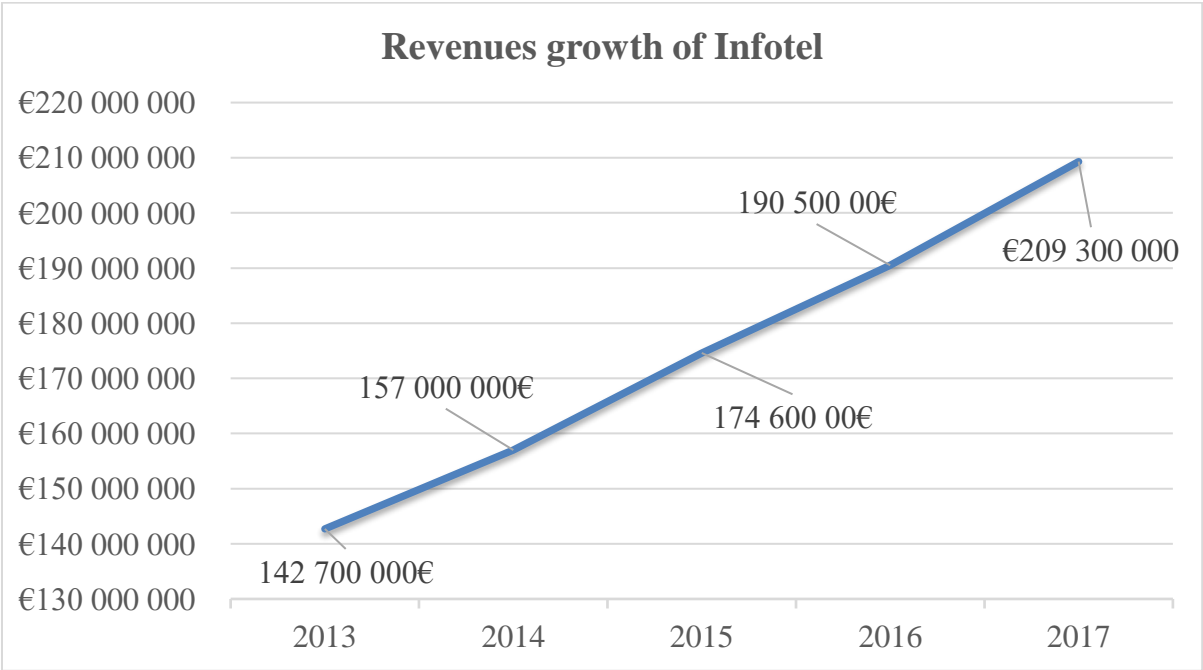
Source: Syntec Numérique

Appendix 4: Chart 6 - Comparison of the wage of a developer at Infotel versus in French ITSC (on average)



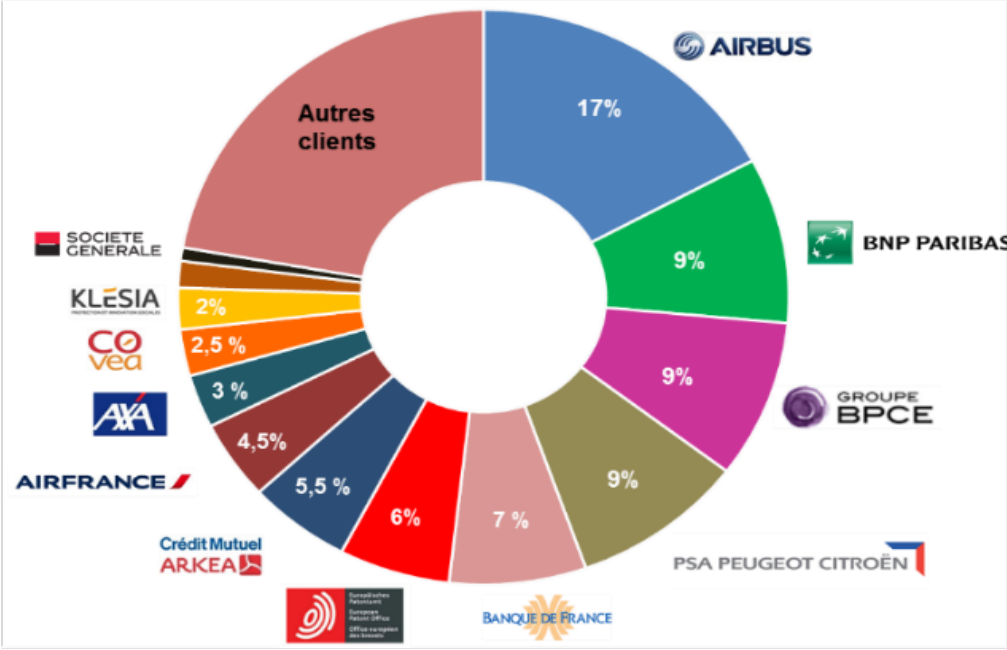
Sources: Internal data from Infotel and <http://www.journaldunet.com/solutions/reseau-social-d-entreprise/1108572-les-salaires-informatiques-en-2017/1149908-integrateur-web>

Appendix 5: Chart 7 - Evolution of the revenues of Infotel between 2013 and 2017



Source: Internal data from Infotel

Appendix 6: Chart 8 - Revenue distribution of Infotel by customer in 2017



Source: Internal data from Infotel

Appendix 7: Picture 1 - Implementation of Infotel' agencies in France in 2017



Source: Internal material from Infotel

Appendix 8: Picture 2 - Ads published on social networks before and after the redesign

- Job ad before redesign:

INFOTEL Le Mans recrute !
1 Ingénieur d'affaires en alternance H/F sur Le Mans

De formation supérieure (Bac+4 ou bac+ 5, école d'ingénieur, école de commerce ou formation universitaire), vous êtes motivé(e) par le monde du service et vous souhaitez vous investir dans un réel projet d'entreprise en tant qu'Ingénieur Commercial et Manager.

Si vous concevez votre carrière comme une suite de réalisations motivantes, alors postulez ! -> recrutement-le-mans@infotel.com

N'hésitez pas à partager !

Infotel recrute

Source: Internal material from Infotel

- Job ad after redesign:

Infotel recrute !

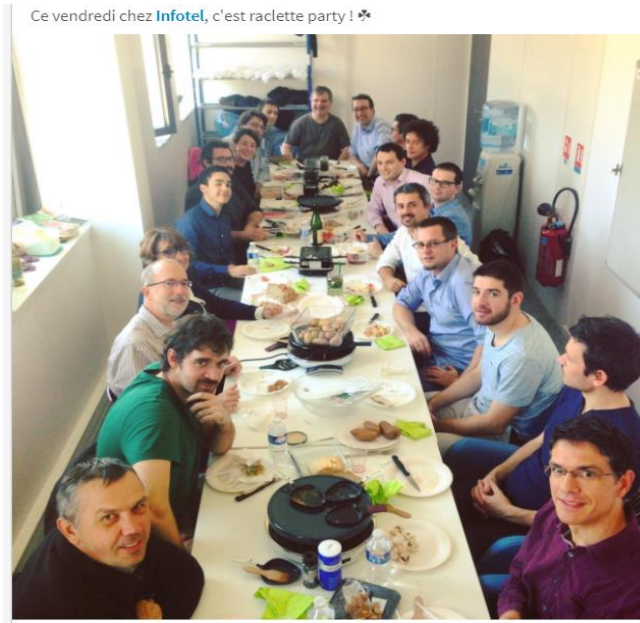
#Infotel #cdi #java #brest #bretagne



Source: Internal material from Infotel

Appendix 9: Picture 3 - Weekly LinkedIn posts

- Post about a themed lunch:



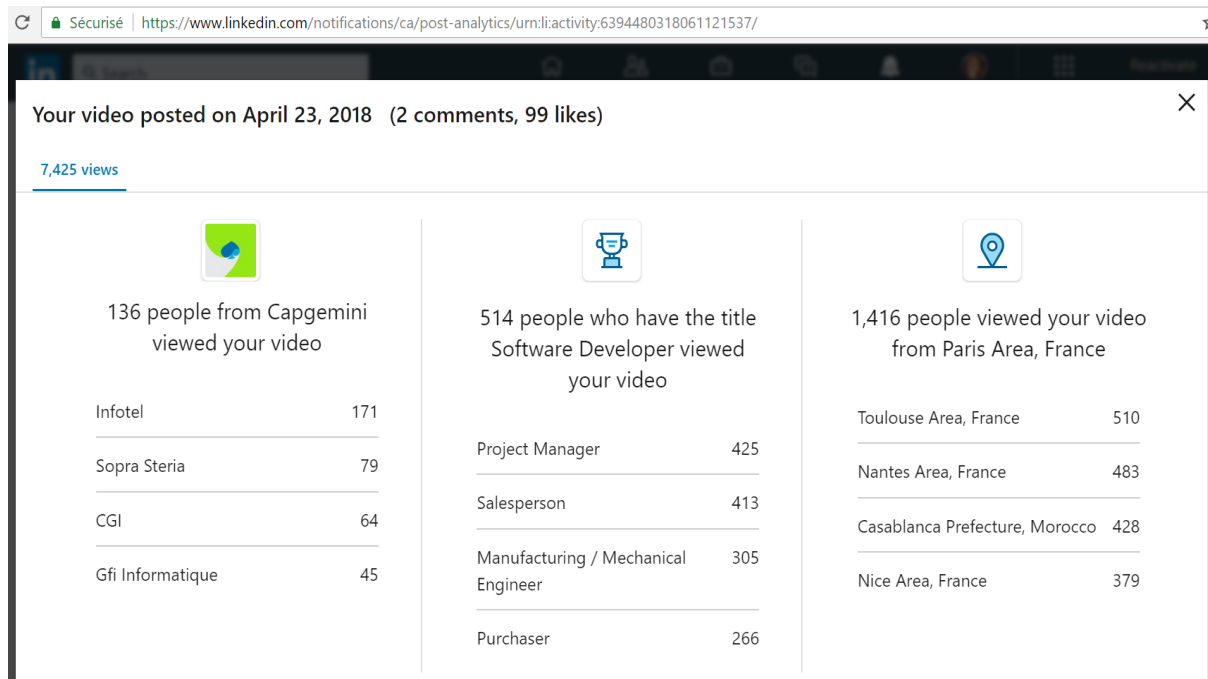
Source: Internal material from Infotel

- Post for Christmas:



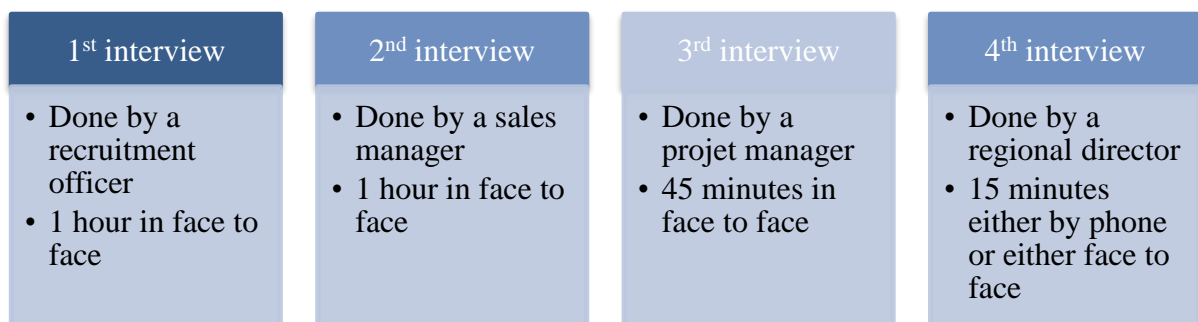
Source: Internal material from Infotel

Appendix 10: Picture 4 - Analytics of a post made on LinkedIn



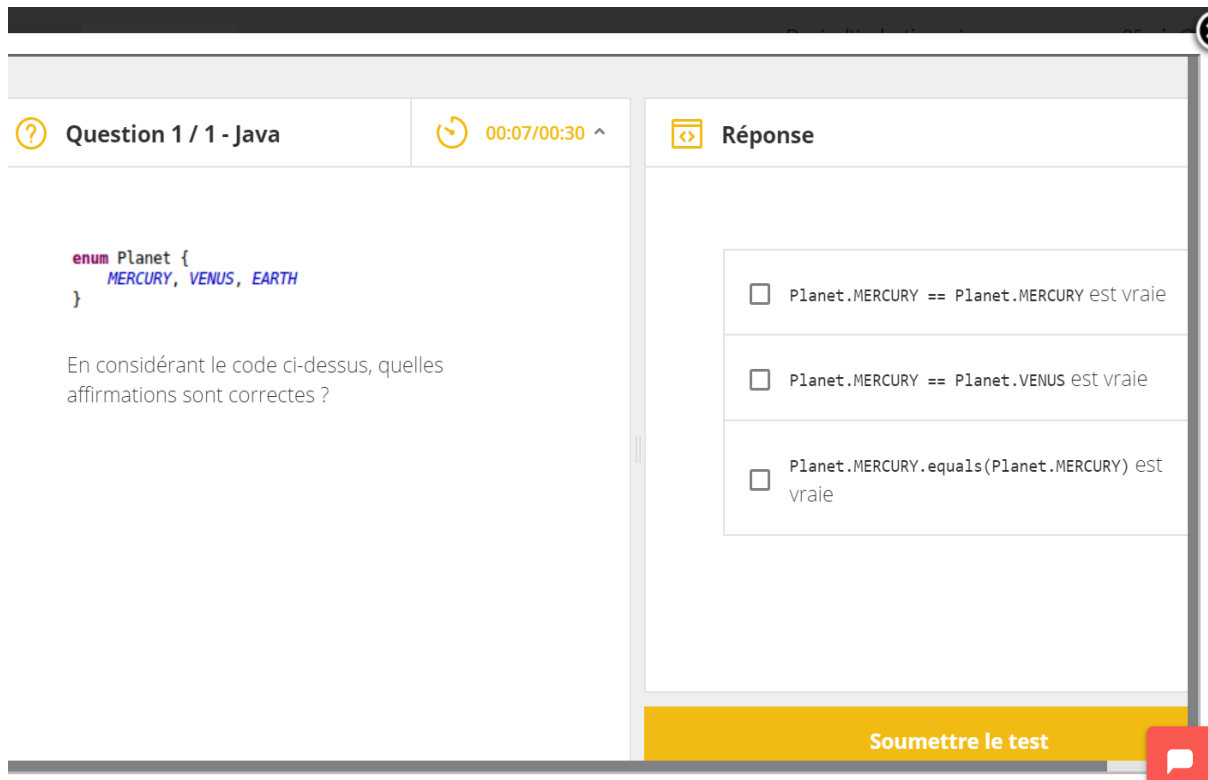
Source: Internal material from Infotel

Appendix 11: Chart 9 - Recruitment process before the reconsideration



Source: Internal data from Infotel

Appendix 12: Picture 5 - Example of one of the question asked in the Java test on CodinGame



The screenshot shows a web interface for a Java test. The top bar contains a question icon, the text "Question 1 / 1 - Java", a timer icon, and the time "00:07/00:30 ^". To the right, there is a "Réponse" (Answer) section with a code icon. The main area on the left contains a Java code snippet for an enum and a question in French. The right area contains three multiple-choice options, each with a checkbox. At the bottom right, there is a yellow button labeled "Soumettre le test" (Submit the test) and a red chat icon.

```
enum Planet {  
    MERCURY, VENUS, EARTH  
}
```

En considérant le code ci-dessus, quelles affirmations sont correctes ?

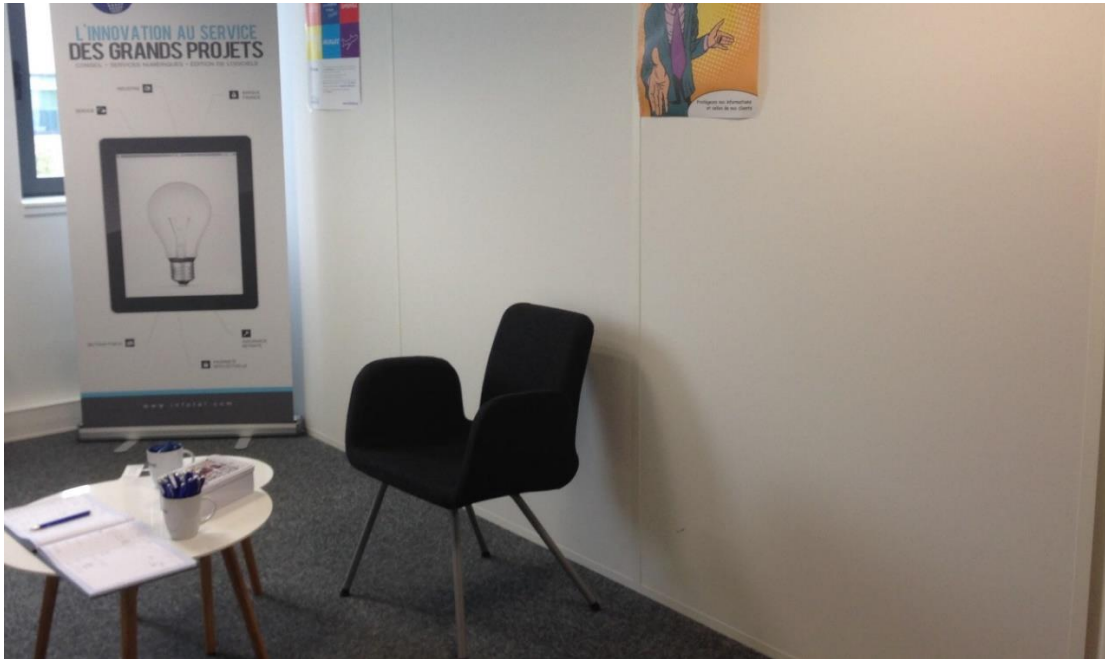
- Planet.MERCURY == Planet.MERCURY est vraie
- Planet.MERCURY == Planet.VENUS est vraie
- Planet.MERCURY.equals(Planet.MERCURY) est vraie

Soumettre le test

Source: Internal material from Infotel

Appendix 12: Picture 6 - Pictures comparing the former and new reception of Infotel agency in Nantes

- Reception before redecoration:



Source: Internal material from Infotel

- Reception after redecoration:



Source: Internal material from Infotel

Appendix 14: Picture 7 - Facebook post for the student contest

The screenshot shows a Facebook post from the page 'Grand Concours Etudiant Infotel' (@grandconcoursetudiantinfotel). The post features a hand-drawn diagram titled '9^{ème} édition CONCOURS ÉTUDIANT en ingénierie'. The diagram illustrates the contest process: 'INSCRIPTION' (from 1^{er} novembre 2016 to 31 janvier 2017) leads to '100 JOURS' of work. This involves 'CO-CRÉATION' (with 'IDÉE' and 'TRAVAIL'), 'GROUPE' (working on a 'PROJET' on a 'PLATEFORME'), and '100 JOURS de CHALLENGE'. The final goal is 'SUCCÈS' leading to 'INNOVATION' and a '1^{er} prix: Ten Fiac de 1000 € + Stage en IAEs d'Infotel'. The diagram also includes the slogan '« Innovons ensemble »' and social media icons for Facebook, Twitter, and LinkedIn.

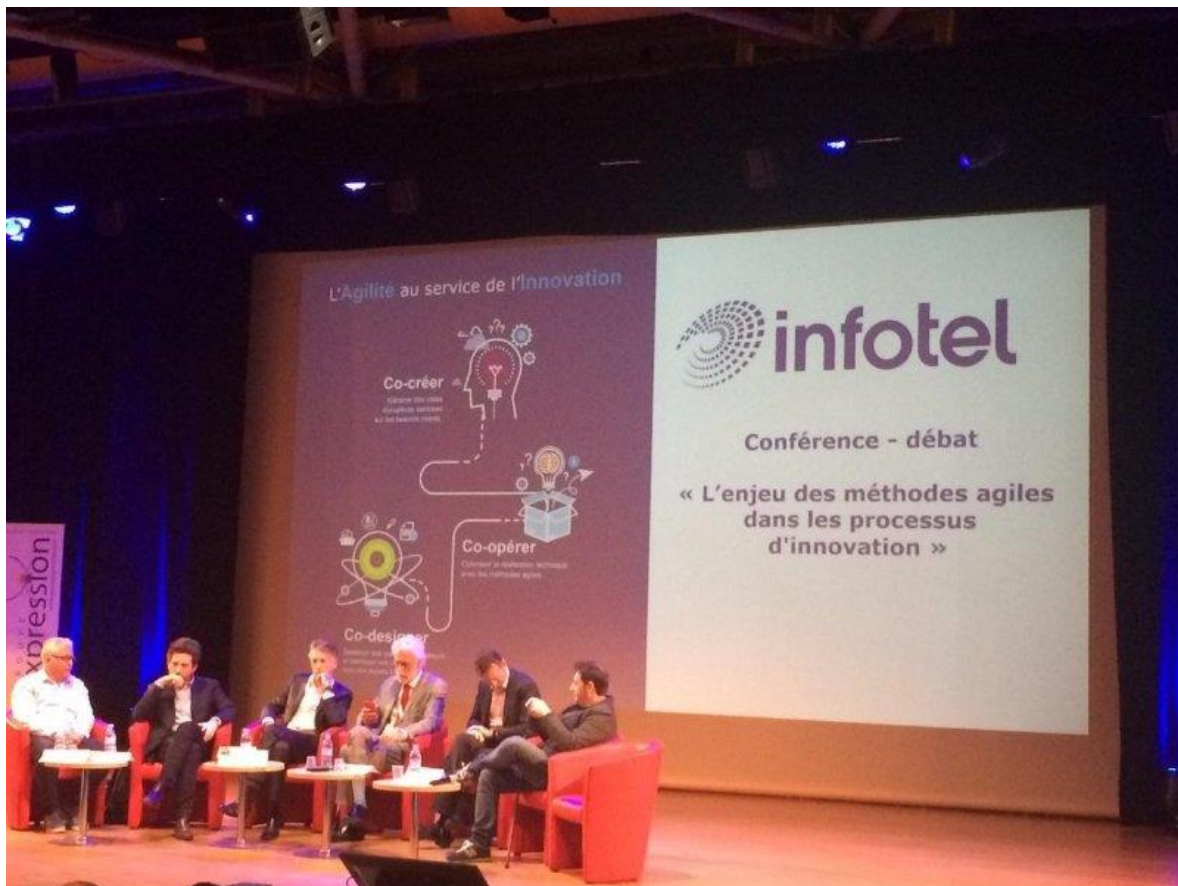
Navigation menu on the left:
Accueil
Publications
Photos
À propos
Communauté
Créer une Page

Facebook post content:
#BonneChance
Déjà un mois jour pour jour que les inscriptions au Grand Concours Etudiant Infotel sont clôturées ! ... Afficher la suite

Interaction buttons: J'aime, Commenter, Partager

Source: <https://www.facebook.com/grandconcoursetudiantinfotel/>

Appendix 15: Picture 8 - A conference on Agility during We Share IT Conference



Source: Internal material from Infotel

Appendix 16: Picture 9 - Visuals comparing the former and new invitations for after-works

- Invitation before redesign:

Cher(e) collaborateur (rice),

La saison des AfterWork Terrasse est ouverte :



Le mercredi 28 juin à partir de 18h00 au Bières d'ailleurs
24 Rue des Piliers de la Chauvinière, 44800 Saint-Herblain

Source: Internal material from Infotel

- Invitation after redesign:



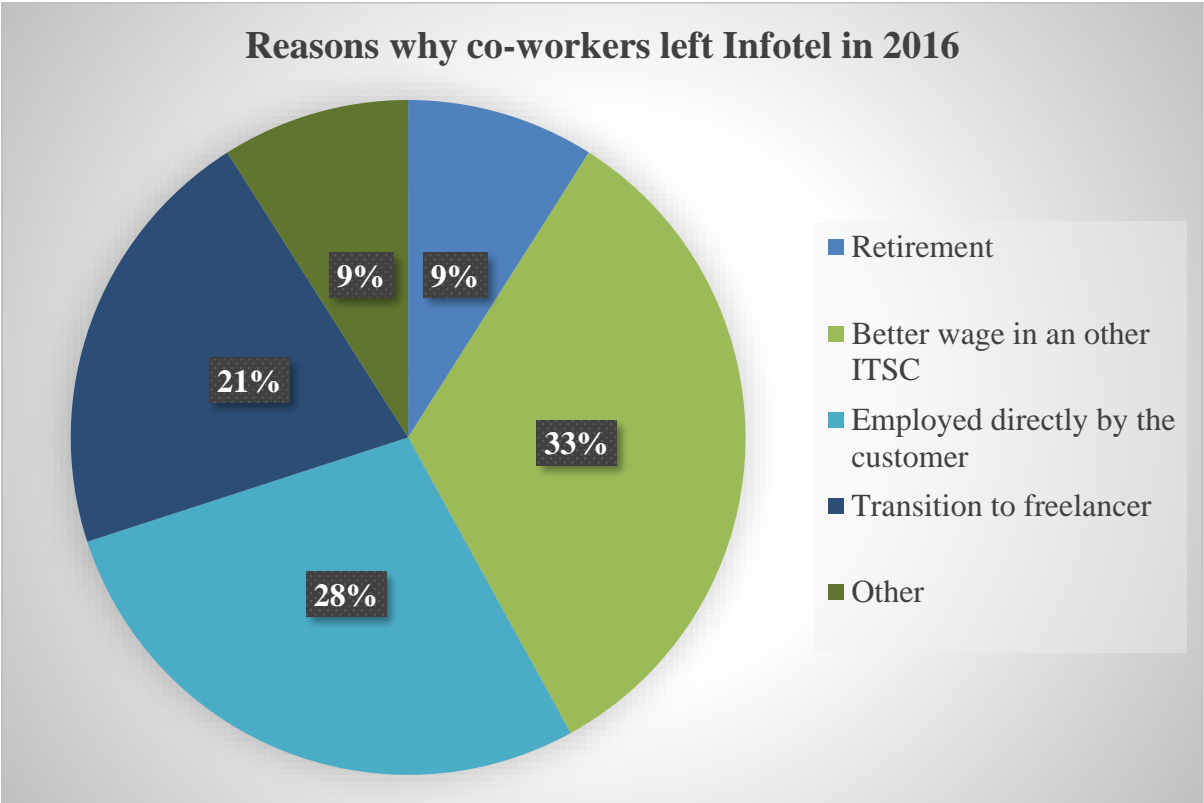
Source: Internal material from Infotel

Appendix 17: Picture 10 - Visual sent by email to the co-workers for the validation of the probationary period

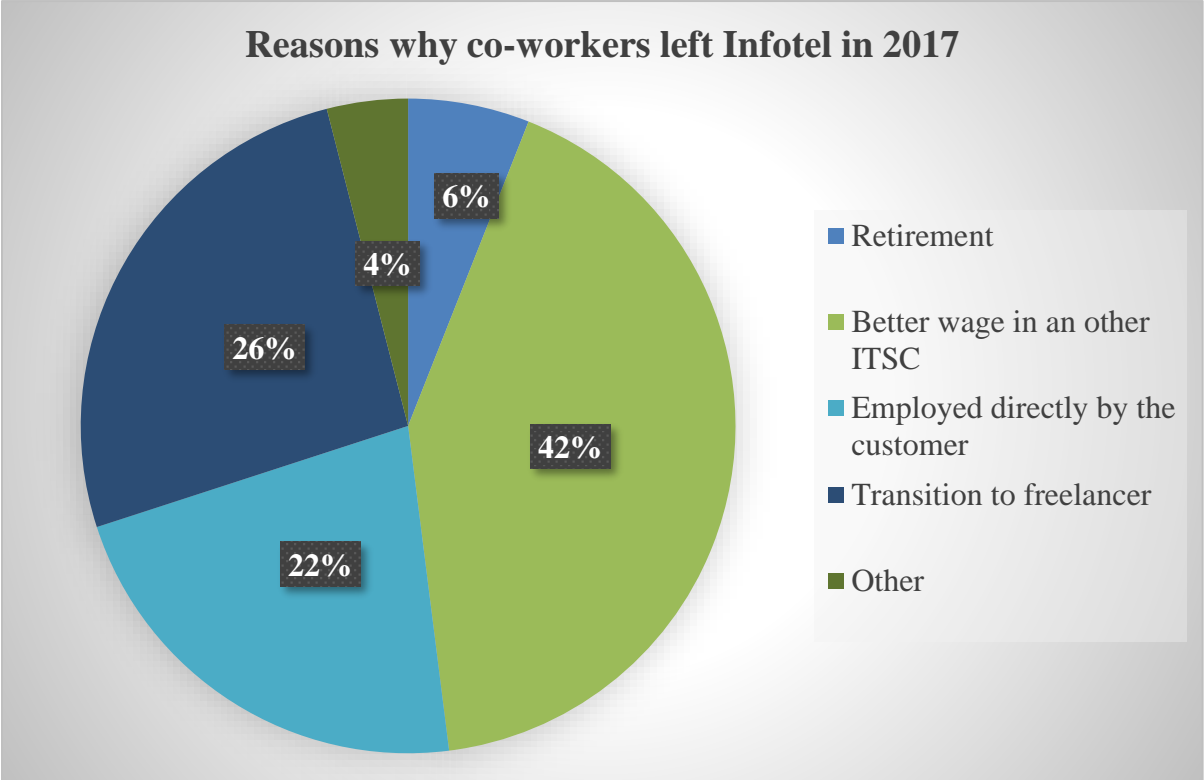


Source: Internal material from Infotel

Appendix 18: Chart 10 - Reasons for which co-workers left Infotel in 2016 & 2017

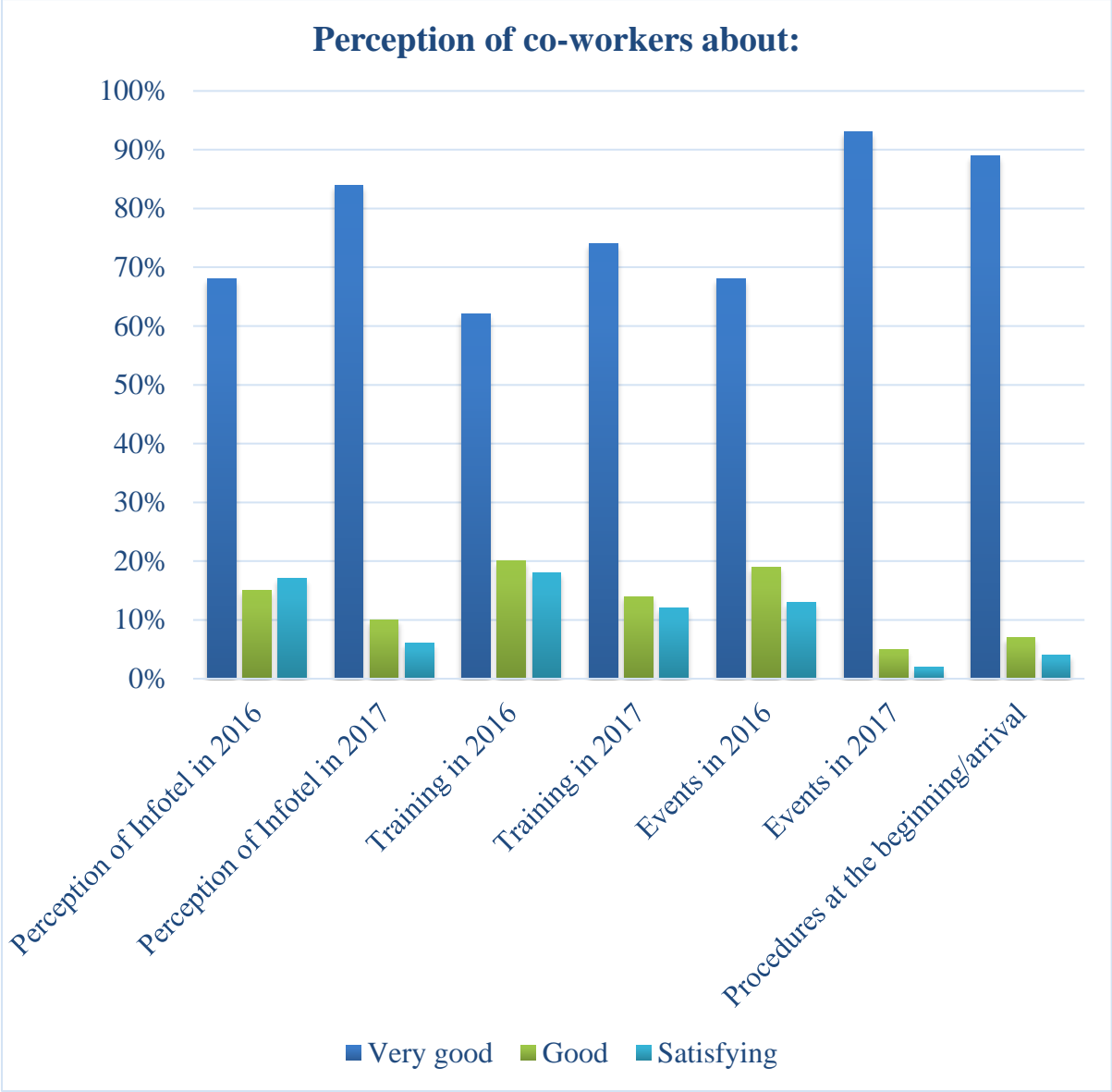


Source: internal data from Infotel



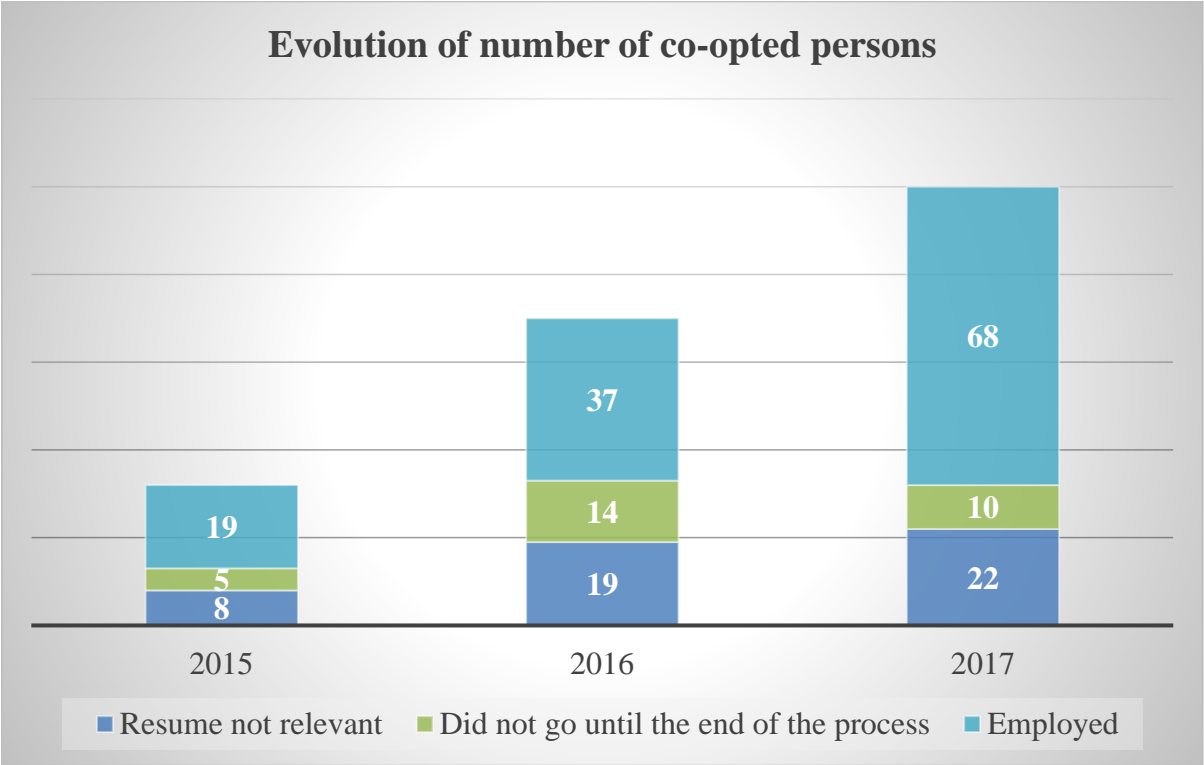
Source: internal data from Infotel

Appendix 19: Chart 11 - Comparison of Infotel' co-workers perception between beginning of 2016 and end of 2017 (in percentage)



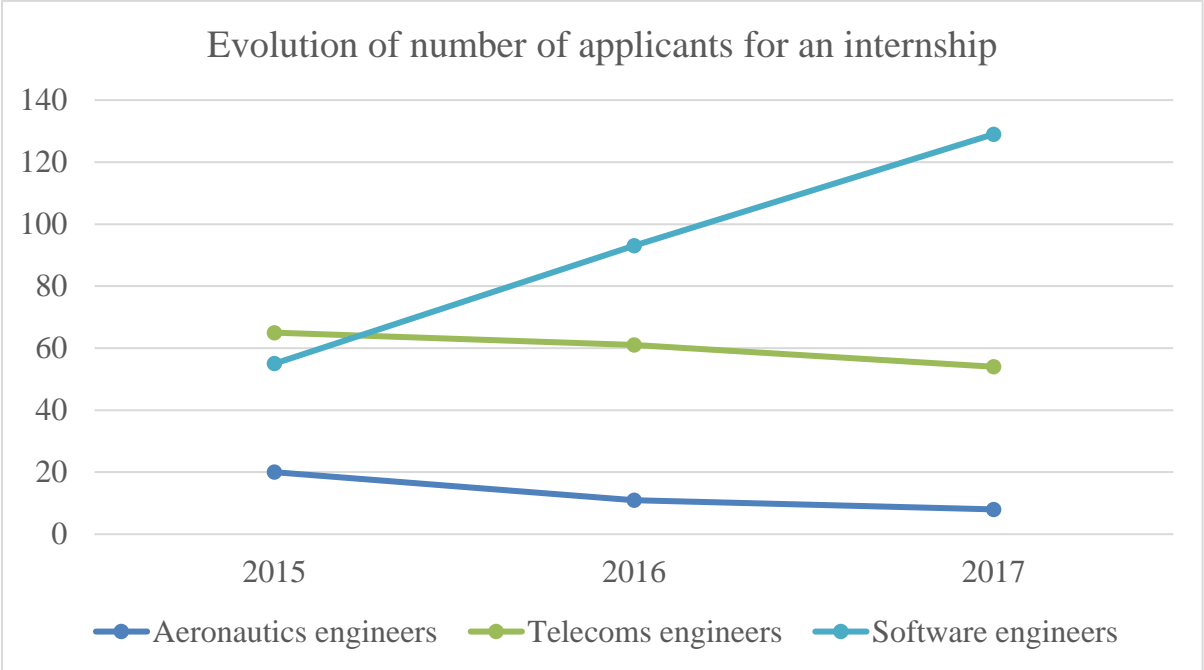
Source: Internal data from Infotel

Appendix 20: Chart 12 - Evolution of the number of co-opted persons



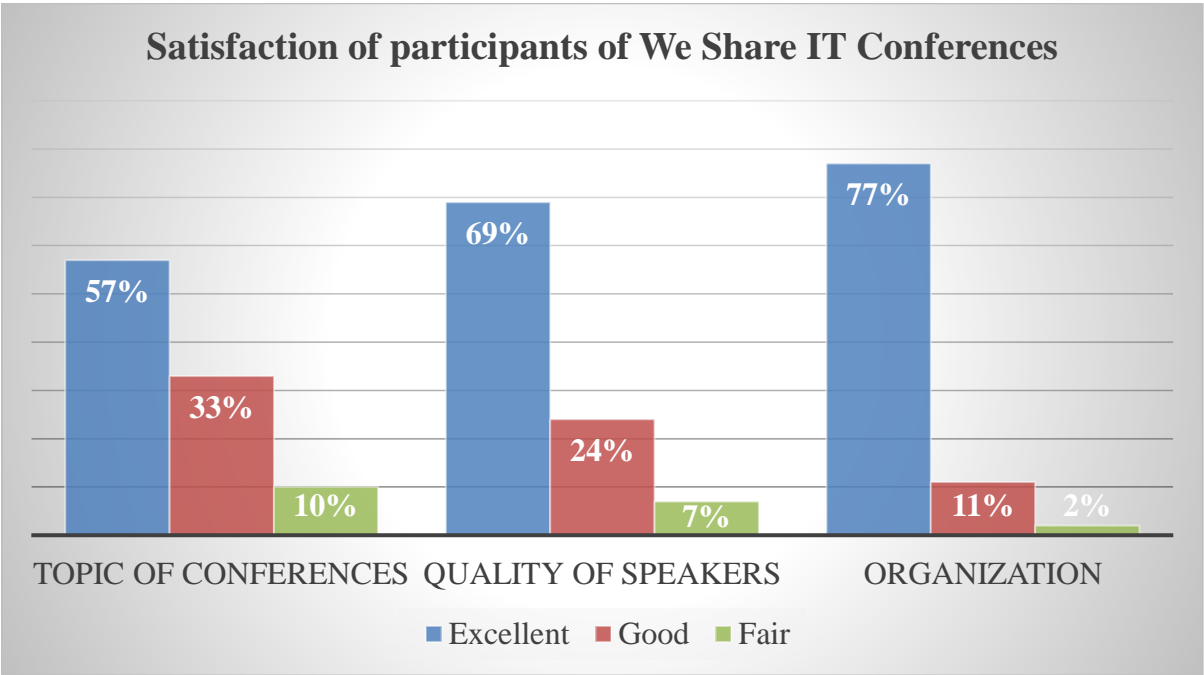
Source: Internal data from Infotel

Appendix 21: Chart 13 - Evolution of the number of applicants for an internship from 2015 to 2017



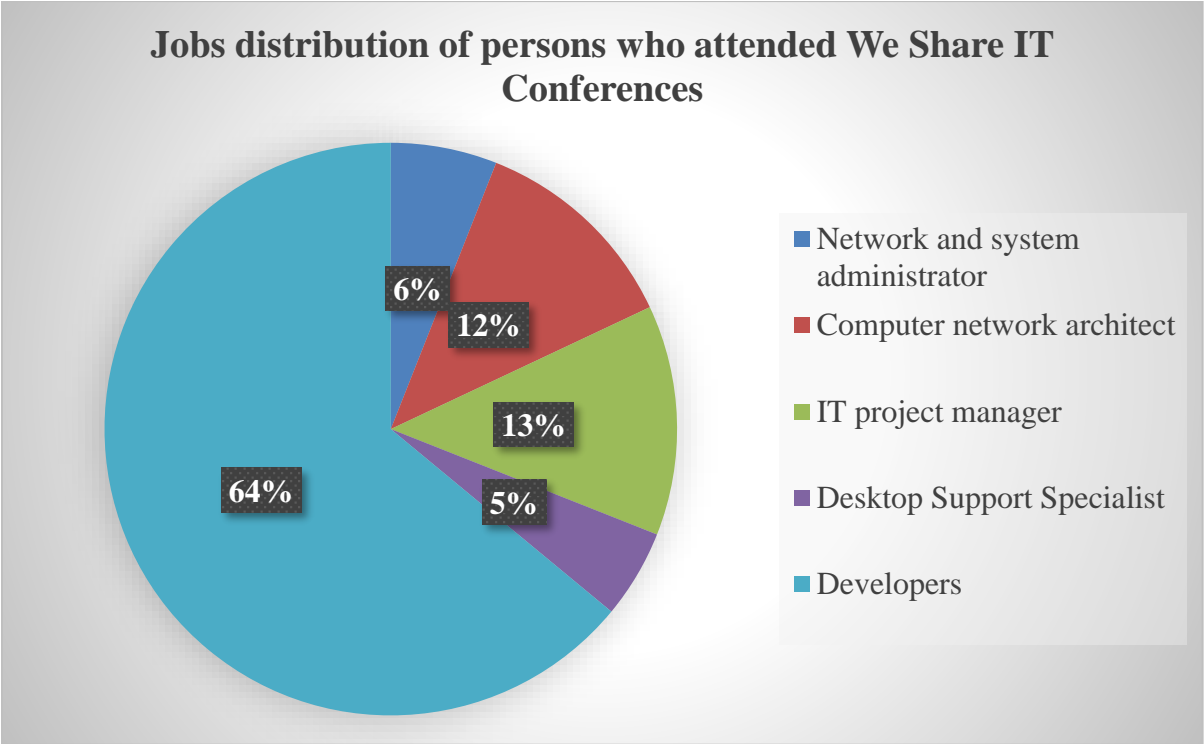
Source: Internal data from Infotel

Appendix 22: Chart 14 - Participants' satisfaction regarding We Share IT Conferences in 2017 (1st edition)



Source: Internal data from Infotel

Appendix 23: Chart 15 - Repartition of profiles who attended We share IT conferences per job title



Source: Internal data from Infotel

2. Pedagogical Note

2.1. Case study target audience

This case study focuses on a unique and specific topic: the attractiveness of a French ITSC after the implementation of an HR marketing strategy to improve its employer branding. As a result, this study targets bachelor or master marketing students who attend courses in human resources and who are interested in IT, new technologies and international markets.

2.2. Educational objectives

The case study shows how a close collaboration between marketing and human resources, in an ITSC named Infotel, can enhance its employer branding.

At the end, student who have worked on this case study will have improved their knowledge and will be able to:

- Understand the market of IT services companies in France and its war for talent.
- Improve their insights about France.
- Prove the importance of an effective HR marketing strategy to reinforce employer branding in order to remain competitive, attract new candidates and retain current ones.
- Use a set of marketing analytical tools to deepen an analysis of a company and thus to make the best decisions.
- Measure and analyze the impact of an implemented strategy.
- Complete the strategy of a company by setting up new and creative actions to attract candidates and retain co-workers.

2.3. Methodology

A specific methodology has been applied to collect all data needed for the achievement of this case study and to respond to the bellowed questions. The study will be an organizational analysis based on the results of different tools: qualitative & quantitative research and key marketing tools.

The collected variables were needed to understand:

- The position and health of Infotel regarding the number of employees, number and types of contracts, number of co-opted persons.
- The feeling and satisfaction of co-workers and events' participants.
- The position of Infotel on the market in terms of wages.
- The positioning of Infotel regarding students in terms of number and origin of applicants.

The analysis made after the data collection was made to respond to few questions:

- What do co-workers think about Infotel after the implementation of HR marketing?
- What impact did this change have on external persons?
- What is the position of Infotel regarding its competitors and how can it act in consequences?
- On which aspects should the company focus in the future?

About the analyze of Infotel's performance & situation, researches have been based on qualitative research. This method allows to analyze the performance concerning number of employees and its repartition, turnover rate, number of co-opted persons, number of applicants. Numerous data were used such as monthly reports and financial reports. It also allows to analyze if the financial health of the company was correlated with these factors.

A documentary analysis has also been conducted to analyze communication materials of the company: visuals, invitations, online posts. This allow to compare them before and after the implementation of HR marketing and to spot noticed differences.

Finally, three unstructured interviews have been done to understand the history, evolution and perspectives of Infotel. The goal of this qualitative research was to get to know their point of view about the company, why did they choose to implement a HR marketing strategy and where do they want Infotel to go. The interviewed persons are:

- Michel K, CEO of Infotel.
- Frédérique D, Marketing director.
- Stéphane B, regional director.

The two first interviews were done over the phone as they are located in Paris and the third one was done in Rennes in face-to-face. It helps to understand choices that were made and decisions that were taken by Infotel.

Concerning the perception of co-workers about Infotel, the preferred method was quantitative and consisted in a short online questionnaire sent to co-workers on their Infotel' mail address. The aim of this approach was to get the feedback of employees about changing that have been done. The sample consists of a broad panel of co-workers: 150 employees who arrived between 2007 and 2017. The survey was composed by 4 closed questions and 1 open question that allowed them to express freely their feelings. Out of 150 questionnaires sent, 119 answers were received. The goal of this research was to compare their opinions on different topics between beginning of 2016 and end of 2017. Thus, it allows the company to measure the impact of the HR marketing strategy among its co-workers.

Furthermore, participants of We Share IT Conferences were questioned regarding their opinion about this event. As this latter was over when this research was conducted, the contact has been made through email. An online survey on google form was sent and composed as follow: their job, 3 closed question concerning their satisfaction (topic, organization) and one open question if they wanted to specify something. The 4 events organized in 2017 gathered 437 participants but not everyone had communicated its email address. Out of 339 questionnaires sent, 204 participants have responded. The aim of the approach was to get to know the background of participants and their level of satisfaction.

2.4. Presentation of the set of analytical tools

In order to gain a better understanding of the quantitative and qualitative collected data, students will have to use various strategic tools in order to have a meticulous final analysis.

The tools selected for analysis are:

- **PESTEL analysis:** Once the market is represented, it is necessary to analyze the external environment of the studied sector to know the risks and the opportunities. Consequently, the PESTEL analysis is a tool used in business strategy to analyze the factors of the external macro-environment in which society evolves.
- **Porter Five Forces analysis:** This tool is framework used for industry analysis and business strategy development. It draws five forces that determine the competitive intensity and therefore attractiveness of a market. These five forces are part of the microenvironment and affect the ability of the company to serve its customers and make a profit.
- **SWOT analysis:** It is a structured method used to evaluate the strengths, weaknesses, opportunities, and threats involved in a project. A SWOT analysis can be used for different situation: a product, a place, an industry or a person. In this case study, it involves identifying the internal and external factors that are favorable and unfavorable to Infotel.
- **Employee Value Proposition:** This is what Infotel can offer to candidates who apply for a job. This tool can convince and motivate a qualified person to apply by presenting the benefits. The value proposition is a sales pitch, which differentiates from the competition, which makes the company unique and authentic as an employer.
- **Marketing mix:** The marketing mix is a crucial business tool determining a product or brand's offer, and is associated with the four P's: price, product, promotion, and place. In order to reach as much as possible the defined objectives, each of the four P's must be linked to others.

2.5. Case study lecture plan

Session #	Objectives	Methodology	Timing
Session 1	<ul style="list-style-type: none"> • Introduce the theme of the case study • Awaken student's curiosity • Get to know what is an ITSC • Make work groups composed by 5 students from different countries • Each group choose a question from question 2 to 5 and should respond to it for next session • Expectations for the next session 	<ul style="list-style-type: none"> • Discussion and debate about question 1 (provide examples) • Introduce the students to the ITSC and its market • Distribution of the case study without the questions • PowerPoint with 5 slides maximum, 5 minutes presentation per group 	90 min
Homework	<ul style="list-style-type: none"> • Read the case study • Research and answer proposal for the dedicated question 	<ul style="list-style-type: none"> • Complete their knowledge by searching on internet, books, articles... 	120 min
Session 2	<ul style="list-style-type: none"> • Clarification about the case study • Gain knowledge with group presentation (questions 2 to 5) • Correction and clarification about research questions • Distribute the case study's question • Present the expectation regarding the resolution of the case study 	<ul style="list-style-type: none"> • Ask randomly 3 students to summarize the case study • Each group presents their answer proposal • Expectations: Deadline (in 2 weeks), Report's length (15 to 20 pages), Presentation's length (15 minutes), grading elements (vocabulary, body language...) 	150 min
Homework	<ul style="list-style-type: none"> • Each group completes and achieves the presentation and the report 	<ul style="list-style-type: none"> • Read the case • Analyze all data • Additional research • Complete the slides and report 	240 min
Session 3	<ul style="list-style-type: none"> • Submission • Presentation (15 minutes per group) • Discussion 	<ul style="list-style-type: none"> • Submission to the professor of one report and one PowerPoint per group • Establish a random running order for the group presentation • Students can ask questions at the end of each presentation 	150 min

		<ul style="list-style-type: none"> • Professor shortly debriefs with each group about quality and given solutions 	
2 weeks off	Assessment of reports and presentations by the professor	<ul style="list-style-type: none"> • The report is graded according to the content and grammar/vocabular • As the presentation uses the same content as in the report, it is mainly graded according to communication, body language, content argumentation, responses to question 	360 min
Per mail	Announce of final results	<ul style="list-style-type: none"> • Send to each group a debrief about their report and presentation that explains their grade • Attach a proposed resolution for the case study 	60 min

2.6. Lecture issues to be posed to the students

Question 1: Do you all use apps with your smartphone? Have you already booked a flight ticket online? If yes, do you know how it is made and by who?

Question 2: What are the key indicators in France (such as GDP, unemployment rate, inflation, salary...)?

Question 3: How is the French economic and politic situation? Focus on the IT market.

Question 4: What are the biggest ITSC in the French market (financial health, workers, position...)?

Question 5: What is a Chief Happiness Officer? What are its goals and objectives?

2.7. Literature review

Issue: how IT services companies can attract new candidates and retain co-workers on a competitive market?

For a long time, communication was done from managers to co-workers (Harriman, 1974). Since the advent of web 2.0 and social networks, Internet users have now the opportunity to react and express themselves freely. In this new context, companies must adapt their branding strategy (Audrin & Davoine, 2017).

2.7.1. The HR marketing to improve the employer branding

1) HR marketing and its origin

Communication about recruitment is considered as a form of advertising that a company uses to recruit and communicate (Yao, 2011). Nowadays wages are more or less similar in all big companies, so the employer branding has become a non-negligible element to attract young graduates (Adary, et al., 2015). Thus, students are looking for a company which have a strong brand: therefore, companies must communicate a lot.

Ten years ago, the main communication channels used to recruit were ads in specialized newspapers, exhibitions, national employment agency or the network with word of mouth (Arthur, 2006). Resume, motivation letter, interview with the candidate and graphology in some cases, made it possible to make a selection. The contact was made by fax, post and telephone. Therefore, the purpose of communication in recruitment has strongly changed. It has moved from recruitment advertising to HR marketing, which consists in considering employees and candidates as privileged clients (Ligier, 2013). It is also important to underline that HR marketing is declined under two fundamental axes which are (Gaddam, 2008):

- Internal HR marketing: which aims to promote HR "services" within the company to employees.
- External HR marketing: which aims to differentiate and value the company in its market from potential candidates.

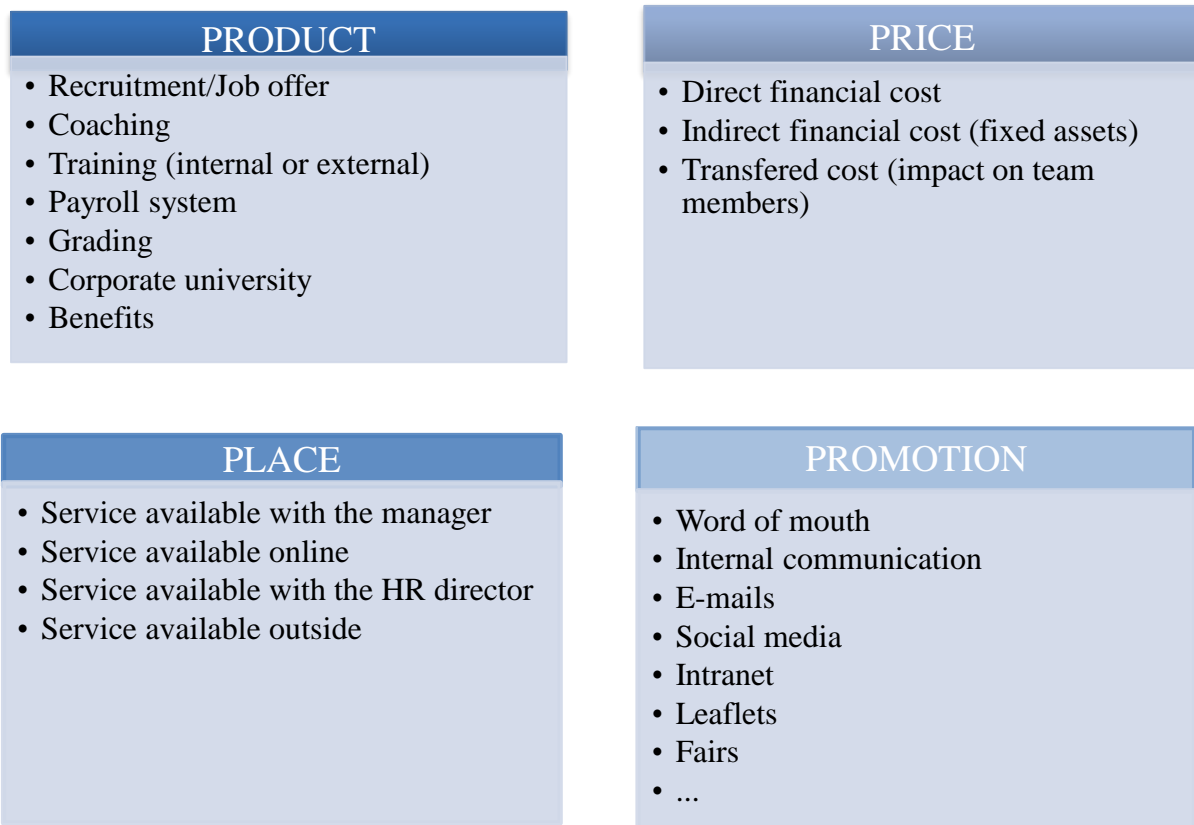
In other words, HR marketing covers the marketing of the HR function, as well as the marketing of the company from the employer's point of view.

Thus, it is necessary to join the skills of marketing and communication in the service of human resources to attract new employees and to retain those who are already present (Panczuk & Point, 2008).

Since the democratization of Internet, companies have now many opportunities to communicate about their needs, policies and HR practices. Thus, using Internet to communicate about recruitment allows companies to be more visible (Zanda, 2005).

However, HR marketing is not just a tool for advertising or communication but a conscientious variation of the Marketing mix: Product, Price, Place and Promotion (Panczuk & Point, 2008).

Chart 16 - Marketing Mix applied to HR Marketing



Source: https://www.eyrolles.com/Chapitres/9782212541236/Intro_Point.pdf

As shown in this matrix, the 4th P refers to the promotion and introduces the concept of employer branding. However, for an overall consistency, the employer branding must be linked to the other 3 Ps (Ryan, et al., 2000).

HR marketing helps to establish a unique and differentiated employer branding for the company. This strategy must be a long-term strategy so that the company is progressively seen as unique in the eyes of employees, potential candidates and stakeholders (Backhaus & Tikoo, 2004).

2) The importance of employer branding

The employer branding experiences a real evolution since its creation (Pitelet, 2015). This is particularly due to the arrival of web 2.0 which offers collaborative spaces.

The term employer branding is used to refer to branding issues related to potential employees and actual employees (Duroni, 2016). That is, all the characteristics of the brand are applied to human resources.

The employer branding conveys three elements (Duroni, 2016):

- The employer identity: this concerns what constitutes the company such as sector, trades, values, culture, working environment.
- The employer image: this is the image that employees have about the company. This element is internal.
- Employer's reputation: this is the image that external persons have about the company.

Therefore, employer branding mainly concerns candidates and employees, but it also influences stakeholders such as opinion leaders, customers, unions, government and public authorities. So, if a company wishes to develop a lasting employer branding, it must communicate, internally and externally, coherent messages by considering all the stakeholders (Frith, 2015).

There are some key figures about the employer branding. First, 83% of HR directors are convinced that the employer branding has an impact on the ability to attract talent and 69% of them believe that the employer branding is a priority. In fact, the employer branding can reduce

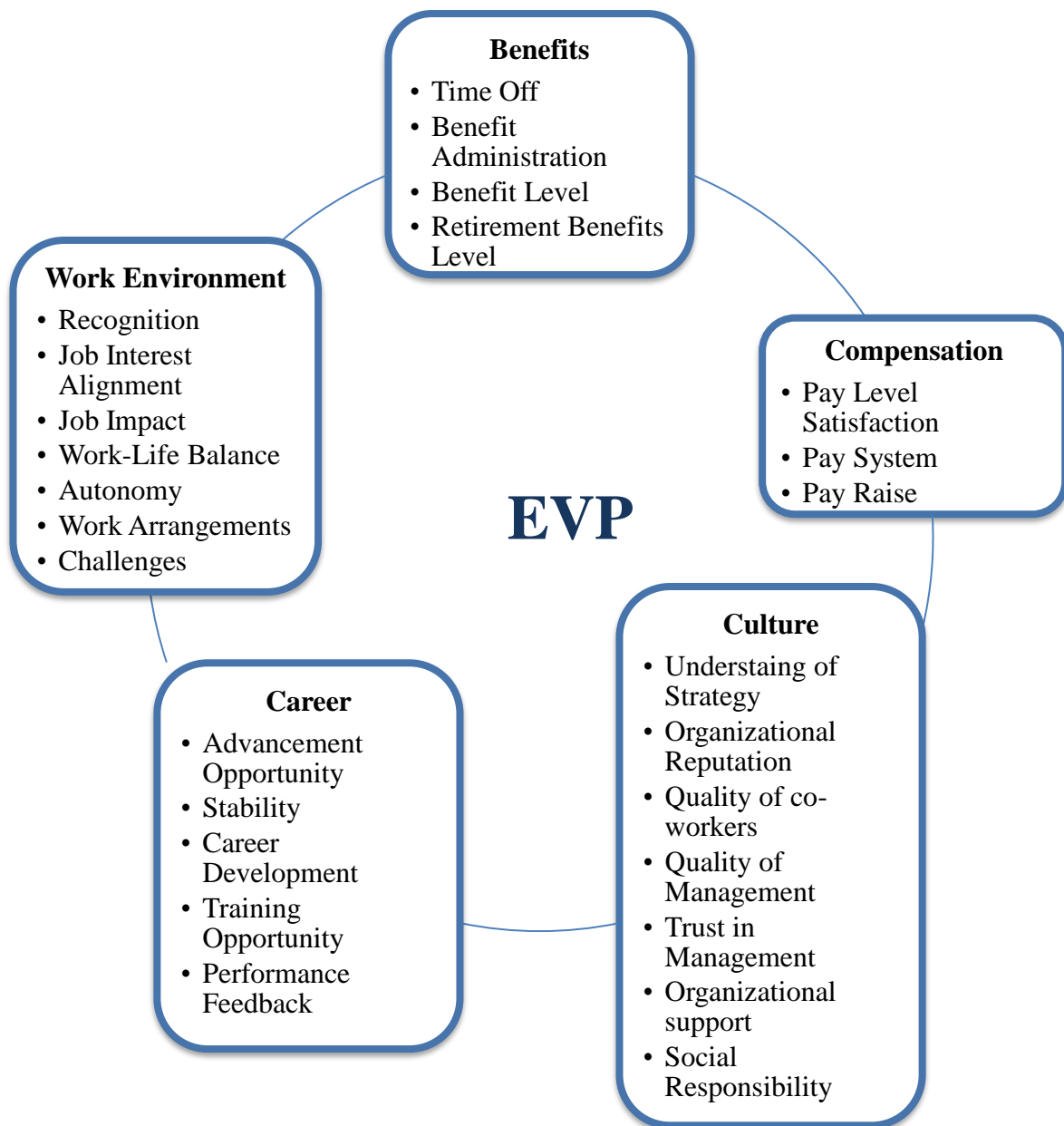
recruitment costs by 50% and turnover rate by 28%. Nevertheless, 50% of recruiters don't understand their own employer branding (LinkedIn Talent Solutions, 2017).

But how to build an effective employer branding (Stepstone, 2011)?

- 1) Study the market: This first part aims to analyze the employer's reputation and competition.
- 2) Work on targets: Here the goal is to understand their expectations, functions and consumption habits concerning the concerned market.
- 3) Build the Employee Value Proposition (EVP): It must define its 5 dimensions which are corporate culture, work environment, career, remuneration and benefits.
- 4) Establish an action plan: This involves setting up events or actions to attract candidates, acquire and retain employees.
- 5) Promote: Communication must be done about employer branding through human resources and marketing.
- 6) Measure: Finally, the company must measure the impact of its employer branding to constantly improve the experience offered to candidates and employees.

In order to know what employees think about the company and what are the benefits to work within this company, it is interesting to ask them to define their EVP: Employee Value Proposition (Pattnaik & Misra, 2017). Indeed, this will permit to know what the company is offering in exchange of employees' performance and loyalty. Moreover, the company will be able to ameliorate its EVP and share it with co-workers and candidates. The diagram below represents what is an EVP.

Chart 17 - Employee Value Proposition (Browne, 2012)



In addition, an employer branding is built over time and must become the heart of the company (Pitelet, 2015). Nevertheless, traditional employer branding cannot longer stay with a minimalist presence on the web to differentiate itself from other companies: it must develop a presence on social networks (Sivertzen, et al., 2013).

Nowadays, the company cannot ignore the existence of social networks because it constitutes valuable channels of communication (Baumann, et al., 2017) allowing the development of notoriety. Nonetheless, these media are governed by codes and practices that break the downward communication. Here the goal is to create new communication spaces for the company and for the persons it wants to reach.

Today, employees are the first vectors of the company's image because they communicate to others about the perception they have of the company in which they work. The company must be vigilant about the image it sends back to its own employees so that they spread a good image (Schäfer & Simon, 2011). Thereby it can appeal new talent.

2.7.2. The war for talent in the IT services market

The war for talent is about candidates in the heart of a market where skills are highly sought after (Michaels, et al., 2001). Since 2011, employment has restarted again with recruitment difficulties in some sectors (Munci, 2012). Consequently, there is a labor shortage and the term war of talent is used to describe the battle waged by companies to find the best profiles.

1) What is an IT services company?

An IT services company is a company that offers services from the design of the specifications to the implementation of solutions combining programs, equipment and customer follow-up (Sartorius, 2011).

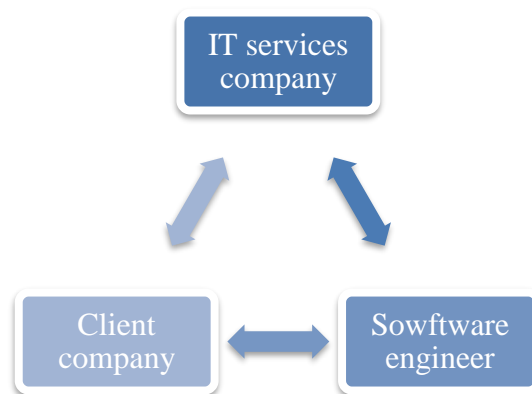
The name Information Technology Services Company appeared in the early 1980s and replaced the name of computer services and consulting company. Indeed ITSC have expanded their range of activities. In fact, ITSC covers different professions: consulting, studies, systems engineering, systems integration, technical assistance, etc (Sartorius, 2011).

In other words, an IT services company (ITSC) is a company that offers services to other companies in the field of information technology and new technologies.

It takes two main forms:

- Commitment of results: it is the subcontracting, by a client company, of all or part of a project. All elements are specified before the project starts: budget, deadline, specifications.
- Commitment of means: it is about making available resources to a client company. The ITSC gives a specific number of co-workers and skills available for a given period. If the project is not finished at the end of the given period, then the ISCT can renew the contract.

The diagram below shows the actors involved in the operation of an ITSC:



The client company needs skilled software engineers but it is not in the perspective of achieving a long and expensive recruitment process (Management Society for Human Resources, 2015). On the contrary, it wishes to have a great deal of flexibility in the management of its human resources by adjusting the number of staff and the duration of the missions according to their needs. Moreover, the company requires a given quality of service: if an engineer doesn't match, the company will want to replace it quickly and cheaply.

The software engineer wants to use its skills on diversified projects in a context of dynamic work with the security of employment and a certain stability.

As for the ITSC, it employs engineers and will make their skills available to its clients. The company will be in charge of connecting the qualified engineer to the client company needing skills, in exchange for a commission. Therefore, the ITSC aims to find new missions for its employees but it also need to prospect new clients in order to expand its client portfolio.

When the engineer has completed its mission and does not have a new one, then the employee is in between contracts. During this period, the latter continues to be paid normally and has the possibility to develop internal projects.

The important number of ITSC in France is linked to two things: the complexity of labor law and the outsourcing of risks related to the management of human resources specialized on evolving technologies (Leloup, 2011).

Indeed, even though ITSC are the first recruiters of young graduates, the sector remains unattractive at some points and they have trouble to keep their engineers for two main reasons:

- Poor working conditions (unpaid overtime, frequent travel, pressure, etc.),
- A stronger link with their customers. These consultants work at the clients' office and don't have that much contact with the company that employs them. Client companies attract workers by offering them an attractive remuneration and better working conditions (Bonneveaux, et al., 2006).

With a relatively low unemployment rate, the employment market of ITSC has found a positive dynamic (Mamou-Mani, 2015). Technological developments should contribute to prolong it, but it is subject to economic conditions that favors investment. It is an employment that rises in an economy driven by innovation and new technologies and where companies should redouble their efforts to attract new talent.

2) The war for talent

Talent is characterized by rare skills that a person holds. Talent is not objective because it is the company that decides whether someone is talented or not. In other words, a talented person is often a competent person who works efficiently and effectively (Ulrich & Smallwood, 2011).

In the IT sector, it is mainly engineers who are the subject of this war of talent because they are qualified profiles with a high added value (Delsol, 2016). According to a survey of Syntec Numérique focused on the computer sector, 75% of recruiters have difficulty to find suitable candidates for a job vacancy (Jardinaud, 2011).

To unearth the best talent, companies are running an all-out war. Indeed, young graduates from renowned high schools are in the line of vision of HR marketing policies (Huybers, 2011). In

this war, everything is good to differentiate its company from others: from job dating to open days as well as press releases or dedicated blogs (Bastide, 2014). Best talents also have preferential treatments that are almost tailor-made: complete programs offering great career prospects, career plans, in-house training and international mobility. These programs are designed to attract and retain young graduates for at least the first three years. Thus, companies emphasize their relations with schools: they develop privileged partnerships and a strong presence on campuses and fairs (Feunteun, 2007). Indeed, their interest is to recruit these candidates from Generation Y after their internship and thus to transform most internships in permanent hiring.

Generation Y is often defined as a group of individuals born approximately from the 1980s until the 2000s (Yao, 2011) and IT is an integral part of their daily lives. They follow the Generation X which is the generation of their parent. These young graduates will represent more than 75% of the labor force in 2025 (Dussapt, 2016). It will therefore redefine the culture as well as the expectations of companies. Indeed, these persons have grown up with the today's media and are accustomed to technological innovations. Thus, communicate creatively and innovatively about a company is the best way to reach the attention of young persons. Indeed, they will realize that the company is in tune with developments (Yao, 2011). This generation has become the target of recruitment strategies based on the double objective of attracting and retaining talent (Panczuk and Point, 2008, P3). Moreover, Generation Y is often described as unfaithful, particularly regarding companies: the digital era allows access to a lot of information and therefore it allows to know easily new opportunities that companies have. Thereby the work of companies to meet their expectations (Kong, et al., 2015) is very complex.

In parallel, a new phenomenon has emerged: social recruiting. For companies which want to have a quick and direct approach with profiles, social networks are a real asset (Schifano, 2016). Therefore, social recruiting is gradually invading the employment market (Sivertzen, et al., 2013). Professional networks have developed offers adapted to recruiters. These new tools allow them to hunt quickly profiles that have high potential and to offer them a new position. Since 2010, social networks have been more used than traditional mailboxes. Regarding the ranking of social networks that are most used by recruiters, LinkedIn is largely in the lead (79%), followed by Facebook (26%) and Twitter (14%) (Bond Team, 2015). Therefore, these social networks are becoming more and more important in everyday life and must be widely integrated into the recruitment strategy.

3. Case study proposed resolution

3.1. PESTEL analysis

In order to identify the influence of macro-environmental factors on the company, develop a PESTEL analysis based on the company's situation and about ITSC market in France.

POLITICAL

- Politic stability
- Dematerialization of 100% of public services by 2022
- Increase of 1.8 billion euros in state defence budget which is linked to IT, and creation of 518 intelligence and cyber defence job vacancies

ECONOMICAL

- High capital intensity of Cloud and Big Data actors
- Explosion of themes and activities related to Cloud, Big Data, Security
- Democratization of Internet access
- Digitalization of the economy and companies
- Increase in the outsourcing rate of companies for computer skills

SOCIAL

- Better apprehension of challenges & risks about Big Data and Cyber Security
- Increased use of social networks and connected objects
- Large number of schools and engineering / computer science students

TECHNOLOGICAL

- Explosion of the volume of created & exchanged data
- Strong investments in research and innovation of new information and communication technologies (NICTs), especially concerning artificial intelligence
- Better internet network
- Connected Apps

ENVIRONMENTAL

- Awareness of the energy consumption of electronic devices (data center, server room)
- Corporate Social Responsibility development & Green IT
- ISO 14001 standard

LEGAL

- Obligation to secure IT infrastructure and data
- Digital sovereignty and data (right to be forgotten)
- EU General Data Protection Regulation
- Increased standards for IT infrastructure security

3.2. Porter's Five Forces

To analyze the competitive environment of the company, define Porter's Five Forces analysis based on the organization and the market. Then, design a spider chart to determine which forces have the most influence (ranking must be from 1= no influence to 7= strong influence).

- **Supplier power:**

The suppliers allow to supply Infotel IT service centers with everything that includes office automation and all the computer tools for the proper implementation of the work of engineers (software, development tools, etc.). Other suppliers are involved in recruitment, such as subcontractors, with whom Infotel works closely on employee training or on the administrative part of the wage portage contracts which is subcontracted by employment agencies.

About technical assistance, it is possible to consider freelancers as suppliers who come to bring their skills.

- **Buyer power:**

Customers are the companies for whom Infotel works, the candidates, and Infotel employees. Employees are now seen as customers and their weight is considerable because they are the raw material of ITSC. These companies are not only prospecting the markets to attract new customers, but they are also prospecting to attract new talent who are extremely sought-after in this market. The goal is to find the correct person to meet the needs of the client company but also to meet the internal needs of the ITSC. These variables are essential because they condition the development of their activity. The bargaining power of the customers and their ability to set rates is very strong.

- **Competitive rivalry:**

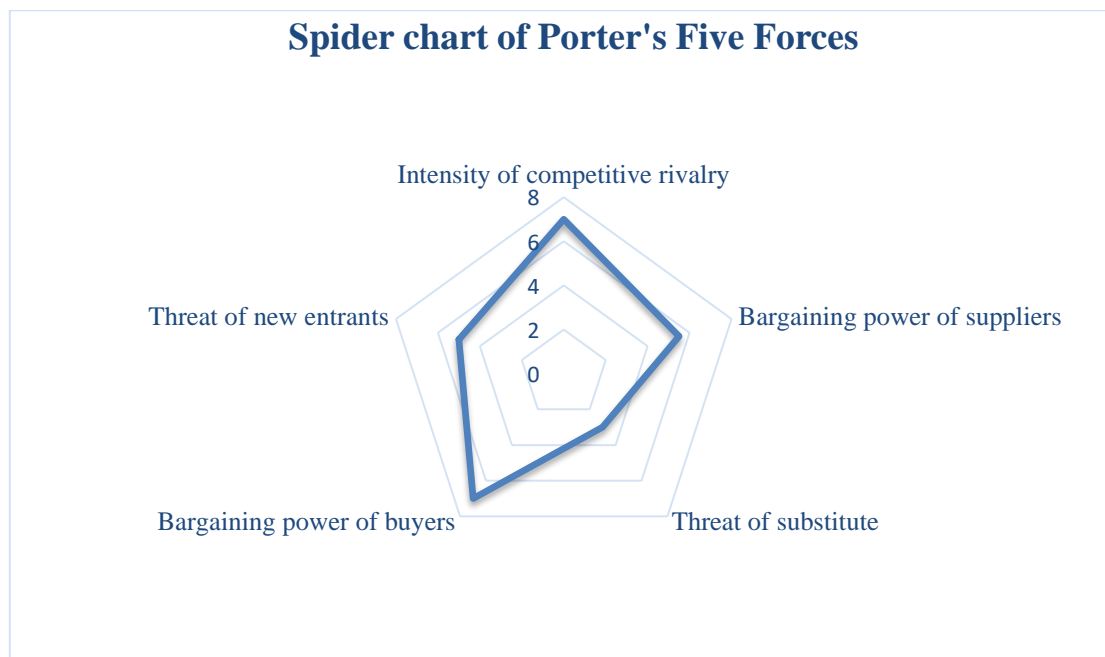
Infotel's environment is subject to an important competitive rivalry of direct competitors who are already well implemented in the market: Sopra Steria, Cap Gemini, Atos, CGI, etc. Apart from employment agencies, recruiting firms also represent competitors. For the moment, their weight is very low in this sector, but they still need to be taken seriously. The competitive intensity between the different ITSC is therefore very strong: these companies are fighting to obtain the biggest market share and to have the best candidates.

- **Threat of substitution:**

This competitive rivalry could be emphasized by indirect competitors offering substitute products trained by public employment agencies such as Pôle Emploi (The French Employment Agency), or by head-hunter firms. However, their threat remains lesser than the one of Infotel's direct competitors.

- **Threat of new entrants:**

Several ITSC are created each month and some actors such as employment agencies profit from a know-how already implemented allowing them to penetrate the sector.



As a result, IT companies are being influenced by powerful forces: between the ability of customers to set prices, employees who are over sought, and a pervasive rivalry, the flexibility of ITSC is somewhat limited.

3.3.SWOT analysis

Develop a SWOT analysis for Infotel in order to have an internal and external vision of the situation.

- **Strenghts:**

- Strong reputation among customers: Infotel is perceived as a company with competent resources and is therefore recommended by its customers to other companies through word of mouth.
- Good brand image perceived by candidates and collaborators.
- Great diversity of customers: They are from different sectors (bank, insurance...) and they have different sizes (from small business to big groups).
- Dynamism and innovation of local agencies: In order to fulfill the need & desires of collaborators and candidates, the local staff is always trying to innovate in their events or methods.
- Large group with agencies on a human scale: Employees can have all the benefits of a large group (luncheon vouchers, mutual etc.) but each agency remains human-sized and allows to be close to employees.
- Important group growth: The number of employees continues to grow. More than 400 recruitments were made in 2017 and a target of 600 recruitment is set for 2018.
- Good financial health: Since its creation, Infotel continues to grow and each year, revenues have a growth around 10%.
- Customer proximity: Infotel has numerous agencies that make it possible to visit customers often.
- Low turnover rate compared to the competition: In 2017, turnover rate was about 12 whereas in some competitors, the rate can go up to more than 20%.
- Good follow-up of employee training: employees are happier in 2017 compared to 2016.
- Strong presence on the job and IT market (events, fairs, partnerships with engineering schools).
- Growing existence on social media: This allowed to increase the visibility of the group and to develop the brand image.

- **Weaknesses:**

- Important turnover rate: Even if the rate of turnover is lower than some competitors, it must be reduced because it means that employees are not satisfied.
- Employee volatility: The employees are in a strong position because they receive many proposals from other ITSC. Therefore, they can easily resign and leave.
- Dependence on outsourcing for business development: Indeed, due to the shortage of profiles, the company uses outsourcing to obtain additional resources for different projects.
- Despite an increase in the workforce, it is still difficult to hire new employees.
- Employees move from a permanent contract to a freelance status: More and more employees are making the transition because it allows them to have a better salary but also to manage their vacation as they wish.
- Salary lower than some competitors: Even though the salary is not the only criterion that candidates have, it often remains at the top of the list. That is why, it is essential to review wages.

- **Opportunities:**

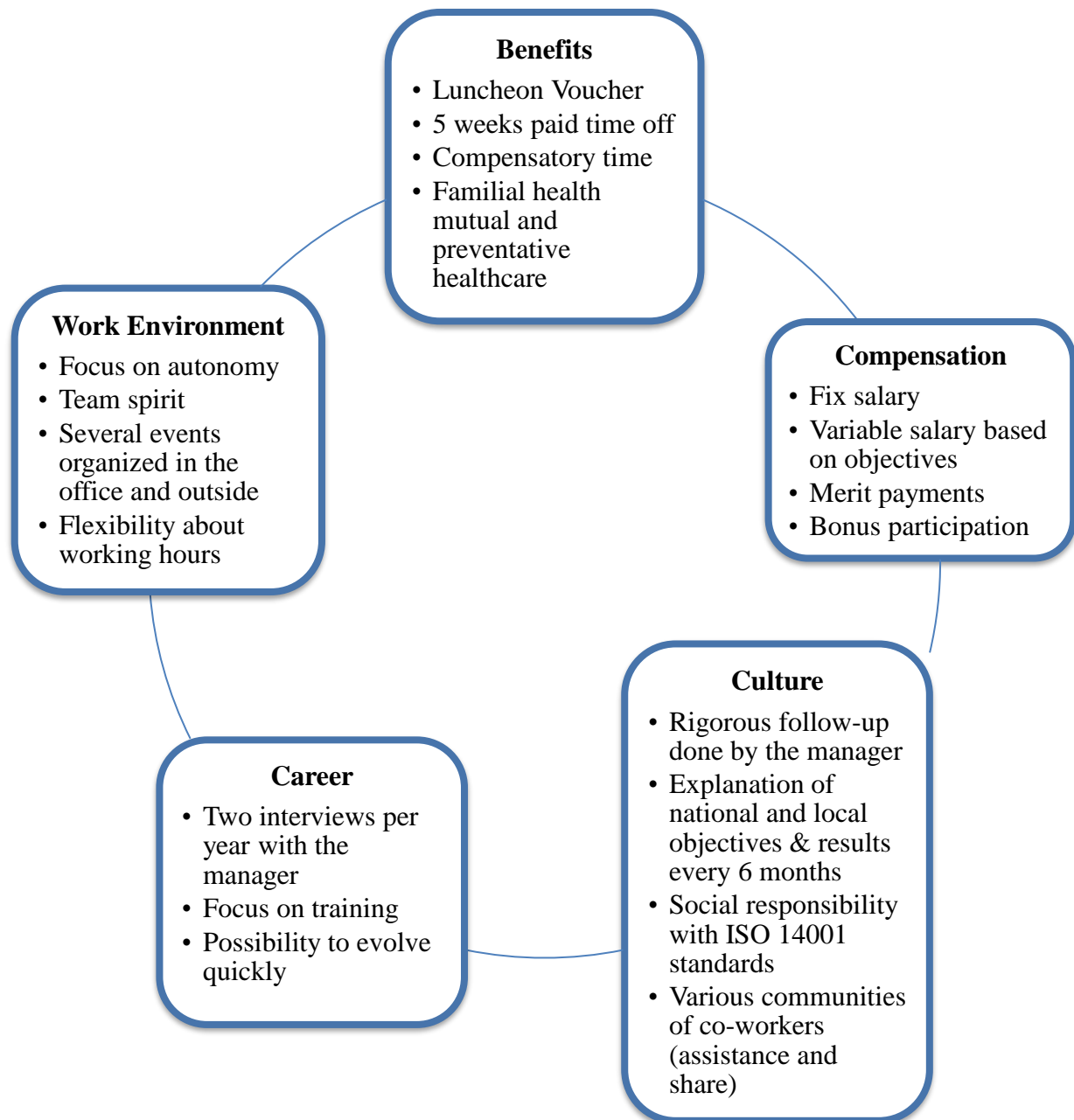
- Dynamic and promising market: The digitalization of companies is favorable for Infotel because it will ensure the development of existing accounts and the opening of new ones.
- Many companies (including start-ups) looking for IT outsourcing profiles.
- Tense resource market: Many profiles are listening to new opportunities and it might be a good opportunity to catch them.
- Development of digital and data volume in favour of ITSC: Indeed, these developments allow the company to obtain even more projects (whereas if the market would not have been tense, it would be more difficult to reach them).
- New methods and tools to overcome recruitment difficulties: different new tools have been created to allow recruiters to hire more quickly and easily.

- **Threats:**

- Wages on the rise in the market: Due to the lack of available profiles, companies are making big efforts to increase wages.
- Dependence on key account customers: If they stop their business with Infotel, then some employee will no longer have a mission with them and will be in between contracts.
- Volatility of customers due to the lack of resources: If Infotel cannot provide the requested competences to a customer because no collaborators are available, then the customer will deal with competitors.
- Strong competition in the ITSC market: Indeed, large groups manage to see the majority of candidates because, as they are well known, it is easier for them to attract candidates. As large groups have a good brand image, they are more inclined to have big customer contracts.
- The deteriorated image that some persons have about ITSC: They think that employees are like pawns that the company moves from a mission to another.
- Shortage of skills on the market as supply is below demand.

3.4. Employee Value Proposition

Define the Employee Value Proposition of Infotel to know what it brings to work in this company.



3.5. New tool to retain co-workers or to attract candidates

Define one new tool, to retain co-workers or to attract candidates, that Infotel could use. This new tool should be described with the followed elements: goal(s), action presentation, added value(s), risk(s), resources needed, action plan and costs evaluation.

➔ **The creation of "little-coder" workshops for high school students**

- **Goal:**

To improve its employer branding and to retain employees by involving them in new topics, Infotel could invest more in the local ecosystem of the region. These free workshops may spark new vocations among teenagers. The aim would be to make students aware of digital culture by introducing them to computer coding in a simple and funny way.

- **Presentation of the action:**

These workshops would be led by Infotel engineers. Based on volunteering and during their working time, the idea would be for them to go to a high school each quarter for half a day to introduce the basics of computer coding to students. Each workshop will gather 10 students who will have registered before. Those who already took place in a workshop won't be able to participate again. These workshops would allow them to discover the underside of digital and development while being in a restricted group. It would be a matter of showing them that digital technology is a source of almost unlimited creativity and that this universe is accessible to them. The idea would be to involve the employees of the IT service center when they are in a period of slack activity: in November or December for example. Initially, these workshops will be held in Nantes and the action will be then extended to other cities where Infotel is implemented.

- **Added values:**

- Sense of belonging of employees to Infotel and recognition improved
- A reinforced CSR policy: therefore, an employer branding improved by a real presence in the local ecosystem
- Possible appearance of new vocations from students and possibility to contact engineers after the workshop

- **Risks:**

- The possible refusal of the regional director to let the collaborators go on their working time to run the workshops
- The disinterest of employees about this idea, and therefore their possible refusal to volunteer

- **Means / Resources:**

- The recruitment manager and a recruitment officer for the preparation and presentation of the project
- The regional director for the validation of the project
- Volunteer employees
- The selected high school

Action plan for the 1st workshop:

ACTIONS	2018							
	Apr.	May.	Jun.	July.	Aug.	Sep.	Oct.	Nov.
Preparation of the action plan and objectives by the recruiter and its manager								
Presentation of the project to the regional director								
Presentation of the project to the employees								
Project organization: contact and presentation of the project to different local high schools, selection of final high school								
Selection of volunteer employees and choice of a date for the 1 st workshop								
Preparation of the workshop by the volunteers								
D-day for the workshop								
Assessment and improvement for the future workshops								

Human costs evaluation:

Actions details over the year	Hour(s)	Number of employees
Preparation of the action plan and objectives by the recruiter and its manager	4 hours	2
Presentation of the project to the regional director	1 hour	3
Presentation of the project to the employees (from service center)	1 hour	Between 35 and 60
Project organization done by the recruiter	4 hours	1
Preparation of the workshop by the volunteers	8 hours	3
1 st workshop	4 hours	3

3.6. Marketing-mix

In order to assure the success of the tool chosen in question 5, define its marketing-mix.

- **Promotion:**

Before the workshop, flyers will be distributed at school to students, parents and teachers. Thus, they will be able to know more about the event and to decide if they want to participate. Indeed, to be as relevant as possible, only 10 students will be able to participate to this workshop. A communication will also be done on the high school website through a banner. Students will be able to click on the banner and to register themselves for the event. When all seats will be reserved, then it will no longer be possible to register.

As soon as the workshop will have taken place, article and picture will be posted on the high school website. To increase the visibility of the brand, an article will also be published on a local newspaper and it will be relayed through Infotel' website and on social networks.

- **Product:**

“Little coder” workshop will take place each quarter and will last half a day. It will be conducted by 3 engineers from Infotel and intended for high school students. This activity aims to make students aware of the digital era by teaching them the basics of coding and the different type of programming languages. Only 10 students will be allowed to participate to each workshop: thus, it will be easier for engineers to oversee the group. After, students will have the opportunity to contact the engineers and to come to visit them once in the office.

- **Price:**

This event is free of charge for the high school. However, internal resource who have been mobilized about this project will still need to be paid based on a regular working day. Communication costs will need to be added and it concerns the press release and flyers.

- **Place:**

The workshop will take place at school, in a computer room equipped with Wifi, 13 computers and a projector.

4. Conclusion

With a highly competitive sector and a shortage of skills, ITSC must constantly question themselves and innovate in their recruitment strategy to stand out. Aware of this, Infotel has implemented a HR marketing strategy to improve its employer branding. These efforts were aimed at attracting new talent and retaining those already present. These implemented actions worked: despite a difficult recruitment context, the company continues to increase its number of employees and maintains a strong presence on social networks. The perception that employees have of the company has also improved, even if turnover rate remains high. The remuneration policy remains a delicate element that Infotel must work on because wages remain below the market and it is also one of the causes of the departure of employees.

In order for these strategies to be sustainable, the company must maintain an active and dynamic move over the long term. It is essential to know the needs of the company and those of the candidates: it is therefore a question of segmenting the candidates by defining several criteria such as the age (junior or senior) and the level of experience (beginner or experienced). Thus, the recruitment will be relevant and the image that candidates have about the company will be a human and professional image, even for those who are not selected. It is also important to develop responses that meet the heterogeneous requirements of candidates thanks to a strong and sustainable corporate culture that will be a key asset when communicating about the company. This targeting, which is long to implement, takes the form of several actions:

- A management method that fosters performance through respect, recognition, valorization...
- A wage policy that fosters and compensates collective and / or individual performance
- A flexible and human organization where employees are real actors of the company
- A developed social policy (handicap, listening, follow-up of the collaborators, satisfaction)
- An HR policy that provides opportunities for career development, training.

The implementation of an external HR marketing goes through many tools that are multichannel because they aim to make known the company as well as its business, its culture and its values, to the greatest number of candidates. Thus, external HR marketing must go through:

- A career site or a dedicated page including testimonials and / or portraits of employees, elements of the HR policy, and above all precise and complete job offers
- A strong presence on social networks
- Events: job fairs, fairs for students, conferences...
- Press releases on HR topics.

In the context of internal HR marketing, the goal is to build the loyalty of the company's talent by making them aware of the employer's efforts made towards them, and to boost the internal image of the HR function. The capital of each company is the sum of the know-how of its employees, so it is necessary to retain them through various levers:

- An internal journal that highlights the different on-going projects of the company, which introduces new employees...
- An intranet that is expanded and gives access to many services (instant messaging, benefits related to workers' committee...)
- Individual assessments carried out on a regular basis to know the wishes of training and evolution of the collaborators
- Events: afterwork, team-building activities (escape game), themed lunches...
- Involvement of employees in the life of the company: Social networks have a significant impact on the recruitment of profiles in shortage and it is possible to increase the visibility of the company on the networks by involving employees (video interviews for example). Thus, they will be actors in the recruitment strategy of the company and will feel invested.

To have a comprehensive and efficient strategy, it is essential that messages conveyed internally are similar to those conveyed externally. The consolidation of its communication as a whole is for the company additional benefits of the establishment of a consistent and effective employer branding.

Throughout this case study, it has been noted the intensity of a fierce competition prevailing on the ITSC market. The profiles of developers and engineers become very rare and are highly courted. The development of a HR marketing strategy is therefore a key issue for companies looking for skills from a new generation. In this frantic war for talent, Infotel must imperatively continue its efforts of adaptation to the sociological and numerical evolutions and the company must continue to work on its image through the development of its employer branding.

5. Case resolution slides

Case study resolution



Case study resolution

Index – Case study questions

- 1) Develop a **PESTEL analysis** based on the company's situation and about **ITSC market in France**.
- 2) Define **Porter's Five Forces analysis** based on the organization and the market. Then, design a **spider chart (ranking must be from 1= no influence to 7= strong influence)**.
- 3) Develop a **SWOT analysis**.
- 4) Define the **Employee Value Proposition**.
- 5) Define **one new tool, to retain co-workers or to attract candidates**, that Infotel could use. This new tool should be described with the followed elements: goal(s), action presentation, added value(s), risk(s), resources needed, action plan and costs evaluation.
- 6) Define the **marketing-mix of the tool chosen in question 5**.

2

1) PESTEL analysis



- Politic stability
- Dematerialization of 100% of public services by 2022
- Increase of 1.8 billion euros in state defence budget which is linked to IT, and creation of 518 intelligence and cyber defence job vacancies

3

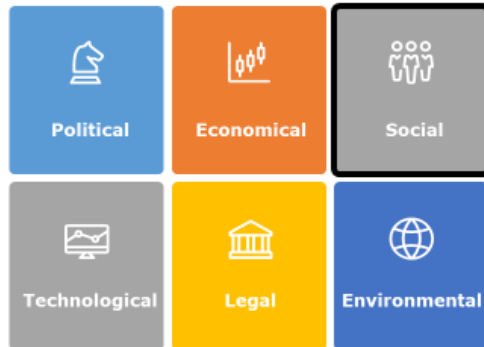
1) PESTEL analysis



- High capital intensity of Cloud and Big Data actors
- Explosion of themes and activities related to Cloud, Big Data, Security
- Democratization of Internet access
- Digitalization of the economy and companies
- Increase in the outsourcing rate of companies for computer skills

4

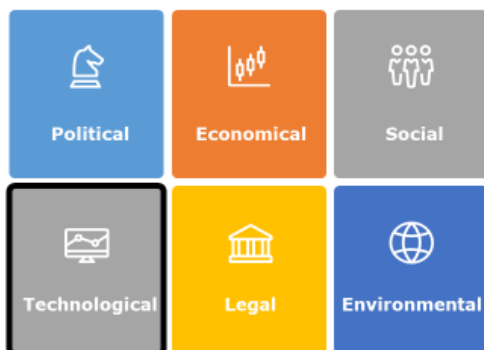
1) PESTEL analysis - Political



- Better apprehension of challenges & risks about Big Data and Cyber Security
- Increased use of social networks and connected objects
- Large number of schools and engineering / computer science students

5

1) PESTEL analysis - Political



- Explosion of the volume of created & exchanged data
- Strong investments in research and innovation of new information and communication technologies (NICTs), especially concerning artificial intelligence
- Better internet network
- Connected Apps

6

1) PESTEL analysis - Political

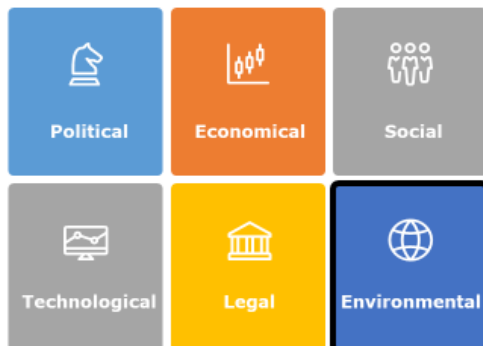


- Obligation to secure IT infrastructure and data
- Digital sovereignty and data (right to be forgotten)
- EU General Data Protection Regulation
- Increased standards for IT infrastructure security

7



1) PESTEL analysis - Political



- Awareness of the energy consumption of electronic devices (data center, server room)
- Corporate Social Responsibility development & Green IT
- ISO 14001 standard

8



2) Porter's Five Forces



- Office automation and all computer tools for the proper implementation of the work of engineers (software, development tools, etc.).
- Other suppliers are involved in recruitment: subcontractors, freelancers.

9



2) Porter's Five Forces



- Customers are:
 - the companies for whom Infotel works
 - the candidates
 - Infotel employees

10



2) Porter's Five Forces



- Direct competitors : Sopra Steria, Cap Gemini, Atos, CGI, etc.
- Recruiting firms
- Strong competition

11



2) Porter's Five Forces



- Public employment agencies such as Pôle Emploi (The French Employment Agency)
- Head-hunter firms.

12



2) Porter's Five Forces



- Several ITSC are created each month
- New employment agencies

13



2) Porter's Five Forces

Spider chart of Porter's Five Forces



14



3) SWOT analysis



- Strong reputation among customers
- Good brand image perceived by candidates and collaborators
- Great diversity of customers
- Dynamism and innovation of local agencies
- Large group with agencies on a human scale
- Important group growth
- Good financial health
- Customer proximity
- Low turnover rate compared to the competition
- Good follow-up of employee training
- Strong presence on the job and IT market
- Growing importance on social media

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3) SWOT analysis



- Important turnover rate
- Employee volatility
- Dependence on outsourcing for business development
- Despite an increase in the workforce, difficulties in recruiting
- Employees move from a permanent contract to a freelance status
- Salary lower than some competitors

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3) SWOT analysis



- Dynamic and promising market with strong demand
- Many companies (including start-ups) looking for IT outsourcing profiles
- Tense resource market: Many profiles listen to opportunities
- Development of digital and data volume in favour of ITSC
- New methods and tools to overcome recruitment difficulties

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3) SWOT analysis

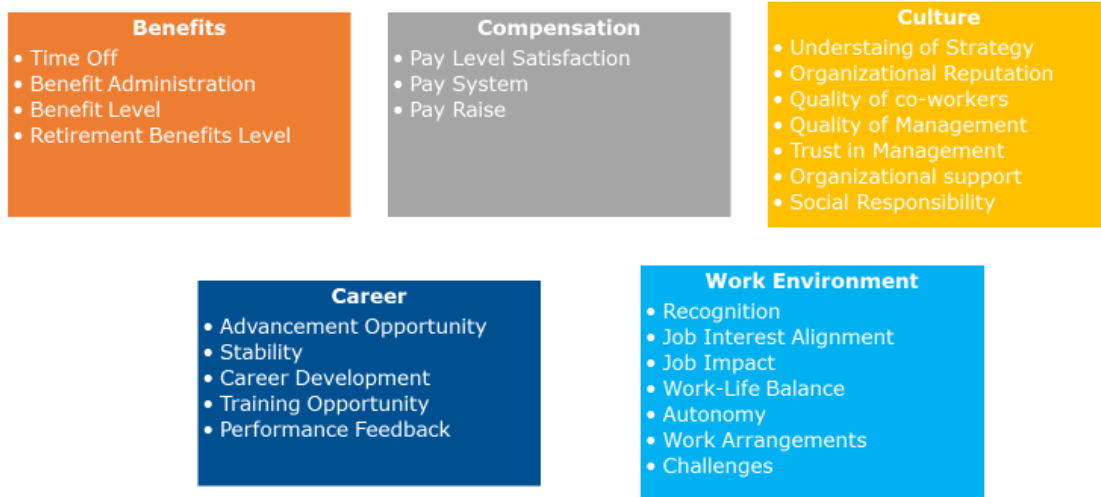


- Wages on the rise in the market
- Volatility of customers due to the lack of resources
- Strong competition in the ITSC market
- The deteriorated image that some persons have about ITSC
- Shortage of skills on the market
- Dependence on key account customers

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4) Employee Value Proposition



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5) New tool to retain co-workers or to attract candidates

➤ THE CREATION OF "LITTLE-CODER" WORKSHOPS FOR HIGH SCHOOL STUDENTS

- **Goal:**
 - To improve its employer branding and to retain employees by involving them in new topics.
 - Make students aware of digital culture by introducing them to computer coding in a simple and funny way.
- **Presentation of the action:**
 - Led by Infotel engineers. Based on volunteering and during their working time, the idea would be for them to go to a high school for half a day each quarter to introduce the basics of computer coding to students.

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6) Marketing-mix of the chosen tool

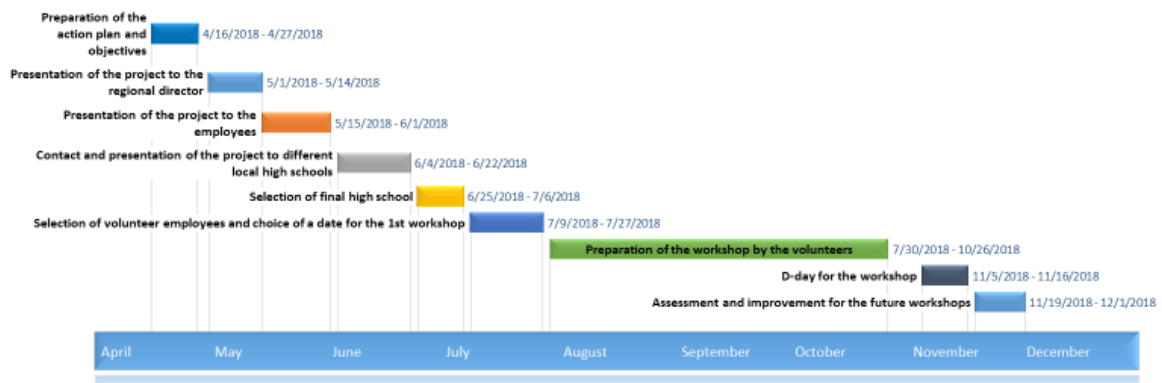
- **Added values:**
 - Sense of belonging of employees to Infotel and recognition improved
 - A reinforced CSR policy
 - Possible appearance of new vocations from students
- **Risks:**
 - Possible refusal of the regional director to let the collaborators go on their working time to run the workshops
 - Disinterest of employees about this idea, and therefore their possible refusal to volunteer
- **Means / Resources:**
 - The recruitment manager and a recruitment officer → preparation & presentation of the project
 - The regional director → validation of the project
 - Volunteer employees
 - The selected high school

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6) Marketing-mix of the chosen tool

- **Action plan for the 1st workshop:**



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6) Marketing-mix of the chosen tool

- **Human costs evaluation:**

Actions details over the year	Hour(s)	Number of employees
Preparation of the action plan and objectives by the recruiter and its manager	4 hours	2
Presentation of the project to the regional director	1 hour	3
Presentation of the project to the employees (from service center)	1 hour	Between 35 and 60
Project organization done by the recruiter	4 hours	1
Preparation of the workshop by the volunteers	8 hours	3
1 st workshop	4 hours	3

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Thank you for your participation and attention!



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