

**DEVELOPMENT OF EMPLOYER BRANDING KPI'S, FOR THE
YOUNG TALENT PROGRAMMES' INITIATIVES, AT
JERÓNIMO MARTINS**

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Abstract

Employer Branding is a complex discipline that combines knowledge from Marketing, Human Resources and Communications. The fact that it is an interdisciplinary concept, which has only achieved a greater popularity among companies more recently, makes it very difficult for the ones who are involved in it, to measure its success.

That is why this study aimed at creating Employer Branding's specific Key Performance Indicators that would focus on measuring the efforts of this discipline alone. The project was developed for the Portuguese company - Jerónimo Martins - and it had two main goals: First to understand how Employer Branding is seen at the company, and second to develop the measures themselves.

Qualitative interviews were carried out with the professionals of the department at Jerónimo Martins, and then a set of indicators was developed to measure the Employer Branding's initiatives that promote the Young Talent Programmes. In the findings we gathered forty-four measures that address the efficiency of the exterior communications' activities in this business context.

The value of the project lies in the fact that it builds a bridge between the academics and the practitioners, on a topic that is not yet fully conceptualized.

Keywords: Employer Branding; Key Performance Indicators; Recruitment Initiatives; Young Talent.

JEL Classification System: J24; L21; M51.

Resumo

A Marca Empregadora é uma disciplina complexa, que conjuga conhecimentos de outras áreas como Marketing, Recursos Humanos e Comunicação. Ao ser um conceito interdisciplinar, que apenas ganhou maior reconhecimento por parte do mundo empresarial recentemente, faz com que seja difícil medir o seu sucesso por parte daqueles que a exercem.

É por isso que este estudo tem como objetivo, desenvolver Indicadores de Desempenho específicos para a Marca Empregadora, que estarão focados em medir unicamente os esforços desta disciplina. Este projeto foi desenvolvido para uma empresa Portuguesa - Jerónimo Martins - e visou duas coisas: Primeiro perceber como a Marca Empregadora era vista pela empresa, e segundo desenvolver os respetivos indicadores de desempenho.

Inicialmente foram realizadas entrevistas qualitativas com os profissionais da área na Jerónimo Martins, e posteriormente desenvolvidas medidas que avaliam as iniciativas da Marca Empregadora, relativas aos Programas de Talento Jovem. Nos resultados finais, encontram-se quarenta e quatro indicadores para o departamento em causa, que medem a eficiência das atividades de comunicação externa neste contexto empresa.

O valor do projeto reside no facto de construir uma ponte entre os académicos e os profissionais, num tópico que ainda não está totalmente conceptualizado.

Palavras Chave: Marca Empregadora; Indicadores de Avaliação de Desempenho; Iniciativas de Recrutamento; Talento Jovem.

Sistema de Classificação JEL: J24; L21; M51.

Executive Summary

This thesis was developed in collaboration with Jerónimo Martins, within the JM Academic Thesis Programme. The programme intended to settle a partnership between the student and the company, with the common goal of researching a relevant topic for the business.

Jerónimo Martins challenged the student to create a number of Key Performance Indicators that would help the management of their Employer Branding. More specifically, the main focus of the project was on the development of measures of efficiency that would be used to analyse the company's initiatives and efforts when promoting the Young Talent Programmes.

Employer Branding is a topic that has been growing in popularity, side by side with the competition for talent, during the last decades. It is a discipline that gives several advantages to firms since it helps them to generate awareness towards their companies as employers, while differentiating them from their competitors. So, as these practices become of managerial concern, it is of extremely relevance to develop models of evaluation that can weigh the outcomes of the investment on them.

The present thesis explores in-depth the topic of Employer Branding, and the subject of indicators, in order to create a customised set of them for Jerónimo Martins. The Literature Review focuses on the definition of the discipline with its different views, and then on how to develop Key Performance Indicators.

To generate those measures, the student used a model that was mainly based on the "The Auditor General of Canada" found in the literature. This model had eight steps and it was developed by making an exhaustive analysis of the department inside the company, and by interviewing the key figures of Employer Branding at Jerónimo Martins.

In the conclusions, one can find the developed Key Performance Indicators, for the global practices of the department inside the company, and for each activity the department handles before and during the recruitment period. The project's outcomes were considered very practical and of value to the company since by the time the study had finished some of the measures were already implemented.

1. Introduction

1.1. Relevance of the Topic

Nowadays, with globalization, and the digital Era, organizations compete not only within their industry and country, but globally (Santo, 2016). Because of this, the labour market is becoming overflowed with competitive but similar job offers from great companies. Making it difficult for firms to differentiate themselves from others. And giving job seekers an enormous power of choice (CTRL Recruitment Group, 2017). With this shift employers need to adapt and start creating distinctive advantages in order to get chosen by the best employees.

Firms must acknowledge that the creation of differentiating and innovative strategies that transmit the unique aspects of the company as an employer and its benefits, are matters of increasingly importance (Backhaus & Tikoo, 2004). And since organizations spend large amounts of money with their recruitment efforts, it is of utmost importance that when it comes to the selection step, they have the right candidates' pool to choose from (Backhaus, 2004).

Employer Branding appeared as a solution for these new challenges. It is considered as an interdisciplinary concept, which aims at the optimization of recruitment efforts and the retention of top talent (Moroko & Uncles, 2005), by conceptualising the essence of a firm, while engaging all its stakeholders (Santo, 2016).

However, in order to establish a strong and successful employer brand, one must know how to track its results, because the key to continuous improvement and evolution is to understand what happened before, and to use measures that can show where are the strengths and the weaknesses of the department.

The problem is that if the research done on the concept of Employer Branding is still slightly short, then when looking at Key Performance Indicators (KPIs) for the matter, there are even less relevant literary references about it.

As Osborne and Gaebler (1992) said, "If you don't measure results, you can't tell success from failure". Without a concrete way to measure Employer Branding, it is difficult for companies,

who implement these strategies, to achieve their goals. And as a consequence, it is impossible to keep track if their department's efforts are being profitable to the firm or not.

Presently, most research papers focus the study of indicators for Employer Branding on two main aspects: (i) Outside brand perception; and (ii) Internal brand perception with satisfaction surveys to existing employees. Limiting their results to an insufficient evidence of their Employer Branding's performance (Pinto, 2016).

So, the aim of this project is to help the management of the Employer Branding's department, by developing KPIs that measure how the external communication's channels and activities can actively promote the firm, as a top employer, in order to attract the right talent and to achieve its strategic goals. Being a study of great relevance since by the end of this project we will have created practical measures tailored for the implementation in a specific organization.

1.2. Research Problem and Main Objectives

As stated before, the main problem of this study lies in the fact that Employer Branding is a relatively recent topic that has only gained a substantial recognition between top organizations a few years ago. In Portugal the concept is even more underdeveloped since there isn't much research done about it. Neither on the Portuguese labour market, nor by Portuguese researchers (Pinto, 2016).

Moreover, it gets even harder to find literature on Employer Branding KPIs, because even in the business world most professionals see Employer Branding as a discipline that can't be measured like the others, since its actions and activities are somewhat subjective to the human perception.

Besides the theoretical problems, this in-business project has to fulfil the expectations of the company we are partnering with. This means that one big challenge will be to align the literature knowledge with the practicality of the firm's reality, in order to create useful insights and conclusions for Jerónimo Martins.

However, the researcher strongly believes that these facts make the present, an extremely interesting time to study it. Due to the fact that by further researching the subject, we will be

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contributing to a better understanding of the topic with an applicable conclusion, in a discipline that is still under developed.

With that being said, we could acknowledge that the main **objectives** concerning this topic are:

- To gain a deeper understanding on all the aspects concerning Employer Branding;
- To study how the Employer Branding's department at Jerónimo Martins plans and evaluates their strategies;
- To create an innovative way of measuring Employer Branding's efforts in the specific case of Jerónimo Martins;
- To validate if all the KPIs generated are aligned with the company's needs and interests.

2. Literature Review

2.1. Conceptualization

You can dream, create, design, and build the most wonderful place in the world... But it requires people to make the dream a reality - Walt Disney.

If brands are the most important asset to a company, then people are the most important resource (Ambler & Barrow, 1996). Employees are the ones who make the organizations evolve and innovate, they create the biggest competitive advantage, which potentiates the thrive of firms in the current unpredictable economy (Backhaus, 2004). Making intellectual resources much more important than hard assets (Aldousari *et al.*, 2017).

Most organizations focus on developing their product and corporate brands. And although that is no doubly extremely important, the concept of branding can also be applied to people's management. This practice has been named Employer Branding (Backhaus & Tikoo, 2004).

Nowadays companies are striving for candidates with a specific profile, and with the supply of talented professionals becoming shorter, is harder for organizations to persuade those high-quality workers to choose them over others (Backhaus, 2016). So, in order to help companies attracting their targeted talent with appealing approaches, the need to develop differentiating strategies that stand out from the competition has appeared (Santo, 2016). One must create a great employer experience for their employees, be consistent with what one communicates and align all efforts with the real brand's core values, while offering distinguishing benefits to their stakeholders (Ambler & Barrow, 1996).

In today's world, employees are much more demanding than what they used to be. Job seekers won't accept a job anymore based solely on salaries. Nowadays there are several new factors that influence employees' choice, and that are more crucial for them to acknowledge a company as a great place to work. Factors such as healthy work environment and satisfaction, training and career development, work-life balance, ethics, or even corporate social responsibility are gaining more and more relevance (Tanwar & Prasad, 2017).

Development of KPIs for Employer Branding

Employer Branding is a phenomenal concept of growing importance to companies (Deloitte, 2017), since it helps the attraction, recruitment and retention of the best professionals. And it was born from two already existing concepts that were put together. One comes from dealing with people - employer, and the other comes from developing a brand.

A brand - defined by Pearson (2016) has three main features: what the product behind it is; the needs and wants it meets; and the values it represents. So, when conceptualising Employer Branding, one can say that these same features could be applied to it. The product becomes the company; the needs and wants are the benefits the employer gives to the employees; and the values are translated to the culture of the organization (Ambler & Barrow, 1996).

However, it is important to align all the brands of the firm with the “employer brand”, since they will eventually influence and affect each other. For example, it is more difficult to attract highly motivated and skilled employees for companies that have a product brand with low consumer awareness, or with negative product associations, because people will not be as willing to work there nor as aware of that firm, as they are of others (Santo, 2016).

Throughout the times, several definitions for Employer Branding appeared, being the first one from Ambler & Barrow (1996: 8). They stated that Employer Branding is “the package of functional, economic and physiologic benefits provided by employment, and identified with the employment company”. This definition was born from Relationship Marketing concepts applied to the relationship between the employees and their employer.

One of the reasons that might have brought this concept to life in the 90’s was the birth of the Internet in the same period. People started to have an easier access to information, technology and education so they became more conscientious on their job choices (Santo, 2016).

Later in 2004 Sullivan also defined it as “a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm”. Where its number one objective is “to address the fast changing employment environment and career needs” (Backhaus & Tikoo, 2004: 510).

More recently Aldousari *et al.* (2017) referred to Employer Branding as the management of the knowledge and perceptions, stakeholders have regarding a certain organization as an

employer. How the company communicates to current and potential employees, its internal and external image, to achieve a precise level of familiarity. Where Human Resources, Communication and Marketing strategies and techniques meet.

Even so Employer Branding is not just attracting some candidates to a present job opening, but instead it is a long-term commitment to build a strong brand that engages people and that makes them want to be a part of it (Clapon, 2017).

2.2. Marketing, Employer Branding & Organizations

2.2.1. The influence of Marketing on Employer Branding

Employer Branding is mostly handle by Human Resources' departments inside companies, since it focuses on the management of people (Pinto, 2016). Nevertheless, it was born from several Marketing concepts and principles later adapted to recruitment (Santo, 2016).

A unique feature of Employer Branding is the fact that it promotes the firm inside and out with internal and external Marketing techniques (Backhaus & Tikoo, 2004).

As mentioned before, Employer Branding is also deeply connected to Relationship Marketing. Kotler and Armstrong (1996) defined Relationship Marketing as a tool to deliver long-term value to consumers, but also as a measure of success to achieve customer satisfaction. The authors highlighted that it is more expensive to win a new customer than to keep an existing one. In the same line of thoughts, it is highly important to establish a great relationship between the company and its stakeholders, in order to increase profit and satisfied consumers. So an equal logic can then be applied to Employer Branding, by using the same principles but replacing the consumers with the employees.

Therefore we could say that instead of selling a product/service to a consumer, like Marketing does, Employer Branding is selling an organizational culture and work values, to future and current employees (Ambler & Barrow, 1996). In Employer Branding we should look at employees as costumers, define a brand positioning and then market our company to job seekers (e.g., Berthon, Ewing & Hah, 2005; Clapon, 2017). It can be said that is a way of

attracting talented employees to companies through the use of brand marketing techniques (Backhaus, 2016).

2.2.2. The impact of Employer Branding on Organizations

When competing in the same industry, companies tend to have similar characteristics, so it is difficult for job seekers to choose which one is the best fit for them. This way Employer Branding aims at highlighting the necessary benefits that will differentiate firms from each other (Backhaus & Tikoo, 2004). While the corporate brand is marketed for everyone, and it influences the company's reputation as a firm, the employer brand is specifically for current and future employees and it establishes the reputation as an employer (The social workplace, 2016).

More and more companies are adopting Employer Branding strategies because it gives them a distinctive competitive advantage when trying to recruit from a talent pool, and it helps the retention of the workforce.

An extreme example of this, was the enormous Employer Branding strategy from Google with the release of the Hollywood movie called "The internship" in 2013. The movie featured several real-life perks of how it really is to work at Google, inclusively it showed Sergey Brin, the firm's ex-president and co-founder. It positively exposed the company as a great place to work, by displaying the values and culture of Google in a very public way (Sahin, 2017).

Another, and more recent example of the increasing usage of Employer Branding tactics, is the Heineken Go Places digital campaign. It included a teaser video aimed at young talent, which the main feature was the option to take an online interview that would lead the respondents to find out what their professional profile was. After that they had the opportunity to send their curriculum vitae, via LinkedIn, and apply to available jobs at Heineken. The brand was able to show that their values are based on the ambition and personality of their workforce. This recruitment campaign generated a lot of brand awareness for the company, as well as applications from candidates that actually identified themselves with the organization (Slater, 2017).

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With highly trained, talented and motivated employees, companies become more efficient and consequently improve their own performance, achieving better business results, and collecting higher returns on investment (e.g. Mendes, 2016; Aldousari *et al.*, 2017). The right strategy can reduce the cost of employee acquisition, because firms are then able to attract the suitable applicants for the job (Tanwar & Prasad, 2017).

By developing a proper company culture, hand in hand with employees, organizations take a step in the right direction that will boost their workers dedication. So, it is fair to say that by improving the satisfaction rates in the existing employees, the consumer's relationships will also be positively influenced, which later on will reflect on a better reputation for the company (Ambler & Barrow, 1996). Being seen as an employer of choice, will attract and employ the right talent, which will make it easier for companies to achieve their own business' objectives and to become market leaders.

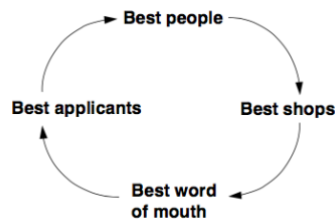


Figure 1. "Link between quality of employees and quality of product/service" (Ambler & Barrow, 1996: 2)

Aldousari *et al.* (2017), have proven that organizations that have solid Employer Branding strategies implemented, have positively bigger impacts on their productivity outcomes, rather than the ones whose Employer Branding strategies are weak or non-existent. According to these facts, is then possible to affirm that the concept of Employer Branding is very important and beneficial for both the employer and the employees (Backhaus & Tikoo, 2004). On the one hand, from an internal perspective, it assists the creation of organizational commitment and job satisfaction, minimizes turnover, and increases both productivity and profitability. On the other hand, from an external perspective, it helps promoting the firm while hiring enough job applicants, who have the required skills and abilities (Aldousari *et al.*, 2017).

2.3. Employer Branding's Process

The process of creating a great Employer Branding strategy is a three-steps one, which aims at achieving organizational attractiveness. This means that by accomplishing strong results in each step of the process, potential and existing employees will be able to identify unique benefits of working for a specific organization (Santo, 2016).

The three steps are all interrelated and must be developed as a pack, and not individually. They include the Employer Value Proposition, External Marketing and Internal Marketing.

Employer Value Proposition

To start, the first thing a company needs to define is what is its own Employer Value Proposition (EVP). The EVP must be attractive, true, credible, distinct and sustainable (Universum, 2014).

This means that the organization must have a deeply understanding of two main aspects. One is firm's identity: organizational culture, management style, type of employees, and benefits it is able to offer to its employees. The other is the external perception of the company - its reputation (Backhaus & Tikoo, 2004). These two must be converted into a strong engaging message with a positive set of values, and a communication plan that can captivate the firm's target at an initial stage.

External Marketing

Secondly, comes the External Marketing, which is the way a company attracts and communicates its EVP to its target - its potential employees (Sullivan, 1999). Having a strong External Marketing helps the organization to position itself as a possible employer of choice, and it helps to build its own reputation (Mendes, 2016). Brands need to create awareness by promoting their EVP to the market and to get closer to their target using both online communication and offline channels (Clapon, 2017).

Internal Marketing

Lastly this process includes the Internal Marketing. It aims at establishing and incorporating the EVP on the daily routine of the company, in order to develop a strong organizational culture, where employees' values and the employer's values are aligned and understood.

Internal Marketing reinforces the trust and commitment of the workforce, which will consequently result in a higher level of willingness to stay in the organization (Backhaus &

Tikoo, 2004). However, it has to be well aligned with External Marketing, so it doesn't result in cognitive dissonance between the company and its stakeholders (Aldousari *et al.*, 2017).

These two last steps are summarized in figure 2, where Universum (2014) suggests a model that explains how the EVP should be translated into External and Internal Marketing activities.

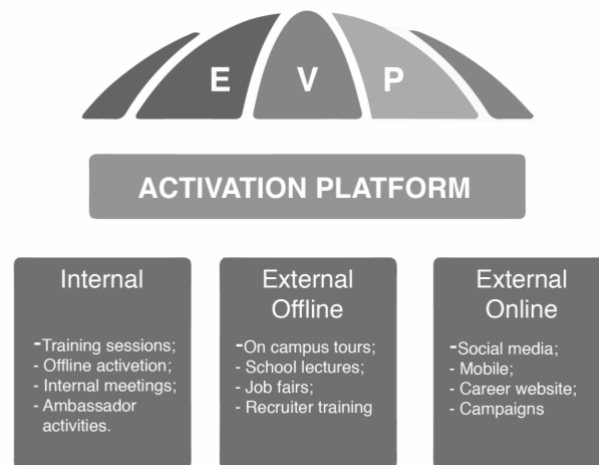


Figure 2. EVP activation (Universum, 2014)

However, Berthon, Ewing & Hah (2005), developed other similar steps that need to be followed in order to build a strong employer brand. These steps add the importance of measuring one's efforts when trying to develop a great brand.

The first one is to deeply understand the company as a whole. Then it is crucial to create a solid brand promise for employees that goes hand in hand with the product brand promise. After that the company should develop ways to measure the fulfilment of the brand promise and align all practices to support and reinforce that promise. In the end, one should execute what was planned and then measure it.

2.4. Attractiveness and Productivity

Backhaus & Tikoo (2004) developed a framework that shows the importance Employer Branding has regarding employee attraction and productivity, shown in figure 3.

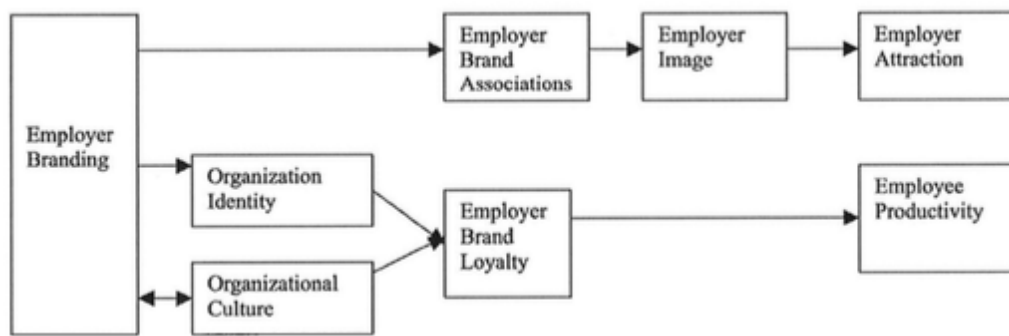


Figure 3. “Employer Branding framework” (Backhaus & Tikko, 2004: 505)

Starting with **attractiveness**, the researchers found that there are two main aspects one must keep in mind in order to achieve it. One is brand associations and the other is brand images, and they are a consequence of each other.

Brand associations are the ideas or memories that come into the consumers’ minds when they think about a certain brand. These associations create the brand images, which are all the perceptions one has about the attributes and benefits of a certain brand.

When addressing this Marketing concept to Employer Branding, it can be translated to the associations employees have about a certain employer, and to which extent they believe that a company has the ideal attributes for them.

So, it is essential that organizations define what is the brand image they want to build, and what are the most efficient channels to communicate it, since they influence the relationship between the employer and the employee (Keller, 1993). The more positive these associations are, the more likely employees will be attracted and retained by the employer.

In contrast, when talking about **productivity**, one is talking about the internal perspective of Employer Branding. In order to achieve productivity through Employer Branding there are several previous steps that have to be well developed.

One being the alignment of the information transmitted to the workforce with the reality of the actual job. A realistic message will create the right expectations within the potential

employees that latter on could reduce de turnover rate, since they will know exactly what to expect of the organization's culture and identity.

Therefore, organizational culture is defined as the core values learned by the workforce, and the way they apply those values on their everyday work life. Desson and Clouthier (2010) state that organizational culture is translated to the company's personality, and the way its employees are expected to think and act on their daily work routines. Furthermore, organizational identity refers to the collective image held by the stakeholders about what the company is as a group, and to each extend do employees identify themselves with the employer.

These two concepts, when well defined and communicated together, influence the employer brand's loyalty. When the employees' expectations are met, they become more committed to the organization they work for, so they are less likely to want to leave the firm (Backhaus & Tikoo 2004), which might also increase their productivity at that given job.

To that end, one can conclude that it is important to assure that the right talent is recruited to an organization, but also that the current employees are satisfied with the company's values and culture, because satisfied and informed employees are more likely to be retained in the company (Backhaus & Tikoo, 2004).

2.5. Recruitment Activities

The recruitment process is defined by Cunha *et al.* (2015), as the set of activities carried out by an organization with the aim of identifying a talented pool of candidates, which might be attracted to the firm. And later on, select the ones that are considered the best fit. So, the efforts to promote this process, and to communicate to potential employees that the organization is a great place to work, are crucial to firms (Berthon, Ewing & Hah, 2005).

The process itself can be a sustainable competitive advantage when facing other companies, if: (1) it can create value by improving the company's image; (2) it is unique; (3) it is not easily copied; (4) it is so outstanding and different that it can't be replaced for equivalent

strategies; (5) it is well integrated with the organization's policies and practices (Cunha *et al.*, 2015).

Besides that, the recruitment messages create the corporate image, by allowing the applicants' interaction with different aspects of the company, and by displaying what skills are indeed a good fit for the company's vision and needs (Aldousari *et al.*, 2017). The corporate image might come from the products and services the firm is associated with, but also from the exposure to the organization's advertising, events, or overall familiarity that comes, for example, with studying the company in school (Gatewood, Gowan & Lautenschlager, 1993). So, having a solid brand message, which is communicated via different formats or approaches, can create clear advantages when attracting like-minded candidates (Backhaus, 2016).

One of the most important objectives of Employer Branding is to attract new employees, which means, as said earlier that it needs to promote the company in an appealing way, in order to persuade talent to enrol in the recruitment process of the company. And based on a theory for printed media as a recruitment tool (e.g., Brown, 2011; Cunha *et al.*, 2015), one should keep in mind four essential guidelines that are applicable to every recruitment process: (i) promotion efforts must capture the attention of the right candidates; (ii) the process should be informative about the main characteristics of the position in order to build interest; (iii) communication should show the appealing/desired benefits of the job; (iv) it must have a call to action.

To do this, Employer Branding professionals need to implement several techniques that are translated into both online and offline communication efforts (Cunha *et al.*, 2015). Combining HR skills with marketing knowledge. These activities can be direct ones, if they include straightforward methods to attract candidates, or they can be indirect if they are subtler on their purpose (Brown, 2011). Either way they must be aligned with the specific target the employer aims to attract.

As marketing activities, they can be analysed from a brand equity perspective, since their objective is to inform job seekers about the main company's characteristics and its career opportunities. The activities are able to differentiate and to influence the decision of potential employees when applying to a job, through the development of the employer brand

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knowledge in this process. By creating a set of unique and specific characteristics, they can generate positive and credible images about the organization in its existing and future stakeholders' minds (Baum & Kabst, 2014).

It can then be argued that recruitment activities and the brand knowledge are connected. When employers disclose new and useful information about themselves, applicants create better perceptions and opinions about the company, they became more familiar with it, and consequently is more likely that they will choose to work in that firm.

Organizations are then able to manipulate candidates' perceptions by investing in an adequate communication and promotion plans. Which positively describe content topics such as the description of the company; the type of job opportunities it has; the characteristics of the candidates they value; the benefits of a career in there; and the development opportunities (Gatewood, Gowan & Lautenschlager, 1993).

Since the brand knowledge directly affects candidates' attraction to firms, the Employer Branding department should be extra careful when planning their recruitment activities. Measures must be created because different practices have different effects on potential employees. Those effects have to be controlled in order to generate the best results, since job seekers' intentions towards an employer, are positively related to the exposure to early recruitment activities (Collins & Stevens, 2002).

However according to Baum and Kabst (2014), recruitment activities alone don't have a strong enough impact on attraction, they need to be combined with different approaches and communicated in more than one channel. This means that if companies use a wide variety of activities and communication channels that are consistent, complementary and different, they will be able to attract more candidates and faster. Once applicants experience the brand more intensely, their employer knowledge increases and the firm generates more awareness among top talent.

In compliance with Sjøvall (2017), one way to plan the recruitment efforts should be by creating candidate personas, to better connect the company with their targeted audience. The concept of personas comes from Marketing, and when adapting it to Employer Branding, it helps understanding the top characteristics firms are looking for in a candidate. After that the department should be capable to translate them into engaging touch points during recruitment.

Personas will allow defining which would be the best activities or channels to effectively promote the company, as an attractive employer, to the right pool of talent.

Marketing and recruitment activities are then essential to influence inexperienced graduates when they are searching for information about companies. As stated before, they raise awareness, strengthen brand associations and promote favourable attitudes towards the organization. Some of these activities include publicity, corporate sponsorship, word-of-mouth endorsements and advertising. So, employers with solid brand identities, and a proactive attitude about sharing information in job sites, websites and other platforms, are more likely to be chosen over the ones with negative or weak brand identities (Collins & Stevens, 2002).

2.6. Job Seekers

When talking about Employer Branding one must not look at it only from the companies' side, but also from the potential recruits. It is extremely important to understand how the job applicants react to the information they are exposed to.

According to Collins and Stevens' (2002) study, highly talented employees, in a competitive labor market, have similar behaviors as the consumers in a crowded marketplace. So equally to what costumers do with product brands, job seekers form opinions about employers, and those opinions are the bases for decisions about the pursuance and acceptance of job offers.

Factors like age, nationality, field of study, are variables that will influence one's judgment about a certain organization. So, it is crucial that companies take these factors into consideration when advertising their employer brand to their target in different countries or cultures (Pinto, 2016).

Besides these, there are other aspects that influence the degree of a job seeker's motivation when exposed to certain information about the company. Employer knowledge, as discussed before, is one of those aspects since it influences how job seekers process and pursue information about a firm.

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Cable and Turban (2001) suggested a way to divide the employer knowledge into three dimensions:

- Employer Familiarity, which can be translated as the level of awareness a job seeker has about an employer. There are four levels of awareness, which are: Unawareness (the job seeker doesn't know the company); Recognition (has very limited knowledge on the company); Recall (can remember the company when exposed to a fact about it); Top of Mind (is the first company that comes into the mind of the job seeker). It is very important for firms to build their brands' awareness in order to stay relevant.

- Employer Image is the set of beliefs job seekers have about an employer (the ability to recall a company's attributes). These beliefs can be divided into three categories. First the Employer Information, which refers to the general and factual information about the company. Then the Job Information is the specific information about a certain job inside the organization. Lastly the People Information, which is the information about the other employees, the co-workers. This set of beliefs is formed after an individual evaluation based on the information job seekers have available (including the promotion, publicity and media messages provided by the firms). Making external communications a very important subject to the development of the employer brand (Mendes, 2016).

- Employer Reputation is the job's seeker beliefs about how the company is perceived and evaluated through the eyes of the general public. Whereas the Employer Image is about an individual perception of the firm, and the reputation is about the job seeker's perception on how others evaluate the firm.

Employer Branding initiatives to promote their job vacancies, should be planned taking into consideration the level of familiarity job seekers have of the company, its employer image and its reputation. By understanding how applicants look at the company and react to information about it, one can adapt its strategy and consequently add value to the planning of their recruitment efforts.

According to the same authors (Cable & Turban, 2001), employer knowledge can be created and modified constantly, because it is an ongoing process. However, job seekers need to be

motivated to engage with the company, in order to develop employer knowledge and to actively seek for information about the organization. Their motivation can be affected by **(i)** the credibility of the information source; **(ii)** the jobs applicants pre-existing employer knowledge; **(iii)** job seekers level of attraction to that specific employer.

(i) The credibility of the information source can be divided into two smaller variables: expertise and trustworthiness, as shown in figure 4. Therefore, we can assume that the origin of the source and the channel used to communicate information are two extremely important aspects, which organizations should take in consideration when planning its own Employer Branding.

Hoye and Livens (2005) said that word-of-mouth is the most effective information source that can influence both positively or negatively the attraction of an employer. And the word-of-mouth that comes from potential co-workers or other people that had some direct contact with the firm, is the most effective since they are have greater expertise about the organization than other sources. Nonetheless the Internet, and more specifically social media, has also gain a lot of significance, in the current days, when defining the attractiveness of a company (Santo, 2016). According to a study conducted by Universum (2017), the majority of the students interviewed, elected social media as the main channel to find information and to communicate with brands.

LinkedIn and Glassdoor are two great examples of social networks that display valuable information about the labour market (Deloitte, 2017). They allow job seekers to get valuable insights such as how much firms pay, what kind of background other employees have, how hard are the interviews for the company, and then they are able to compare them. So, it is crucial for companies to acknowledge that these new digital tools allow direct contact and engagement between the company and talent, so they should manage them in a way that its possible for them to control what kind of information job seekers have access to.

(ii) We assume that companies that have high levels of awareness, and a well-established reputation in the employment market need different efforts when dealing with employer knowledge. Most likely graduates already have opinions about them, and pre-existing employer knowledge will influence if job seekers think it is worth it to continue to learn about those organizations or not (Cable & Turban, 2001).

Development of KPIs for Employer Branding

So how job seekers get information is very important, because they need to see benefits for actively continuing to process information. They can obtain it through a direct contact and experience with the company (attend an open day, go to interviews, internships) or they can get it through reading and consulting other factual sources (annual reports, advertising). The first method is more engaging, and the results last longer in potential employees' minds, which is better. This underlines the importance for firms to understand their targets existing employer knowledge to then develop activities that go accordingly.

(iii) The last point is the one that is harder to be controlled, job seekers' attraction to a certain firm is what makes them show extra interest on it in the first place. The attraction influences their search behaviours and involvement, and it is always linked to job seekers values and needs.

To sum up, we can conclude that understanding and analysing the company's employer knowledge, we can create a valuable asset to the firm when establishing a great Employer Branding strategy.

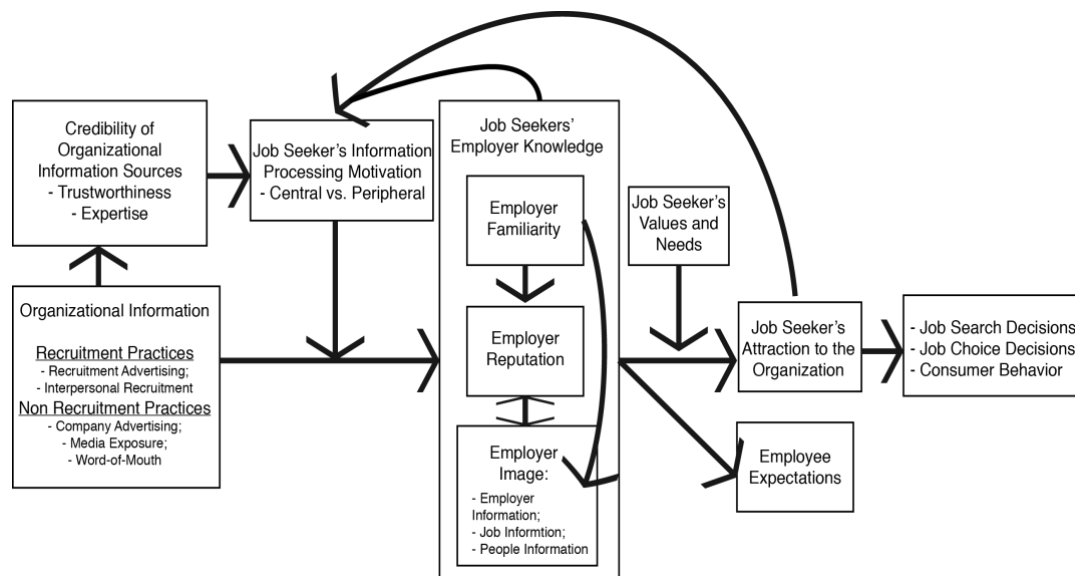


Figure 4. Theoretical Model of Recruitment Equity (Cable & Turban, 2001)

2.6.1. The Millennials

Nowadays, most companies target recent graduated students to become part of their human capital. So we thought to be important to understand briefly how today's youngest workforce

works (Santo, 2016), since organizations need to plan their activities, messages and communication channels accordingly (Sjovall, 2017).

Millennials are defined as “civic minded, with a close parental involvement, multitasking, team oriented, impatient, optimistic, entitled and that values work-life balance” (Santo, 2016: 32). This generation was born from 1980 to 2000, and it is known as the digital natives’ generation, because they were born and raised during the Internet Age (Smith & Nichols, 2015). They search for information on the Internet, but they also create new information through social networks.

In the study conducted by Santo (2016), it was found that Millennials search for jobs and opportunities mostly online, and that their perception about a company is mainly shaped by two factors. (i) The opinion of friends or relatives that work in the firm, which makes it very important for organizations to invest in ambassador programmes. (ii) The participation in events organized by the firm, which shows the relevance of creating engagement with them throughout their university years.

With this in mind is then extremely important for firms to invest in new digital channels and activities that allow first hand contact with professionals. Having a strong communication and message that appeals to the younger target, is now crucial since they are the fastest and most connected generation ever (Spark Agency, 2017).

2.7. Key Performance Indicators

Key Performance Indicators are the qualitative and quantitative measures use to track the performance of different departments and businesses inside organizations (Moser & Käck, 2013). They **measure** - evaluate the situation; they **educate** - indicate how to deliver/improve value; and they **direct** efforts - by showing the gaps between what we are doing and our indicators (Franceschini *et al*, 2007).

Bitici (1997) claimed that in order to have a solid performance management, one needed to align it with the corporate objectives and strategies. But also, with the right performance evaluation methods. This last will help guiding future actions, with the support of feedbacks that are based on actual results.

Development of KPIs for Employer Branding

Having a sharp method that is able to measure companies' strategies and evaluate their performance, is crucial since it draws guidelines to improve the effectiveness of the company's work in future activities. Besides that, it is also able to afterwards redirect employees' efforts (Cabral, 2014).

So, it is important that organizations realize the relevance of measuring their activities, since only then, they can prosper and evolve from their past experiences. Checking results is also one of the four key steps that Fortuin (1988) suggests to achieve success in a firm.

1. **Plan** strategies and activities that the organization should implement in order to achieve its goals.
2. Perform the plans previously set (**do**).
3. **Check** if the results planned were achieved.
4. **Act** by identifying what needs to be improved and decide if more indicators need to be considered to get there.

KPIs are extremely useful because they tell companies how to improve their performance significantly, they help the creation of action plans and strategies, aligned with obtainable goals, for better results in the future. That is why they should be seen as a management tool for control, used regularly throughout the year (Parmenter, 2010).

One way to divide indicators is between the objective and subjective ones, because some are measured based on concrete manifestations and are not influenced by who is measuring them. While others are based on subjective perceptions or personal opinions, and may vary based on who measure's them (Franceschini *et al.*, 2007). However, all of them allow up to date information about the performance of the firm, making it possible for the company to understand consciously their biggest strengths and weaknesses.

Another way is to divide them into initial indicators, intermediate indicators, and final indicators. This division by Franceschini *et al.* (2007) separates the indicators that are meant to evaluate the planning process of an activity, from the indicators that measure the process itself, and finally from the ones which control the results of the activities.

2.7.1. KPIs' Validation

When creating a performance measure, one should verify if it actually can be considered a KPI, and there are several ways to analyse if the KPIs chosen are accurate and relevant. One way of doing this is to verify if each KPI is measuring something related to the critical success factors of the company or department (Veloso, 2018).

Every company has a certain number of factors that must go right in order for the business to achieve its purpose (Howell, 2010). Those factors are called Critical Success Factors (CSF). Parmenter (2010) highlighted the correlation between these two, since a KPI can only be relevant if it is measuring a certain CSF. In order to identify the right CSFs, Howell (2010) suggests analysis such as the SWOT analysis or the PEST analysis.

Another way is by using methods such as the SMART, which can be used to set any type of goals. In their paper, Moser & Käck (2013), explained how the five conditions apply to the Employer Branding and KPIs' reality:

- Specific: The KPI must be clear to different people, with only one interpretation;
- Measurable: One must have tools that allow them to measure it, or else it cannot be considered since it won't allow a meaningful analysis;
- Attainable: It should be possible to achieve, and realistic. If it is set too high, it might discourage employees;
- Relevant: The KPI should be measuring something that is considered important and essential to the success of the department;
- Timely: It has to be tracked from time to time, in order to compare past and future results. It should be doable within a specific time frame.

2.7.2. Development and Implementation

The Auditor General of Canada approach provides guidelines to develop performance measures. The process includes nine steps, and it is designed to assist the developing of objectives and measures inside a department (Franceschini *et al.*, 2007). This approach is divided in two: it starts by first defining the department, the level objectives that contribute to the bigger strategic goals of the company. And then, it establishes the actual performance measures that correspond to those previously defined objectives.

Development of KPIs for Employer Branding

When looking at the department we want to implement the performance measures, we must take four questions into consideration: Why is the program relevant to the organization? Who is our target? What are the expectable results to succeed? What activities do we have going to achieve those results?

Part 1:

So, the first step of this approach is to define the program role, and which are the strategic objectives. Then the second step is to identify the key activities, and how they fulfil the objectives of the department. The third step is to define the programs' stakeholders - their target and other groups of people affected by it. Step four is to identify the goal of the program and the desired results. Finally when looking at the fifth step, one must identify the performance requirements, this means listing what needs to be done to achieve the desired results.

Part 2:

Step six's goal is to identify the potential performance measures. Then on the seventh step, one establishes what information is available and what is the capability of the department to collect and analyse more data. Step eight confirms if the potential performance measures can be in fact considered as such - they must be meaningful (understandable, relevant and comparable); reliable (accurate, verifiable, free from error, not susceptible to manipulation and complemented by each other); practical (doable financially and timely). And the last step is to create a system where the measures can be displayed for everyone who will be working with them. They must be registered in a systematic way in order to be clear to the professionals who might need them.

According to Parmenter (2010), each KPI should be described in the following way:

Brief description; how to measure it; type of indicator; person in charge of measuring it; where the information is extracted from; frequency; cause effect predictions; connection to a Critical Success Factor; how to act on it.

Despite the need for a strong KPIs' strategy, there is an equally important need of a solid implementation of the strategy itself. Without this one, it is impossible to succeed in a strong management of the program even if the KPIs are well thought through.

Development of KPIs for Employer Branding

According to Parmenter (2010), staff, key suppliers, and key customers should all be included in the development of the strategy. With an open communication between them, which will allow employees the necessary freedom and power to report, measure and improve their performance in accordance with the respective KPIs that might be under their responsibility.

For this reason, in order to implement new KPIs in an organization we based our research on Parmenter (2010) following steps:

1. Find an external project facilitator - that has an impartial look over the situation;
2. Begin with Senior Management Team's commitment and education - so that the project is treated with the appropriate priority. This might include setting time aside to work on it and to also let employees be involved in the process;
3. Focus on the department's CSF's - since the KPIs reside inside them;
4. Have the right amount of KPIs – that are relevant, not too many nor too few;
5. Select a small KPI team to manage the implementation - committed elements that are directly related to the department and have inside knowledge;
6. “Just do it” - be practical when researching and when choosing the measurements, so the project doesn't stay for too long in development;
7. Use existing systems for the first twelve months - working with what the company already has and adapting it, will make the implementation softer, it will prevent the process from getting too complicated, and to keep the costs from increasing;
8. Trap all performance measurements in a database and make them available to all teams - with information such as a clear description of what is the aim of each performance measure, who is in charge of it and when/how to collect it, will systematize and simplify the process;
9. KPIs reporting formats sometimes can be a subjective process, so teams must be prepared to adapt and to redefine when needed.

2.8. KPIs for Employer Branding

There still isn't any consent on how to measure Employer Branding, since sometimes it can be seen as an intangible discipline (Pinto, 2016). However, the importance of measuring the effectiveness of the employer brand has been a topic wildly discussed throughout the years,

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since there are so many ways to promote and enhance its experience. One must know what works and what doesn't, in order to build a lasting impact over time.

Sullivan (2004) emphasised the idea that, in order to have an effective employer brand, the public needs to be aware of it, the firm needs to be talked about and recognized by the best company's practices, but it is also crucial to develop metrics to keep track of the efforts being made.

So, in order to successfully manage and plan Employer Branding strategies, organizations need to measure their impact on the firm's performance (Backhaus & Tikoo, 2004). Both internally and externally, since poor efficiency and performance on the interior, will reflect badly on the exterior (Fortuin, 1988).

By doing this, organizations will be able to develop and optimize appropriate recruitment channels to its target, better identify potential candidates, and increase their selection's rate and retention's success.

In 1996, when the first definition of Employer Branding appeared, Ambler & Barrow wrote that one way to measure Employer Branding was to do so by following the same principles as one would do to measure brand equity. Focusing on concepts such as awareness, loyalty, trust, commitment and attitudes. The authors also specify that trust is built from reputation, and this one concerned "competence, consistency and integrity".

Brand equity in the context of Employer Branding, is the outcome of the actions and activities related to the company's Employer Branding strategies. It is defined as "the effect of brand knowledge on potential and existing employees of the firm" (Backhaus & Tikoo, 2004: 504). It indicates that organizations can increase their chances of being chosen by employees, if they create distinctive and positive brand images on peoples' minds (Collins & Stevens, 2002).

In 2013, Moser and Käck, developed a perspective on KPIs for Employer Branding. For this thesis, the most relevant part of their research was the fact that they divided the KPIs in three groups according to the different stages of Employer Branding: Attraction; Selection and Retention.

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The first group measured the success of the attraction stage. These KPIs addressed some questions such as: How good is the perception of the employer brand to the public? What are the main channels used to find information? Do job seekers understand the EVP? Is the right target being aware of the company as a great employer?

The second aimed at confirming the efficiency of the selection stage in Employer Branding. Can the recruiter secure the right talent for the organization? Percentage of candidates that are chosen, and then do not accept the position.

Lastly, they consider the retention indicators. These measure variables such as satisfaction, turnover rate, loyalty and commitment.

The authors (Moser & Käck, 2013), reinforced this theory when they stated the benefits of dividing KPIs into categories (which could be the different steps of the recruitment process or even the types of promotion activities developed by the department), where this way managers could create clear stopping points, in which the work until that point is analysed. Improving the chances for better results in all the different stages/activities.

3. Methodology

The first part of this project was composed by secondary data gathered in the Literature Review. However, with the need for primary data analysis, the researcher had to choose a specific methodology to obtain it from first-hand experience (Loureiro, 2017).

For this type of thesis, it was agreed that the best approach would be through an exploratory data analysis, with qualitative in-depth interviews, and with the analysis of relevant company's documents. Since the topic of KPIs for Employer Branding is not yet fully conceptualised, a qualitative research is able to generate more insightful items between the interviewer and the interviewees than a quantitative one.

The interviewees were provided with the context of the study, and with some important concepts taken from the Employer Branding literature. Then they were asked to further develop the topics based on their experience and knowledge, and to validate the relevance of the results according to the company's reality.

After doing these in-depth analysis of Jerónimo Martins' Employer Branding documents, and after the interviews, some insights and conclusions were withdrawn. All the information taken from the qualitative analysis was essential for a more broadly understanding of how the department works, but also to get the professionals' insights on the proposed framework to proceed with the development of the project specifically customized for Jerónimo Martins.

The collaborators that were interviewed, and that contributed with their knowledge, expertise and experience to this project were: *Patrícia Espírito Santo (Head of Employer Branding & Talent Acquisition, the company's advisor for this thesis); Andreia Arsénio (Employer Branding Analyst); Tiago Sampaio (former Employer Branding Junior Manager); Sara Carvalho (Talent Programmes Manager); Matilde Rosa (Employer Branding Junior Manager); Luz Zwolinski (Talent Programmes Manager); Tiago Gonçalves (Head of Recruitment); Fernando Rente (Corporate Brand Senior Manager); Sónia Baptista (Employee Knowledge & Engagement Manager).*

3.1. The Process

In order to create KPIs for Jerónimo Martins we based our process in the research of The Auditor General of Canada, in the work from Brown (2011), and in the project of Cabral (2014), from where we took valuable insights from the different methodologies and then adapted them to our topic.

The model created from the literature knowledge included the following eighth steps:

- I.** Defining what is Employer Branding for the company, understanding their target and strategic objectives (CSFs);
- II.** Identifying the key activities of the department, what are their individual objectives, and their performance requirements, considering the desired results - where are we now?;
- III.** Clarifying the need for analytics in the company's context;
- IV.** Understanding how each activity fulfils the objectives of the department and then conclude if they are relevant activities to develop KPIs for - where do we want to be?;
- V.** Identifying and generating KPIs that match the CSFs previously specified, considering the objectives and performance requirements for each activity;
- VI.** Validating the KPIs' importance for Jerónimo Martins, while understanding if the information needed for those KPIs is already available, and what is the department's capacity to retrieve and analyse that data;
- VII.** Creating a system that defines in-depth each KPI;
- VIII.** Putting together a practical design for an easier implementation on future stages.

4. Analysis

4.1. Step I: Defining What is Employer Branding for the Company

In this first step of the process to develop the evaluation indicators, we set to achieve three goals through the analysis of the qualitative in-depth interviews and of company's documents:

- 4.1.1- Company Overview;
- 4.1.2. Employer Branding at Jerónimo Martins;
- 4.1.3. The Critical Success Factors of the department.

4.1.1. Company Overview¹

Jerónimo Martins is a 225-year-old Portuguese company that performs in the distribution and industry sector and it specializes in food retail. The CEO Mr. Pedro Soares dos Santos and his family own the Group. The organization has the vision of selling quality food that will promote a healthy lifestyle, while making a difference through sustainability commitments.

With the new milestone of 100 thousand employees in 2017, and about 3500 hundred stores, the Group keeps growing. At the moment, it operates in three geographies: Portugal, Poland and Colombia, where it has a diverse wallet of businesses.

The company goals are:

- *To achieve and consolidate a leading position in the markets in which it operates;*
- *To build and develop strong and responsible chains and brands;*
- *To ensure the balanced growth of its business units in terms of both sales and profitability.*

In Portugal, the firm owns two main players in the food retail industry. Pingo Doce, a

¹ This data was collected from the corporate website of Jerónimo Martins, and from the student's contact with the company during the period of September 2017 until March 2018.

supermarket chain, with its own brand; and Recheio, a cash and carry surface with three main brands: Master Chef, Gourmês and Amanhecer. Besides those, Jerónimo Martins also owns Jeronimo, a coffee shop chain; Hussel, a specialized retail chain in chocolates and confectionary; and Jerónimo Martins Agribusiness, which supports the food distribution business of the Group - it operates guaranteeing the supply of product categories such as beef, fish and dairy.

The company owns Biedronka in Poland, which accounts for about 67% of the whole business, and it is also the largest supermarket chain in the country. In addition to Biedronka the Group also owns Hebe, which is a specialized health and beauty chain.

Finally, Jerónimo Martins has started to build its business in Colombia, where it is represented by Ara, a proximity store chain.

4.1.2. Employer Branding at Jerónimo Martins

Every year Jerónimo Martins opens new vacancies - in 2016, around 7 thousand positions were created. So it is extremely important for the Group to develop an international strategy of good practices with the goal of efficiently attracting the best professionals in the field (Jerónimo Martins website, 2017).

The company is considered a benchmark employer, and it already has a strong image, reputation, and high level of awareness between students (Pinto, 2016). In 2017 Jerónimo Martins reached the fourth position in the ranking of the Most Attractive Employers in Portugal according to studies done by the Spark Agency and Universum.

For this to happen the Group invests in several promotion initiatives, which serve as external communication channels for their employer brand to reach their target.

- (i) Digital channels - a LinkedIn talent page, one of the main career promotion tools; the talent Website, the main platform where information about the company young talent opportunities are displayed, and recently also a Facebook page for Young Talent;
- (ii) Offline channels mainly focused on university presences - in career events, such as in the Pitch Bootcamp, job fairs, workshops, open classes, networking lunches,

breakfast with students and open days.

4.1.2.1 The Department

At Jerónimo Martins, Employer Branding belongs to a bigger structure called “Employer Branding & Talent Acquisition”, which is inside the Corporate Human Resources. And besides Employer Branding it includes the Corporate Recruitment, and the Talent Programmes.

The Recruitment’s goal is to hire the right talent for the job openings at the company, with also a focus on recruiting the candidates for the Young Talent Programmes. Such as the Summer Internship Programme, International Management Trainees, and the Operations Management Trainees. It is the department in charge of the onboarding plans, recruitment tools, and selection process.

The Talent Programmes’ unit is in charge of developing and structuring the young talent programmes of the company. Their function is to develop content and guidelines for the three main programmes, and then to accompany the selected trainees and summer interns’ path along the whole experience (in Portugal). These programmes aim at integrating high potential students and recent graduates in the company.

Finally, Employer Branding, created in 2015, focuses not only on the attraction and engagement of talent for Jerónimo Martins. But also on the reputation of the company as an employer, with a local and corporate vision. The unit facilitates the attraction of candidates to the talent programmes, and it coordinates all the efforts that aim at the promotion of the brand as an employer. However, for this thesis, we will focus only on the engagement and attraction of the young talent for the programmes discussed above.

In order to understand the weight each division has inside of the whole department, it is important to know how much of the total budget they are responsible for. So, if we analyse the 2016/2017 results, we can see that Employer Branding was responsible for about 30% of the whole department’s expenses. Recruitment for other 30% as well, and the Talent Programmes for the remaining 40%. Anyhow Employer Branding is a discipline that bares a

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great responsibility, because its success strongly impacts the budget that is allocated to the other two divisions.

It is of utmost importance for the department that the employer brand is strong, and also firmly positioned and defined. So the right candidates find it easier to identify Jerónimo Martins as a first-choice employer, and then proceed to pursue the opportunities available. The main goal is to increase the amount of quality applications, while managing and aligning expectations between the talent and the offers available. Taking into account the different departments inside the company, such as the Employees' Engagement and External Communications' one, which are essential to help preventing bad candidate experiences.

The department accompanies students during all the touch points of the selection process, with the goal of reducing the costs of hiring, by understanding the development of the candidates. So that in the future, it is able to attract only the right job seekers that fit the target's profile. Alongside with that it creates benchmarks to help the talent acquisition at the company, by analysing their competitors' efforts.

Recently, there was a stronger investment on digital campaigns because of the reformulation of the Talent Programmes. First, it was created a new talent website, a LinkedIn page and Facebook specifically for Young Talent Programmes, as mentioned before, then, a new feature in the Job Fairs was included - virtual reality - to engage students and to show the core business of the company in a more interactive way.

Also, the company is investing in a new digital communication campaign that will be present in Instagram, LinkedIn, Facebook and Google Display Network & AdWords to create awareness and more views of the opportunities. Besides these, the department is currently creating video testimonials to put on the corporate YouTube channel (under a playlist used for Talent Programmes), where former trainees and summer interns, talk about their experience in the company. This, in order to reinforce the clarification of the programmes and the roles available for students, in a more personal and engaging way.

Finally, alongside with all the initiatives mentioned, the company encourages Campus Ambassadors to share and promote the brand on LinkedIn, to get a wider reach and awareness to their target.

4.1.2.2. Objectives of the Department

1. To improve the attractiveness of the brand and become an Employer of (first) choice;
2. To have an aligned positioning as an Employer in all the three geographies where the Group operates, and to exploit global market;
3. To attract top students and young graduates to the Group's Talent Programmes;
4. To create a strong brand image, which is can differentiate the company from its main competitors;
5. To engage and retain the candidates.

4.1.2.3. Mission & Vision

For the section of Employer Branding specifically there wasn't any defined mission or vision statements, but in collaboration with the interviewees, the student was able to develop these two elements in accordance with the company.

- Mission: *To be fully engaged with top talent in the academia, in all geographies where we operate, and to be a top-of-mind Employer for students and young professionals.*
- Vision: *To be a benchmark employer for students and graduates willing to work in the retail business.*

4.1.2.4. Employer Value Proposition (EVP)

As we stated in the Literature Review, the EVP is one of the key elements that allows the development of a strong employer brand. In 2015 the company made a first effort to create a message that would translate as a possible EVP for the company, when the division of Employer Branding was created. However it was this year that the department started a new on-going project with the goal of developing a solid EVP that is able to represent the present reality of the company.

4.1.2.5. Target

The Employer Branding's target for the Talent Programmes, can be sum up as students and recent graduates that want early career programmes or entry level opportunities.

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To the trainees' programmes, students must be about to conclude/with a concluded master and they must have less than two years of professional experience.

The top target universities are located especially in Lisbon, Oporto and Coimbra. However, there are up to 39 top tier universities across the country. These universities are selected based on the quality of the previous candidates to past programmes' history.

Jerónimo Martins is also interested in students that have a diverse background, so the targeted majors can include Business Administration, Economics, Engineering, Food Engineering, Arts & Humanities.

International experience and interest in a global career is preferred. Candidates must have at least a B2 in English and speak one of the local languages (if they apply for the Operations Management Trainee) and C1 (if it is the International Management Trainees).

Some skills that are valued between the potential employees are: critical reasoning; excellent communication skills; proactivity; clear leadership potential; resilience; flexibility; results-oriented; an operational mindset and great analytical skills.

4.2.6. Annual Planning

The annual planning normally starts in August. During that first month the number of vacancies for the trainees, and for summer interns is defined, for each country, accordingly to the historical data taken from the previous years. Also in August, the global budget is set up for the year, this budget includes all the programmes' expenses, the communication and promotion efforts, and all the other development actions that need to be defined. Finally, also in this month, it is set in motion the planning process for the campus ambassadors programme.

During September, there is a redefinition of the target & the target universities, and of the programmes' content and key dates for that following year. It is when the communication's campaign, and recruitment process are planned. All these decisions are made based on the previous success cases, but also due to the present needs of recruitment. In September, the Campus Ambassadors' recruitment process starts.

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After these two months, in October, it is the kick-off of the campus ambassadors' programme, and of the job fairs and other universities' initiatives. In the end of the month, there is an adjustment of the recruitment platforms of the other talent programmes.

Throughout November and December, the management trainees' promotion campaign starts, while the key contents of all the talent programmes is being revised.

At the beginning of the year, in January, the recruitment process for the trainees starts as well, and the summer intern's process is revised. Then over at the end of March, the applications for the summer interns initiate.

In May and June, the positions for the summer interns and for the trainees are offered to the best candidates, and the recruitment process ends.

4.1.3. The Critical Success Factors of the Department

In the Literature Review, we saw that in order to understand the critical success factors of any unit inside a company, one should conduct a SWOT analysis (Howell, 2010).

We conducted this analysis with the intention of clarifying the positioning of the department and its key characteristics. This was made in accordance with the respondents' previous insights on the department at Jerónimo Martins.

➤ **Strengths:**

- 1 - The department's main goal is to understand the students and improve the **candidate experience/satisfaction**. It is people's oriented and not just recruitment oriented.
- 2 - It has a top position on **attractive rankings** (Universum and Spark);
- 3 - Strong brand position on **LinkedIn**;
- 4 - Has a solid **Campus Ambassadors** programme (the first one in Portugal);
- 5 - The preposition of the **trainees' programmes** was clarified and is now **well defined**;
- 6 - The **trainees' programmes** have **30 years** of existence, making them very renowned in the market;
- 7 - It is a **familiar company**, but it is also **on the stock market** (differentiating value);

- 8 - It has **225 years of experience**, with a strong position and an established reputation;
- 9 - Opportunity for an international career since it is **Portuguese, but with an international front**, acting in Europe and South America;
- 10 - The recruitment targets people with **different backgrounds**, increasing the pool of talent;
- 11 - The company, and its talent programmes aim at **developing their employees**, both professionally and personally.

➤ Weaknesses:

- 1 - It has very traditional values, so the company is **not digital** enough yet;
- 2 - There still isn't a **global alignment** between the practices in the three geographies, and it is difficult to coordinate them;
- 3 - The Brand has a relatively **low profile** when considering **PR and Media**;
- 4 - The **Corporate Brand is not the same as the Commercial Brands**, so it might cause confusion;
- 5 - The core of the talent programmes has changed, where the one in Portugal is now more focused in Operations, which might be **less appealing** for a bigger crowd;
- 6 - Since there are several backgrounds and opportunities for the Operations Management Trainees, it might be less appealing to people who aim to have a very **focused career in Portugal**;
- 7 - The department is still relatively young and welcoming **new employees**;
- 8 - Part of the campus activities' planning efforts are very **responsive and empirical**.

➤ Opportunities:

- 1 - The growing interest on **digital** channels and campaigns;
- 2 - Raising efforts in **engaging other key stakeholders** (employees and former trainees/interns/ambassadors) in the communication efforts of the brand;
- 3 - Chance to improve the **evaluation metrics** for the Campus Ambassador programme;
- 4 - Increasing exploration of the talent pool from the **global market**;
- 5 - Since the company is growing there are new opportunities for its employees;
- 6 - Creation of measurements, more **analytical** approach on the efforts made.

➤ **Threats:**

- 1 - Increasing amount of other companies' trainees programmes - **competitors**;
- 2 – The war for talent in Portugal;
- 3 - **Differentiating** the employer brand communication and positioning from the competitors.

Based on the SWOT analysis, and in accordance with the previously identified objectives of the department, we were then able to develop the ten main CFS's for the Employer Branding at the company. The CSFs established highlight the key factors that need to be successful in order to accomplish the high-level goals of the Employer Branding's strategies at Jerónimo Martins (Parmenter, 2010), and they were agreed, upon by the key stakeholders of the department:

- Ability to target and reach the important segments of the market, in order to get to the right applicants with the right skills;
- Attract enough suitable candidates for the programme;
- Generate enough awareness towards the programmes, so that the target knows about the opportunities and then increase the applications;
- Ensure top quality and added value in every interaction with students - engage potential candidates;
- Maintain a unique and differentiating position in the industry;
- Encourage key stakeholders, mainly current employees/trainees/interns and the campus ambassadors to be active advocates for the business;
- Be present in students/graduates' lives in the form of different channels and formats (university relations, digital channels...);
- Align the value proposition and the available offers with the needs and wants of the target;
- Employ the best personnel to handle the department, with great managerial skills;
- Plan the year based on data and feedback/follow-ups to evolve (both the recruitment and communication phases).

4.2. Step II: Identifying the Key Activities of the Department

The department of Employer Branding at Jerónimo Martins is responsible for several activities that aim to promote the Group's talent programmes to youngsters. These activities engage and attract top students to join the available opportunities, while positioning the company as a reputable employer. So, it is of utmost importance to understand what the company's present efforts are, in order to develop a model to measure them.

4.2.1. Campus Activities

- **Job fairs** - Are on-campus employment events, which gather both students and other employers. They are the events that give access to the greater number of graduates.
Objectives: The main objective on job fairs is to inform potential candidates of the recruitment opportunities, as well as to generate brand awareness, and engage with students.
Requirements: On job fairs the company must have a stand with the corporate brand, and at least one of the representatives must belong to HR team. The team must be completed by any another employee or trainee that might be related to the university in which the job fair is. The talent programmes must be promoted there.
- **Workshops** - The topic is organized by Jerónimo Martins, and they aim at the development of students' soft skills, in order to add real value for their professional development.
Objectives: The goal is to position the company as a talent expert, while bringing value to students. Also, the workshops motivate students to use some of the key tools of recruitment that JM uses (like LinkedIn).
Requirements: The workshops must be previously prepared, and they must have a purpose. They should also include moments where the audience can interact and engage with the company.
- **Open days** - Open days are events hosted by Jerónimo Martins at the company.
Objectives: They are a way of promoting the Group in a transparent way, and an opportunity to have direct and personal contact with a pre-selected group of students.

Requirements: It is Jerónimo Martins that selects and invites the students, and these must belong to the target of the talent programmes.

- **Corporate Presentations** - These presentations must cover at least one of two topics: Provide relevant information about business and its corporate social responsibility and Inform about the work culture and the recruitment opportunities.

Objectives: To promote the open or upcoming recruitment processes, and to generate a positive awareness about the company as an employer (“who we are, what we can offer”).

Requirements: The first phase must be completely based on the annual reports and other materials developed by the corporate communications team and renewed on the first trimester of every year. The second one should provide visibility over the annual recruitment opportunities, as well as the platforms where potential candidates can seek for occasional opportunities.

- **Networking Events** - These initiatives might include business breakfasts, networking lunches and other types of networking events between the company and students.

Objectives: These are unscripted opportunities to talk directly to small groups of students and identify potential candidates.

Requirements: The representatives should keep the students contact for possible follow-ups.

- **Case Studies** - Are presentation of thematic business cases that showcase the Group’s reality.

Objectives: To stimulate students’ curiosity by exposing and promoting selected functional areas of the business. Also, to give an inside view of the company.

Requirements: The case studies content and presentation must follow the company guidelines. They normally should expose a past situation and its outcomes.

- **Pitch Bootcamp** - It is an event with other companies, that aims at helping students improving their professional pitches.

Objectives: To give value to students, and consequently improve the brand image. The company also gets the event database and generates brand awareness, by allowing networking and in-depth personal contact.

Requirements: The company representatives must be from Employer Branding and from another core area of the business to show a different perspective on careers' development.

4.2.1.1. Campus Ambassadors

- **The aim** of the programme is to select top influential student representatives in partner universities that can amplify Jerónimo Martins' employer brand at their campus, either by organizing physical initiatives or digital ones. In order to help Jerónimo Martins to become a top-of-mind company when it comes to employment attractiveness for students and young professionals. The students receive some incentives to show results and have the chance to attend development days during the programme. Although it has a very formal selection process, it is not considered as a talent programme in the strict sense of it, because students are promoting the brand and gaining experience but not necessarily integrating the company.

4.2.2. Digital Initiatives

- **Direct approaches (email or inmail)** - The main objective of these communication initiatives is to target students the best way possible. They normally occur during the promotion of the talent programmes. The company either invites students to an open day where the programmes are presented in detail, through these two direct channels, or just generates awareness towards the opportunities. They bring attention to the recruitment process by contacting a specific profile that, in an initial approach, the department considers fit for the opportunities available.
- **Talent Programmes' Website, LinkedIn and Facebook** - Its objective is to better segment and redefine the programmes. The aim of having a specialized Showcase page on LinkedIn is to generate more awareness and to identify potential candidates easier, by adapting the communication to students and graduates. A separate website for the talent programmes also aims to clarify the programmes and really target the right audience. Finally, the very recent Facebook page's objective is to promote on social media the opportunities available. These networks must follow similar guidelines to the corporate page, which is why the department hosts alignment

meetings with the Corporate Communications' sector (that is in charge with the corporate page).

4.2.3. Corporate Relations

The overall objective of having Corporate Relations is to create the opportunity to be present in students' lives and to be recommended to students. To understand the universities and students' professional expectations and then potentiate the company efforts in order to adapt to those needs.

- **Contact with Career Offices** - Establish a direct relationship with career offices from targeted universities.

Objectives: By partnering with career offices, the company gets more touch points with the candidates and increases the opportunities to engage with its target. Besides that, career offices offer students contacts' databases and other statistics on Jerónimo Martins' performance.

Requirements: It is important to always follow-up on issues. Show availability and have annual kick-off meetings where both parts reflect on the company's recruitment (number of applications, survival rates in all phases, comparison with competitor schools).

- **University Partnerships** - Similar to career offices, they intend to foster the relationship of students with the organization and therefore their professional development and employment.

Objectives: To get a bigger brand visibility and unlimited access to all the major annual events held at their campus. For example: sponsorship of job fairs and other events; sponsorship of students' merit awards; access to networking events with selected groups of students; access to classes and presentation/workshop slots; unlimited access to campus facilities; priority when new initiatives arise; access to student databases.

- **Contact with Student Associations** - Student Associations are also a vital part of life on campus, and they allow a direct contact with high potential students.

Objectives: Engage in new ways of collaborating with the students and participate in new initiatives with the target universities. Like sponsorship of events; case studies; participation in networking events and alumni talks.

4.3. Step III: Clarifying the Need for Analytics

After analysing in-depth the main aspects of the Employer Branding's department at Jerónimo Martins, it became clearer the urgent need for more analytical measures to complement the efforts already made on the activities described above.

Thence we decided to focus this study on the development of KPIs for **the Young Talent Programmes' promotion initiatives.**

When focusing on the promotion initiatives targeting young talent, we could conclude that presently the company tries to be part of all the main activities in the top tier universities, instead of being present in the ones that are more significant to its objectives. Making the planning of those very responsive instead of data based.

There is a tendency to ground some of the decisions on previous knowledge from the professionals of the department and not on hard data, and until now there wasn't any global structure designed for all the information available. The department has access to a great flow of information, but there is no organized/systematic framework that sums up all the insights of the year, specifically when talking about the university activities.

So far, the main efficiency measures used to track the efforts of the company's Employer Branding were:

- Benchmarking with the position on Attraction Rankings (analyse students' perception of the company);
- Recruitment KPIs (about the selection process: n° of candidates and quality);
- Google Analytics;
- Employer Branding empirical knowledge, taken from past experience;
- Information that partner universities provide about their students;

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- Analysis of the previous trainees' background, which after is used as guidelines.

The Group focus mainly on the external perception, and on recruitment metrics to evaluate their yearly success. Without a more general view on Employer Branding direct metrics, but a focus on metrics from the other areas that work close with Employer Branding, like the Talent Programmes or Recruitment.

So, we believe these practices could be complemented, optimized and reviewed, in order to get a better understanding of the annual results and its evolution throughout the time. Replacing some of the existing empirical knowledge for a more analytical process, might result in a more efficient planning for the future. It is not only important to have a good brand message, but also to deliver and communicate that brand message appropriately.

By organizing and developing the core KPIs (and other indicators) for the department, Jerónimo Martins will be able to include a well sustained strategy in their daily operations. Consequently, improving its capability to understand clearly what the most profitable investments are (in terms of channels and initiatives for young talent). In the end, we believe that developing measures will maximize the employer brand's success, while reducing some of the costs.

Goals for the development of KPIs:

- A. To have a more comprehensive knowledge about the first contact between the company and the students;
- B. Considering the different activities and initiatives, which efforts bring more return in terms of applications, and if it oscillates depending on the different courses/universities;
- C. Create a global tool for Employer Branding at the company, which includes all the yearly insights of the young talent initiatives, and that can be consulted over time by current and future employees, as a solid documentation of the history of the department.

4.4. Step IV: Understanding How Each Activity Fulfils the Objectives of the Department

According to Howell (2010), in order for KPIs to be relevant they must measure the outcomes of activities that are directly linked with the CSFs of the department. Since what directly impacts the most the critical aspects for the success, is what should be measured.

So, the following action was to start organizing information in table 1. This table aims at clarifying the importance of each activity² when acting on the identified CSF's, as well as serving as a visual representation of how the success factors are distributed in the different lines of work.

The activities and the CSF's were divided into a column and row, respectively, and what the student did was a cross over between the eleven main promotion initiatives of the talent programmes, with the ten CSF's. This table was created alongside with the constant validation and inputs of key elements of Jerónimo Martins' Employer Branding's department in order to be the most accurate possible considering the company's context.

After a final unanimous response from the key elements interviewed, the researcher was able to understand which channels have the most impact on the department's strategic objectives.

This table, allowed us to acknowledge the correlation between activities, which is important when developing an evaluation model.

We can see that the two initiatives that are most impactful on the success of the promotion efforts are the Showcase LinkedIn and the Open Days. LinkedIn has the widest audience of all the channels and it is able to be very detailed about the available opportunities and about the company itself. Open days are special initiatives where the company gets to pick the exact students that attend, which means they can focus on their precise target. As a consequence, Open Days create a very engaging and direct communications' environment between the potential candidates and the employer.

² The Website and the Facebook page were not included in this process because the Website already had some well-structured analytics for it, and the Facebook page was only created after the researcher completed the study.

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Corporate Presentations and Emails/Inmails are the ones that fulfil the least amount of CSF's. This result happens because these two initiatives are the most standard ones, meaning that they don't engage with the target so deeply nor so directly.

Nonetheless we can conclude that all the promotion initiatives are significant and relevant for the department, since all of them can be tied to more than one critical success factor. Therefore, they will all be considered for the following process of developing the KPIs.

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Table 1. Activities and CSFs

Activities / CSFs	1 - Ability to target and reach the important segments of the market, in order to get to the right applicants with the right skills	2 - Attract enough suitable candidates for the programme	3 - Generate enough awareness towards the programmes, so that the target knows about the opportunities and then increase the applications	4 - Ensure top quality and added value in every interaction with students - engage potential candidates	5 - Maintain an unique and differentiating position in the industry	6 - Encourage key stakeholders, mainly current employees/trainees/interns and the campus ambassadors to be active advocates for the business	7 - Be present in students/graduates' lives in the form of different channels and formats (university relations, digital channels...)	8 - Align the value proposition and the available offers with the needs and wants of the target	9 - Employ the best personnel to handle the department, with great managerial skills	10 - Plan the year based on data and feedback/follow-ups to evolve (both the recruitment and communication phases)
Campus Ambassadors (5/10)	YES	YES	YES			YES	YES		N/A	N/A
Job Fairs (6/10)	YES	YES	YES	YES		YES	YES		N/A	N/A
Workshops (4/10)				YES	YES	YES	YES		N/A	N/A
Open Days (7/10)	YES	YES	YES	YES	YES	YES	YES		N/A	N/A
Corporate Presentations (3/10)			YES		YES	YES			N/A	N/A
Networking Events (6/10)	YES	YES	YES	YES		YES		YES	N/A	N/A
Case Studies (4/10)			YES	YES	YES		YES		N/A	N/A
Pitch Bootcamp (6/10)	YES		YES	YES	YES		YES	YES	N/A	N/A
Inmail/Email (3/10)	YES	YES	YES						N/A	N/A
Showcase LinkedIn (7/10)	YES	YES	YES		YES	YES	YES	YES	N/A	N/A
University Relations: Career offices, Students Association and Partnerships (5/10)	YES		YES	YES	YES			YES	N/A	N/A

4.5. Step V: Identifying and Generating KPIs

At this point we already concluded the first part of this study. We analysed the department, relating it with its target, objectives and CSFs. We described the key activities and their individual objectives, as well as having established the need for the KPIs in one specific dimension of the employer brand, while validating the importance of the object of our study.

Hence starting the second part of this research with the development of the KPIs itself. Following our defined model, the KPIs should be aligned with the CSFs previously specified, considering the objectives and performance requirements for each activity. This was done by using deductive reasoning when brainstorming ideas based on all the information already collected, and by applying the knowledge gathered from the Literature Review.

Firstly, we took into consideration the general information - mission and vision; target; objectives; and CSF's. Secondly, we analysed each activity's requirements and objectives. Step V aimed at allocating standard measures to certain core points of the department in general, while also matching possible indicators with each promotion activity.

With this method, the researcher developed of a first list of possible KPIs for the global, and the local parts of Employer Branding. As shown in table 2 we analysed each piece of information from the global Employer Branding (on the left column), and attempted to match each topic with a possible indicator or measurement strategy (on the right columns). On table 3 we used the same tactic but corresponding the activities' requirements and objectives (on the left) with potential measures (on the right).

Here the goal was to cover the core aspects of the information displayed, and then, in the case of the activities, to develop indicators that could be aligned with each individual initiative so that we could initiate the process of identifying and generating the best KPIs.

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Table 2. Identifying and Generating KPIs

General Employer Branding		KPIs' Brainstorm Ideas	
Mission and Vision			
To be fully engaged with top talent in the academia, in all geographies where we operate, and to be a top-of-mind Employer for students and young professionals	Use the position on attraction Rankings	Number of participantes per activity in each university and per country	Percentage of quality candidates per country
Target			
Master Students, less than two years of experience, from top tier universities	By the end of the year do a matrix on Total applications vs Applications that fit the target	Use the recruitment metrics of the candidates (uni/course/where did they got awareness of the process/sex/localidade/idade/anos de experiencia/international experience)	Use the recruitment metrics of the hired trainees/interns (uni/course/where did they got awareness of the process/sex/localidade/idade/anos de experiencia/international experience)
Objectives			
To have an aligned positioning as an Employer in all the three geographies where the Group operates, and to exploit global market	Create a global framework, where all the promotion initiatives and its outcomes are shared between the three geographies	Percentage of quality candidates per country	Feedback from the different geographies on which approach works better for their country
To attract top students and young graduates to the Group's Talent Programmes	Yearly number of candidates vs target number on LinkedIn	Quality of the hire	Ratio between candidates and potential hires per recruitment step
To create a strong brand image, which is differentiating enough from the competitors	Benchmarking competitors and best practices in Employer Branding	Compare the number of LinkedIn followers with its competitors	Compare the number of students engaged in each activity with the years before
To improve the attractiveness of the brand and became an Employer of (first) choice	Use the position on attraction Rankings has guidelines	Offer to acceptance ratio	Growth on LinkedIn followers/engagement after each activity
To engage and retain the candidates	The number of activities per year and how many students attended. Comparing with the digital views and applications per year	See on the application form which was the activity with the biggest recall	Retention rate after the programmes
CSF			
1. Ability to target and reach the important segments of the market, in order to get to the right applicants with the right skills	Use the recruitment metrics of the candidates (uni/course/where did they got awareness of the process/sex/localidade/idade/anos de experiencia/international experience)	Ratio between the number of applicants in the target and the number of total target from LinkedIn	Compare on a weekly basis the number of candidates face the previous years
2. Attract enough suitable candidates for the programme	Percentage of the total applications vs number of the suitable applications	Number of candidates that drop out of the process/program by their own choice	Understand the percentage of candidates that had a previously experience with the company (internship, alumni)
3. Generate enough awareness towards the programmes, so that the target knows about the opportunities and then increase the applications	Talent programmes' website and LinkedIn visits	The number of candidates that look at the website divided by the number of people who enroll in the programmes via website	Click per applications (ratio on how many people saw the application page on the site and then left)

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4. Ensure top quality and added value in every interaction with students - engage potential candidates	Candidate experience (Ask for feedback after each step of the recruitment)	Main disqualification issues per recruitment step	Percentage of qualify candidates after each phase
5. Maintain an unique and differentiating position in the industry	See the company's position on employer pages like Glassdoor in order to see the key points that are pointed there	Use the position on attraction Rankings has guidelines	Number of awards per year
6. Encourage key stakeholders, mainly current employees/trainees/interns and the campus ambassadors to be active advocates for the business	Measure the efforts of the campus ambassadors and how the employees advocacy brings more views to the pages	Look up the number of times the name of the brand is mentioned online and what are people saying. Use google alert for press mentions, employee reviews and other mentions. Identify some problems that can be addressed	Analyse what results from the employee survey might be good to communicate to the exterior
7. Be present in students/graduates' lives in the form of different channels and formats (university relations, digital channels...)	Understand which channels work best for each university/purpose by keeping qualitative analysis each year	Understand the percentage of participants in events that enrolled in the programmes each year	Number of activities per year comparing to the number of candidates per year
8. Align the value proposition and the available offers with the needs and wants of the target	Look at the attraction rankings' results and the career offices inputs	See what are the top chosen areas to work in (on the online application form), in order to understand the demand and wishes of the students	Feedback surveys from hired candidates
9. Employ the best personnel to handle the department, with great managerial skills	Have a rank from 1 to 5 for the representative to answer "Did the ambassadors from university x were available? Other significative: (qualitative)". Create one of this per university and per year.	KPI's for the EB team - to measure efficiently when planning (called initial indicators franceschini) or something on how the process works (called intermediate indicators); final indicators (on the out comes) - planear e depois ver se os resultados foram os esperados;	Cost per hire: All costs internally and externally associated with filling the open positions divided by the number of hires
10. Plan the year based on data and feedback/follow-ups to evolve (both the recruitment and communication phases)	Create a Central intelligence document: with the description of all the events in every univerversity (the format)	Make a excel sheet per university with a qualitative analysis of all the annual events. This to understand the high and low points of the initiatives (leaving space for some ideas to improve). Rank the partner universities quality of candidates and events (to know if we should do it more) "In the univervity x students always come to us, and we already have big reputation?" (e.g. divide per business, arts stems... in order to understand whats best for each)	Cost per activity face the previous year, keeping in mind the number of candidates that are in the target

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Table 3. Identifying and Generating KPIs - Activities

Initiatives Employer Branding			KPIs Brainstorm	
Activities	Requirements	Objectives		
Campus Ambassadors	Selected Students; Top Universities; Have development days; Award the best Ambassadors.	Amplify the university presence	Do the ambassadors invite Jerónimo Martins to exclusive events? Are the events relevant to the company? Do we get more students at our events with the help of the campus ambassadors?	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Have the ambassadors from university x shown availability? / Other significative: (qualitative)". Create one of this per university and per year
		Build a database of talent	Are the campus ambassadors also interested in the programmes? Are the campus ambassadors' candidates our target?	
		Get students to see the available opportunities (generate awareness)	Do the website views or LinkedIn increase after their initiatives?	
		Promote the Employer Brand online	How many promotion initiatives do they organize? Number of social media posts and shares	
		Engage students and bring possible candidates to the company	How many candidates enroll because of a campus ambassador? Number of candidates brought by them inside the target versus outside? Compare to the year before Absolute number of new contacts that came from their network?	
Job Fairs	The company should have a stand with the corporate brand; The representatives should be at least one from HR and other that has a relevant background and area of the business.	Promote the talent programmes (informe about the opportunities)	Did we have more views on the Webpage or LinkedIn after the event? Did we have more applications after the event?	Have a rank from 1 to 5 for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Get the information to a bigger audience	How many students contacts did we gather?	
		Generate awareness for the Employer Brand by engaging with students	On average how many people talked to the representatives at the fair On average our company was the top 3 most visited in the fair? Compare with the years before	
Workshops	They must have a specific purpose; The speaker should plan an interactive/engaging part during the workshop.	Develop students' soft skills, that might impact their professional path	Email with an online satisfaction surveys after the workshop, asking for topics of interest for the next workshop	Have a rank from 1 to 5 for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Position the company as a talent expert	Number of registrations per event Number of attendees face last year Number of absenteeism per event	
		Motivate students to use tools that JM uses to recruit (e.g. LinkedIn)	Did the number of followers increase after the workshop? Did views on our networks increase?	
Open Days	JM selects the students that better fit their target to participate in the event.	Engage and allow a direct networking with previously selected students	Keep a list of the number of attendees and events organized by the company per university comparing with the hires from that university Number of absenteeism per event Comparing with the year before how many sessions were made/people attended	Have a rank from 1 to 5 for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Promote the Talent Programmes	How many candidates applied that were at an open day? Did the number os views on LinkedIn increase? Did we had more applications after the event?	

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		Give information about the Group in a more transparent way	Email with an online satisfaction surveys per activity	
Corporate Presentations	The information given should be based on the annual reports and other materials developed by the corporate communications team, and renewed on the first trimester of every year; The presentation should provide visibility over the annual recruitment opportunities, as well as the platforms where potential candidates can seek for occasional opportunities.	Provide relevant information about business, work culture and its corporate social responsibility	Email with an online satisfaction survey (per activity)	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Promote the recruitment opportunities	How many candidates applied that were in a corporate presentation? Did the number os views on LinkedIn increase? Did we have more applications after the event?	
		To generate a positive awareness about the company as an employer ("who we are, what we can offer")	Number of attendees Number of registration per event Number of absenteeism per event Compare to the year before	
Networking Events	The representatives should keep students contacts for follow-us; These events might include Networking Breakfast/Lunches or breaks between events.	Understand what the students expectations are	Email with an online satisfaction survey after each activity	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Identify and engage with potential candidates	Number of registration per event Number of absenteeism per event Number of attendees	
		Promote the talent programmes	How many candidates applied that were at a networking event? Compare with the year before Did the number of views on LinkedIn increase? Did we have more applications after the event?	
Case Studies	The case studies' content and presentations must follow the company's guidelines; Should expose a past situation and its outcomes.	Stimulate students curiosity by exposing and promoting selected functional areas of the business	Email with an online satisfaction survey after each activity	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Give an inside view of the company	Number of registration per event Number of absenteeism per event Number of attendees Compare with the year before	
Pitch Bootcamp	The representatives should include one person from Employer Branding and one from another area of the business; After the event Jerónimo Martins should receive the database and other informations about the students that attended.	Give value to students by helping them improve their pitches	Use the measures provided by Spark	Have a rank from 1 to 5 for the representative to answer "Did the event went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Promote the brand image		
		Have a direct contact with potential candidates		
Inmail/Email	The students that are contacted must fit the talent programmes' target.	Target high potential students to get their attention	How frequently do we use this approach?	Did the number of views on LinkedIn increase?
		Get students to engage in a company event	How many students didn't accept the invitation?	How many students accepted the inmail?
		Promote the talent programmes, by giving them more visibility	How many candidates applied that were directly contacted?	Compare with the year before
Showcase LinkedIn	It has to go along with the corporate page.	Generate awareness to the available opportunities	Did the number of views increase?	See how many collaborators are being brand advocates
		Identify potential candidates easilier	Followers growth	Use the segmentation tool to target the best candidates and also see if they are engaging with the page
		Engage in a more appropriate communication format with the young talent	Number of LinkedIn fans vs other competitor/benchmark	See which format generates more engement/allows a call to action (video/text/images...)
		Better segment and redefine the programmes	Use all the insights from LinkedIn Analytics	Compare to the results weekly

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Career Offices	Always follow-up on issues; Show availability, and have annual kick-off meetings where both parts reflect on the company's recruitment efforts.	Be invited to events with potential candidates	Did we get more opportunities to engage with potential candidates with this partnership?	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the relation went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Get students databases and other statistics related to how the company is perceived	How many events did we go that the career office has facilitated? Did they send us student metrics?	
		Engage in different opportunities that potentiate the company's awareness	How many candidates per university? (Have a metric that relates that with the number of events in that university) Compare with the year before	
University Partnerships	Sponsorship of job fairs, students' merit awards and other events; Access to classes and presentation/workshop slots, and networking events with selected groups of students; Unlimited access to campus facilities; Access to student databases; Priority when new initiatives arise.	Give value to students by helping their professional development and employment opportunities	Did they allow us/invite us to participate in different types of initiatives aimed at the development of students?	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the relation went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Increase brand visibility/awareness	How many candidates per university? (Have a metric that relates that with the number of events in that university) Compare with the year before	
		Get a better understanding of what are students/universities' expectations for career development and opportunities	Did they send us student metrics?	
		Foster the relationship of students with Jerónimo Martins	Is the university accessible to give feedback/discuss new opportunities/talk to us regulary and on time?	
		Access to all the major annual events held at their campus	How many events did the universiti facilitates per year? Do they give us enough time to prepare for the events? Are the events well planned? And do we have all the information needed to understand fully the schedule of the activities?	
Student Associations	Maintain contact with the Alumni.	Get a direct contact with high potential students	How many candidates per university? (Have a metric that relates that with the number of events in that university) Compare with the year before	Have a rank from 1 (strongly disagree) to 5 (strongly agree) for the representative to answer "Did the relation went as planned? Was the output successful? Other significative: (qualitative)". Create one of this per university and per year
		Be involved with the students daily lives	How many students did we impact with this partnership?	
		Engage in new initiatives in the campus	How many events did the universiti facilitates per year? Do they give us enough time to prepare for the events? Are the events well planned? And do we have all the information needed to understand fully the schedule of the activities?	

4.6. Step VI: Validating the Importance of the KPIs for Jerónimo Martins

In order to start validating these first ideas as indicators of success for the company, it was necessary to confirm if the theoretical insights were aligned with the actual job reality and demands. At this point the student needed to understand the capacity of the department to retrieve data from the Employer Branding's initiatives.

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To do that, the work needed to be divided in two. Where in the first part the student would attend some of the activities of the department, and inductively generate more ideas for KPIs while experiencing it on the field. In the second part, it was performed a SMART analysis on the list of measures found until that point. Then the researcher could decide if they were relevant or not for Jerónimo Martins.

To start, we talked to the ISCTE Career's Office (on the 24th of January, 2018) in order to understand how the relationship “employer – university” was handled from the university side. From this meeting, we took some valuable information on what the company had access to, and whether or not it was possible to add more analytics that would contribute to the knowledge already shared between the two identities.

After that, Jerónimo Martins allowed the student to participate in several of the previously stated activities, as a form of field trips for this thesis with the objective of better understanding the company's side.

The events analysed in these field trips were an Open day and Corporate Presentation for Católica top chosen students (on the 7th of February, 2018); a Job Fair at ISCTE IBS Career Forum (on the 16th of February, 2018); a Case Study presentation at the Leadership Tournament by AIESEC at ISCTE (on the 23rd of February, 2018); a Pitch Bootcamp at NOVA SBE and IMS (on the 24th of February, 2018) and finally, another Job Fair at ISEG (on the 27th of March, 2018).

With this hands-on experience, some of the measures from table 2 and table 3, were aligned with the specificities of the company's reality, and new ones were added. This process allowed us to generate new indicators, targeting the practicalities of each activity, with inputs from the professionals who attend these initiatives regularly. We can see the results of this stage in Table I (found in the Appendices).³

The first part of step VI was a prolongation of the brainstorm started earlier. The indicators were all analysed and put into smaller groups, where each concerned a topic. Such as the topic of General Employer Branding measures, or the ones for specific activities of the department.

³ Due to their similarities with each other, all the University Relations, such as career offices, student associations and university itself, were agglomerated in only one category in order to simplify the table.

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At this point, we had a clearer view on the measures and we could understand easier if the information needed to implement some of the KPIs was actually obtainable.

The Showcase LinkedIn page, was not included here due to the fact that the company stipulated they would only follow the structure of LinkedIn Analytics for that tool. However, because it was of interest to this topic, the student created an additional document about LinkedIn Analytics (found in the Appendices), in order to clarify some of the basic indicators used for this digital platform.

Following Table I, it was then essential to develop the SMART method, to verify if the measurements found until then could be considered as KPIs or not.

With this analysis, some of the indicators were put aside, because they didn't cover all the five requirements of the SMART method, and some were rewritten in a way that they would be more incisive on the core of the problem. According to Moser & Käck (2013), each indicator should be specific – with only one interpretation; measurable – it must allow its analysis; attainable – possible to achieve; relevant – it should measure something related to the CSFs; and finally, timely – within a specific time frame.

So, each measure was analysed individually, by both the student and the responsible employees for the activities, to uncover if they could fulfil all the five main traits. Table 4 shows this process. From the forty-six indicators considered so far, two have been partially changed and thirteen have been excluded from the set because they didn't respect one or more of the conditions.

“The number of promotion initiatives ambassadors organized” was the one of the two indicators that was modified. It was not considered relevant to know how many promotion initiatives they organized, but to keep track of the quality of those initiatives. This so the best Ambassadors could be later recognised by their efforts. The KPI become “Quality of the promotion initiatives they organize”, with the requirement of being measured every two weeks after the "Challenges" given by the Employer Branding professionals.

Then the other indicator being modified was the “Average number of students that approached the company at a Job Fair”. This was not attainable because there was no way of keeping track of that data during a busy Job Fair. However, it was considered important to

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understand the dimension/reach of each Fair, by knowing how many students are supposed to attend the fair. It was thought that the indicator could be called “Number of students at the fair” – an information given by the university in charge of the event, and it would be measured after each Fair.

From the measures that were eliminated we had “Absolute number of new contacts that came from their network”, which was not attainable or relevant enough. “Are the Campus Ambassadors also interested in the programmes?” was considered an irrelevant indicator since the target for the talent programmes is not necessary the same as for the Campus Ambassadors. “Top 3 most popular companies at a Job Fair” and “Benchmark with the other companies at the fair (document something relevant/different found)” those two measures were seen as not possible to assemble since the representatives normally don't leave their stand so there is no way of retrieving that data, nor relevant enough.

Then “Compare the total and final overview of each geography” there was no specific alignment between geographies that would allowed a direct comparison. “Number of times we used direct contact (yearly)”; “The top 3 areas of interest to work in, chosen on the registration form by students”; “The top 3 activities/initiatives mentioned on the registration form by students” and “Number of returned candidates (alumni)” were considered not relevant enough for the department. The “Offer to acceptance ratio”; “Number of candidates that drop out of the process vs total number of candidates”; “Number of returned candidates (alumni)”; “Main disqualification issues per recruitment step” and “Number of quality candidates after each step” are recruitment metrics so they should not be Employer Branding KPIs.

Finally, “Awards/rankings per year” there are not enough relevant enough awards on the area yet to have this KPI.

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Table 4. SMART Analysis

	Specific	Measurable	Attainable	Relevant	Timely
	The KPI must be clear to different people, with only one interpretation	One must have tools that allow them to measure it, or else it cannot be considered since it won't allow a meaningful analysis	It should be possible to achieve, and realistic. If it is set too high it might discourage employees	The KPI should be measuring something that is considered important and essential to the success of the department	It has to be tracked from time to time, in order to compare past and future results. It should be doable within a specific time frame
Number of Applications Received for the Campus Ambassador's Programme	YES	YES	YES	YES	At the beginning of the program - in October
Number of Campus Ambassadors accepted	YES	YES	YES	YES	At the beginning of the program - in October
Number of social media posts and shares from each Ambassador	YES	YES	YES	YES	Once a week
Number of promotion initiatives ambassadors organized	YES	YES	YES	NO	-
Absolute number of new contacts that came from their network	NO	NO	NO	NO	-
How many candidates enrolled because of: Campus Ambassador; Job fairs; Corporate Presentations; Open days; Networking events; LinkedIn Promotions; Pitch Bootcamp	YES	YES	YES	YES	At the end of the online applications period *(Add the possibility to give a more detail answer on the application form)
Cost of the Campus Ambassador's programme	YES	YES	YES	YES	At the end of the programme - end of the school year
How many did we attend/organize: Job Fairs; Workshops; Networking events; Pitch Bootcamp; Corporate Presentations; Case Studies; Open days	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Cost per activity: Workshops; Job fairs; Networking events; Open days; Pitch Bootcamp; Corporate Presentations; Case Studies	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Are the Campus Ambassadors also interested in the programmes?	YES	YES	YES	NO	-
Average number of students that approached the company at a Job Fair	NO	NO	NO	NO	-
Top 3 most popular companies at a Job Fair	NO	NO	NO	NO	-
Benchmark with the other companies at the fair (document something relevant/different found)	NO	NO	NO	NO	-
The increase on views/followers of the Talent LinkedIn Page on the week of the event: Job fairs; Open days; Networking events; Corporate Presentations; Pitch Bootcamp; Inmail/Email	YES	YES	YES	YES	On the week before/during/after the event *(Filter the organic increases from the sponsored campaigns)

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The increase on views of the Talent Website on the week of the event: Job fairs; Open days; Networking events; Corporate Presentations; Pitch Bootcamp; Inmail/Email	YES	YES	YES	YES	On the week before/during/after the event *(Filter organic increases from the sponsored campaigns)
Number of registrations for the: Workshops; Corporate Presentations; Networking events; Case Studies	YES	YES	YES	YES	After the event
Number of attendees: Workshops; Open days; Networking events; Case Studies; Pitch Bootcamp; Corporate Presentations	YES	YES	YES	YES	After the event
% of absenteeism: Workshops; Open days; Networking events; Case Studies; Corporate Presentations	YES	YES	YES	YES	After the event
% of groups that delivered their work on time (Case Studies)	YES	YES	YES	YES	At the end of the competition
Number of students contacted: Email/inmail; Open days	YES	YES	YES	YES	On going with the initiatives
Number of students that accepted/replied (inmail/email)	YES	YES	YES	YES	On going with the initiatives
Relevant feedback from students on inmail/email	YES	YES	YES	YES	On going with the initiatives
Number of times we used direct contact (yearly)	NO	NO	NO	NO	-
Linkedin Analytics	YES	YES	YES	YES	On a weekly basis
Satisfaction Survey for students about the activities Campus Ambassadors; Case Studies; Open Days; Workshop	YES	YES	YES	YES	After each event
Final evaluation for each activity (qualitative) Campus Ambassadors; University Relations; Job Fairs; Pitch Bootcamp Case Studies; Corporate Presentations; Networking Events; Open Days; Workshop	YES	YES	YES	YES	After each event
The majority of students that attended were from the bachelors or masters Job Fairs; Case Studies; Pitch Bootcamp; Networking Events; Workshop	YES	YES	YES	YES	After each event

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Compare the total and final overview of each geography	NO	NO	NO	NO	–
Position on attraction Rankings	YES	YES	YES	YES	Once a year *(On Forbes; Spark and Universum)
Total of Applications vs Applications that fit the target	YES	YES	YES	YES	Daily
The number of activities that we attended/organized in total (yearly)	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
The total number of students that engaged with the company	YES	YES	YES	YES	At the end of the recruitment process - end of the school year *Total number of students that participated in JM exclusive initiatives to see the reach
The number of students that were engaged versus the total number of applications	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Application per Hire	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
The top 3 areas of interest to work in, chosen on the registration form by students	NO	NO	NO	NO	–
The top 3 activities/initiatives mentioned on the registration form by students	NO	NO	NO	NO	–
Budget spend on Employer Branding per hire	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Offer to acceptance ratio	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Number of candidates that drop out of the process vs total number of candidates	YES	YES	YES	NO	–
Number of targeted candidates vs total target on LinkedIn	YES	YES	YES	YES	At the end of the online applications period
Number of returned candidates (alumni)	YES	YES	YES	NO	–
Main disqualification issues per recruitment step	YES	YES	YES	NO	–
Number of quality candidates after each step	YES	YES	YES	NO	–
Click per view	YES	YES	YES	YES	Weekly
Awards/rankings per year	YES	YES	NO	NO	–
Demographics of the candidates (where the trainees that entered are from: University/ Course/ Region/ Gender/ Age/ Experience/ International/ Where did they hear about the programmes)	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Does the University has a Career office?	YES	YES	YES	YES	At the beginning of the school year
Do they send us student metrics?	YES	YES	YES	YES	At the beginning of the school year
Number of events they invited us for Career Offices; Students' Associations	YES	YES	YES	YES	At the end of the recruitment process - end of the school year

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Number of events that we attended Career Offices; Student Associations	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Are we partnering with the Students' Association?	YES	YES	YES	YES	At the beginning of the school year
Number of candidates per University (contrasting with the total number of target students from university) versus number of events given at that university E.g.: Católica 50/500 and 5 events	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
List of main benefits from the partnership	YES	YES	YES	YES	At the beginning/end of the recruitment process - start/end of the school year
Main responsibilities from Jerónimo Martins' side	YES	YES	YES	YES	At the beginning of the school year
Cost per Partnership	YES	YES	YES	YES	At the end of the recruitment process - end of the school year
Number of applicants by promotion initiative source. See by course and university	YES	YES	YES	YES	At the end of the recruitment process - end of the school year *(on the top tier universities, see what were the main initiatives mentioned on the candidate's registration form)

4.7. Step VII: Creating a System that Defines In-depth each KPI

With the conclusion of step VI we finally constructed a solid and final list of relevant KPIs for the reality lived at Jerónimo Martins. So, the following step was to organize that information in a way that each and every KPI would be fully understood and conceptualised.

After all the adjustments made with the SMART and after talking to the Employer Branding's team at the company, we got to a final forty-four relevant KPIs. Therefore, a detailed description of each measure had to be done. Table 5 shows, in the form of a Glossary, each individual KPI explained in detail. With this document, we aimed at clarifying the meaning and usage of all the indicators.

Table 5 has seven distinctive categories that help defining each measure, those categories were then based on Parmenter 2010's study, and adapted to this project:

- Activity (what is the initiative the KPI refers to);
- Type (quantitative or qualitative);
- Main objective (brief description);
- Metric (unit);

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- Source of information (where to take the values or the person in charge of measuring it);
- Frequency/period (time frame);
- Formula (how to measure it).

Table 5. KPIs' Glossary

KPIs' Glossary	Activity	Type	Main Objective	Metric	Source of Information (or person in charge)	Frequency/Period	Formula
Number of applications received for the Campus Ambassadors' programme	Campus Ambassador	Quantitative	To understand the interest of students in the programme/company	Absolute Number	Employer Branding / HR team	Once a year when the programme starts - October	Total number of applications received per university and global
Number of Campus Ambassadors per top tier university	Campus Ambassador	Quantitative	To see if we could attract at least one campus ambassador for each of our targeted universities	Absolute Number	Employer Branding / HR team	Once a year when the programme starts - October	Total number of Campus Ambassadors per university and global
Number of social media posts and shares	Campus Ambassador	Quantitative	To evaluate the promotion efforts of the ambassadors	Absolute Number	LinkedIn	Once a week during the programme	Total number of LinkedIn's posts and shares related to the talent programmes, by university ambassadors
Quality of the promotion initiatives they organize	Campus Ambassador	Qualitative	To evaluate the promotion efforts of the ambassadors	N/A	Employer Branding / HR team	Every two weeks after the "Challenges"	N/A
Number of students that were at the fair	Job Fair	Quantitative	To analyse the potential reach of each event	Absolute Number	University	After each Fair	Total number of students enrolled for the event
Number of students contacted for the Open Day	Open Day	Quantitative	To have the absolute number of students that knew about the event	Absolute Number	Employer Branding / HR team	On going with the initiative	Total number of students contacted per event
% of students contacted that did not go	Open Day	Quantitative	To understand the % of students that weren't interested in attending	%	Employer Branding / HR team	After each Open Day	(Number of students that did not go / Total number of students contacted) * 100
Number of students contacted: Email/inmail;	Inmail/Email	Quantitative	To have the absolute number of students that were informed about the programmes directly	Absolute Number	Employer Branding / HR team	On going with the initiatives	Total number of students contacted per university
Feedback from students	Inmail/Email	Qualitative	To document, when possible, the main reasons students give when declining, in order to understand if the contacts could be done in a different period, or by using a different approach	N/A	Employer Branding / HR team	On going with the initiatives	N/A
% of students that accepted/replied	Inmail/Email	Quantitative	To understand the % of students that was interested in engaging	%	Employer Branding / HR team	Right after the initiative	(Number of students that accepted or reply / Total number of students contacted) * 100
% of groups that delivered their work on time	Case Study	Quantitative	To keep track if students were motivated/thought the challenge was interesting and well-targeted for them	%	Employer Branding / HR team	Right after the case study deadline	(Number of groups that delivered their work on time / Total number of students that were enrolled) * 100
LinkedIn Analytics	LinkedIn	Quantitative	To keep track of the LinkedIn Showpage's success, and to efficiently allocate efforts	N/A	LinkedIn Analytics	On a weekly basis	N/A
Cost per Event:	Networking Event	Quantitative	To analyse the efficiency of costs associated with our initiatives	Absolute Number	Employer Branding / HR team	At the end of the recruitment process - end of the school year	Total cost of the planning, and executing the initiatives (both internal and external costs associated)
	Case Study						
	Workshop						
	Corporate Presentation						
	Pitch Bootcamp						
	Open Day						
Job Fair							
Cost per Partnership with university	All University Relations	Quantitative	To keep track of the resources allocated to each university	Absolute Number	Employer Branding / HR team	At the end of the school year	Total cost of the partnership (the tier cost of the partnership and events that we attended)
Cost of the Campus Ambassador's programme	Campus Ambassador	Quantitative	To keep track of the resources used for the programme	Absolute Number	Employer Branding / HR team	At the end of the program/end of the school year	Total cost of the planning and executing of the programme (both external and internal costs)

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% of how many candidates enrolled because of: (See by course and university)	Networking Event	Quantitative	To understand the weight each activity has in motivating candidates to apply	%	Employer Branding / HR team	At the end of the recruitment process - at the end of the school year	(Number of candidates that enrolled because of activity "x" / total number of candidates) * 100
	Corporate Presentation						
	Pitch Bootcamp						
	Open Day						
	Campus Ambassador						
	Job Fair						
Satisfaction Survey for students	Case Study	Qualitative	To get a feedback from students about our presence in events (customized by initiative and need). e.g. Satisfaction/intention to apply to the programmes	N/A	Employer Branding / HR team	After each event	N/A
	Workshop						
	Open Day						
	Campus Ambassador						
Final Evaluation/Strengths and Weaknesses	Workshop	Qualitative	To document the main distinctive aspects (good and bad) of each initiative per university	N/A	HR person responsible to attend each event	After each event	N/A
	All University Relations						
	Job Fair						
	Open Day						
	Networking Event						
	Corporate Presentation						
	Case Study						
	Pitch Bootcamp						
	Campus Ambassador						
The majority of the students at the events were from bachelor or master?	Job Fair	Quantitative	To identify possibilities related to targeting better bachelors' or masters' students	Absolute Number	Employer Branding / HR team	After each event	Total number of bachelor students / total number of students (the same for master students)
	Workshop						
	Case Study						
	Pitch Bootcamp						
	Networking Event						
Number of events we attended/organized:	Corporate Presentation	Quantitative	To acknowledge the number of each type of events we had on year "n"	Absolute Number	Employer Branding / HR team	At the end of the recruitment process - at the end of the school year	Total number of each activity we had per year
	Pitch Bootcamp						
	Networking Event						
	Job Fair						
	Open Day						
	Case Study						
	Workshop						
Number of views/followers gained on LinkedIn on the week of the event	Corporate Presentation	Quantitative	To understand the impact our actions might have on our talent page	Absolute Number	LinkedIn Analytics	On the week of the event	Total number of organic new followers + views on LinkedIn
	Pitch Bootcamp						
	Open Day						
	Inmail/Email						
	Networking Event						
Number of views on the Webpage on the week of the event	Job Fair	Quantitative	To understand the impact our actions might have on our talent page	Absolute Number	Google Analytics	On the week of the event	Total number of organic new views and applications
	Pitch Bootcamp						
	Corporate Presentation						
	Open Day						
	Inmail/Email						
Number of Registrations in each activity	Networking Event	Quantitative	To see the interest of students in our initiatives	Absolute Number	Employer Branding / HR team	After the registration's phase of each event	Total number of students' registrations
	Workshop						
	Corporate Presentation						
	Case Study						
Number of attendees per activity	Networking Event	Quantitative	To see the reach of the event	Absolute Number	Employer Branding / HR team	After each event	Total number of students' attendees
	Case Study						
	Pitch Bootcamp						
	Open Day						
	Corporate Presentation						
% of absenteeism per activity	Workshop	Quantitative	See the percentage of students that did not show up after having done the registration	%	Employer Branding / HR team	After each event	(Total number of absent students / total number of registrations) * 100
	Corporate Presentation						
	Networking Event						
	Case Study						

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Does the partner university has an active Career office?	All University Relations	Qualitative	To evaluate the quality of our relationship with the main communication channel with our partner universities	N/A	Employer Branding / HR team	After the school year ends	N/A
Does the career office send us students' metrics?	All University Relations	Qualitative	To analyse the type of information/students' data, the career office at a certain university discloses to us	N/A	Employer Branding / HR team	At the beginning of the school year	N/A
Number of events the career office invited us for versus the ones we attended	All University Relations	Quantitative	To compare the total number of events the career office, in each university, invite us for, with the number of event that are relevant to us, and we attend	Absolute Number	Employer Branding / HR team	After the school year ends	(Number of total events that we were invited for) / (The number of events we attended) *this result could also be presented in a form of an equation e.g.: y/x, in order to clarify the proportion between the two elements
Does the partner university has an active students' association?	All University Relations	Qualitative	To evaluate the quality of our relationship with the main communication channel with our partner universities' students	N/A	Employer Branding / HR team	After the school year ends	N/A
Number of events the students association invited us for versus the ones we attended	All University Relations	Quantitative	To compare the total number of events the students association, in each university, invite us for, with the number of event that are relevant to us, and we attend	Absolute Number	Employer Branding / HR team	After the school year ends	(Number of total events that we were invited for) / (The number of events we attended) *this result could also be presented in a form of an equation e.g.: y/x, in order to clarify the proportion between the two elements
Number of activities per University	All University Relations	Quantitative	To see the number of events and each university, and later on contrast with the number of applicants per university	Absolute Number	Employer Branding / HR team	Monthly and after the school year ends	Total number of events per university
Number of candidates per University (contrasting with the total number of target students from that university)	All University Relations	Quantitative	To understand our capability to engage our target in each university	Absolute Number	Employer Branding / HR team	Weekly during the recruitment process, and at the end of the process	(Number of students engaged in "University 1") / (total number of eligible students at that university) *this result could also be presented in a form of an equation e.g.: y/x, in order to clarify the proportion between the two elements
List of main benefits from the partnership with the university	All University Relations	Qualitative	To document the main benefits taken from the partnership, and later on evaluate the terms and value of those	N/A	Employer Branding / HR team	At the beginning of the school year	N/A
Main responsibilities from Jerónimo Martins' side	All University Relations	Qualitative	To document the main responsibilities taken from the partnership, and later on evaluate the terms and value of those	N/A	Employer Branding / HR team	At the beginning of the school year	N/A
Position on attraction Rankings (Universum; Spark, Forbes)	Global EB	Quantitative	To track the evolution of students' perceptions about our company	N/A	Employer Branding / HR team	Once a year	N/A
% of Total Applications that fit the target (for each programme)	Global EB	Quantitative	To understand our capability to attract our target	%	Employer Branding / HR team	Daily	(Total number of applicants that fit the target / total number of applicants) * 100
Total number of activities (yearly)	Global EB	Quantitative	To document our yearly efforts when promoting the programmes	Absolute Number	Employer Branding / HR team	After the school year ends	Total number of activities that we promoted
Total number of students engaged (participated in the activities)	Global EB	Quantitative	To document the number of students that had some kind of planned contact with the company (on specific company events)	Absolute Number	Employer Branding / HR team	After the school year ends	The sum of the total number of students that attended yearly: - Case Studies; - Open Days; - Corporate presentations;
Total engaged applications vs Engaged students	Global EB	Quantitative	To see how many of the engaged students applied	%	Employer Branding / HR team	At the end of the recruitment process, after the school year ends	(The total number of engaged applicants / total number of engaged students) * 100
Cost of Employer Branding per hire	Global EB	Quantitative	To analyse how much each hire costs comparing to our employer branding budget	Absolute Number	Employer Branding / HR team	At the end of the recruitment process, after the school year ends	(Total of Employer Branding internal costs * Total of Employer Branding external costs) / Number of hires
Number of target candidates vs total target (LinkedIn)	Global EB	Quantitative	Understand our attractiveness to the target and our reach	%	Employer Branding / HR team	Monthly and at the end of the online applications period	(Number of candidates that fit the target / Number of total target) * 100
Click per view	Global EB	Quantitative	To understand the percentage of people that saw our opportunities on the Website and were not interested to apply	%	Employer Branding / HR team	Once a week	(Total number of students that applied on the webpage / Total number of people that saw the webpage) * 100

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Demographics of the candidates	Global EB	Quantitative	To get information about the best candidates background each year	N/A	HR Team	At the end of the recruitment process, after the school year ends	(Where the trainees that entered are from: University/Course/Region/Gender/Age/Experience/International/Where did they hear about the programmes)
Applicantion per hire	Global EB	Quantitative	To have a notion between the number of applicants and final hires. If it was a programme of interest for students	Absolute Number	Employer Branding / HR team	At the end of the recruitment process, after the school year ends	(Total applications / total of hires)

4.8. Step VIII: Practical Design for the Implementation of the Model

The last step of the process was to create a practical design for the evaluation's model. This, to make sure that the team at Jerónimo Martins could get an idea of a possible way of organizing the measures, and how to use them in the future. So, we designed a prototype of an Excel tool, which as a long-term strategy will facilitate the KPIs' implementation.

In this tool, found in Table II in the appendices, one has a topic per tab on Excel, either an activity or the general Employer Branding indicators. This way, it facilitates the entrance of the insights, and it simplifies the storage of information from year to year, since that per year the team would have one single Excel document that keeps track of every information related to all the initiatives from that year.

On the left column, one inputs the universities where the events occurred, then one can analyse them according to the KPIs for that event by crossing where each activity took place, with their specific KPIs. This means that one can measure all the KPIs related to a concrete topic and contrast it with all the universities where that topic was performed. Making it easier to see the returns of each initiative during the recruitment process in a certain year.

5. Conclusions

Over this study, we have deepened our knowledge on the present role of Employer Branding within organizations, while having into account how KPIs can be used to measure this discipline. After the theoretical research, we could conclude that Employer Branding is increasingly popular in today's world because of its versatility. By joining knowledge from different areas, it positively affects the whole organization externally and internally (Moroko & Uncles, 2005).

The mentioned topic was then analysed with the main objective of finding a new perspective on analytics, which could positively impact the management of Employer Branding at the Portuguese company Jerónimo Martins.

Although the company already had a well-established department, active for about three years, it did not have a fully developed evaluation model. Jerónimo Martins didn't monitor their external efforts (besides the external perception of the company) in any organized or structured way.

Each different company has its own necessities and goals, so as one size does not fit all (Velooso, 2018), it was extremely important to understand how everything was executed inside Jerónimo Martins, before start developing the actual KPIs. With our eight steps' approach we could identify, from within, what Employer Branding stood for at the company. This allowed us to conclude that the more urgent aspects that needed to be measured were the promotion initiatives for the Young Talent Programmes.

The early recruitment initiatives and promotion efforts are linked with the job seekers intentions to pursue a certain employer (Collins & Stevens, 2002). That is why these initiatives are so important. They are held every year, consume most part of the Employer Branding's allocated budget, and they take a lot of time from the team, in terms of planning and executing, so their return on investment has to be tracked.

With a solid evaluation model, the department can grow and evolve in the right direction, with efficient strategies and adequate cost allocations. While not having well-structured measures

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might interfere with the strategic objectives and consequently delay the organizational success in the long run (Parmenter, 2010). Therefore, we constructed a set of KPIs that can act on the daily tasks of the department and from which the team can withdraw useful conclusions to act on.

Throughout the work we were able to address all the objectives identified at the beginning of this thesis, we gained a deeper understanding on all the aspects concerning Employer Branding, we studied how the Employer Branding's department at Jerónimo Martins planned and evaluated their strategies, we created a way of measuring the Employer Branding's efforts within the specific case of Jerónimo Martins, and we validated if all the KPIs generated were aligned with the company's needs and interests.

Our final list has forty-four new KPIs, which englobe the areas of Global Employer Branding (more general measures), and then each initiative such as Campus Ambassadors; Job Fairs; Workshops; Open Days; Corporate Presentations; Networking Events; Case Studies; Pitch Bootcamps and the University Relations. Each category has practical measures that are described in detail in a glossary to assist with their usage and future implementation.

This new system can optimise the operations in the department, while efficiently help the overall management, the planning and the decision making related with the Employer Branding's strategies. It is an evaluation model, with some macro and some drill-down measures that will allow the improvement of the promotion initiatives at the company, by acting as a central intelligent document that tracks the efforts done from year to year. Enabling an easier access to the department's historic, contrasting with the empirical knowledge used before.

In a long-term perspective, it will be able to clarify what type of promotion initiatives should be presented in each university or course, while keeping record of all the things that were more, or less successful. This can help Jerónimo Martins become more visible to their target and have a better understanding of the impact of their initiatives when raising awareness to young talent about their employment opportunities.

The role of this research was well accepted and considered very useful by the company's professionals (appendices; Jerónimo Martins' feedback on the present thesis), since it gave them new insights to work with.

Additionally, regarding the academic field this study complements the existing literature about the employer brand by adding a new perspective on the development of KPIs for this discipline. Although there are some studies about evaluation measures for the internal perspective on the Employer Branding and for the external perception of companies as employers of choice, this is a new framework that addresses specific promotion initiatives of Employer Branding efforts alone.

5.1. Limitations and Further Studies

This study offered several significant findings, but it also suffered from some limitations. However these limitations can easily become interesting future research's topics.

As stated before Employer Branding has been a wildly discussed topic, nonetheless it has only existed for two decades, so there are not as many scientific articles about it as one would expect. If we narrow it down to KPIs it is even harder to find relevant studies done about practical models to evaluate the Employer Branding's success. The first limitation of this thesis was then the lack of academic support to develop these measures.

Another limitation of the study was the fact that this project was time constrained, which made it impossible for the student to observe the actual implementation of the plans. So the practical validation of the measures on-field wasn't performed. In the future, it would be necessary to monitor and review the identified KPIs, modifying them if necessary accordingly with the company's reality and evolution.

However this study opened several doors that can be deepened by future researchers of the topic. There are still multiple sides of this discipline that could benefit from an analysis like this one. With this thesis we have developed measures for a very specific part of the employer brand, which means there are other strands to study when referring to performance indicators related to this scope.

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As a future research, one could develop a model to evaluate the strength of the employer brand when attracting talent to more senior positions inside the company. Or even, it would be interesting to promote the same research in the other two geographies of Jerónimo Martins' Group. The company could continue this study in order to unify the indicators and to gain a more complete and wider perspective on the matter.

Most of academics and practitioners still fail to fully understand how this interdisciplinary concept works harmonically between the different areas of knowledge that build the employer brand. So, it would also be of interest to understand exactly how each area, allocated to the Employer Branding's efforts, really affects the organizational goals.

Finally, the last suggestion for future research would be to understand if Employer Branding's strategies are actually shifting the talent market. Now that millennials are entering the workplace, and are filling it with new trends, small companies such as the increasingly popular Start-ups, are gaining a lot of spotlight. These new forms of fast paced work are persuading young talent to give preference to it over traditional big-size international corporations. Therefore, this could be something very interesting to analyse and the results valuable for anyone aiming at building strong employer brand.

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7. Appendices

Table I. Validating the Importance of the Measures

General Employer Branding Measures
Compared total overview of each geography
Position on attraction Rankings
Total applications vs Applications that fit the target
How many activities did we have (yearly)
How many students in total engaged with the company?
Application per hire
Compare the number of students engaged with the company with the number of candidates
How many views on the website?
Followers' growth on LinkedIn?
On the registration's form what were the top three departments chosen by students?
On the application form which was the activity with the biggest recall?
Cost per hire
Offer to acceptance ratio
Number of candidates that drop out the program vs total
Number of target candidates vs total target on LinkedIn
Number of candidates per week
Number of return candidates (alumni)
Main disqualification issues per recruitment step
Number of quality candidates after each step
Number of candidates by promotion initiative source
Click per view (ratio on how many people saw the webpage versus how many applied)
Awards/rankings per year
Use the recruitment metrics/demographics of the candidates (Where the trainees that entered are from: University/Course/Region/Gender/Age/Experience/International/Where did they hear about the programmes)
Campus Ambassadors
Number of applications received for the programme
Number of Campus Ambassadors per year
Number of social media posts and shares
Are the posts relevant? 1 (strongly disagree) to 5 (strongly agree)
How many promotion initiatives do they organize on their own?
Are the events relevant to us? 1 (strongly disagree) to 5 (strongly agree)
Absolute number of new contacts that came from their network
How many candidates enrolled because of a campus ambassador?
Cost spend on the programme
Are the campus ambassadors also interested in the programmes?
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the ambassadors from university x were available?" Other significant analysis (qualitative)
Other observations

Job Fairs
On average how many students approached us? (0-10/10-20/20-30...)
How many contacts did we get?
Was the company top 3 most visited?
Did our linkedin gather more views/followers on the week of the event?
Did our webpage gather more views/followers on the week of the event?
Number of applicants that answer they applied after the event
Compare to the year before
How many job fairs did we attend?
Cost per activity
Benchmark what innovations are being used by other companies at the fair
The majority of the students at the fair were from the bachelors' or master's programme?
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significant analysis (qualitative) e.g. "Students already know us very well, so we shouldn't focus too much on a corporate presentation"
Other observations/ Strengths and Weaknesses
Workshops
Number of registrations
Number of attendees
% of absenteeism
Compare with the year before
Cost per activity
Do a satisfaction survey after the programme
The majority of the students at the fair were from the bachelors' or master's programme?
How many workshops did we execute?
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significant analysis (qualitative)
Other observations/ Strengths and Weaknesses
Pitch Bootcamp
How many candidates enrolled because they attended the Pitch Bootcamp?
The majority of the students at the events were from bachelor or master?
Did our LinkedIn had more followers/visits on the week of the Pitch?
Did our webpage had more visits on the week of the Pitch?
Cost per Pitch Bootcamp
How many did we attend?
Analytics sent by spark
Final evaluation (strengths and weaknesses)

Open Days
Number of attendees
Number of students contacted
% of students that did not accept the invitation
How many sessions did we organize?
Did our linkedin gather more views/followers on the week of the event?
Did our webpage gather more views/followers on the week of the event?
How many students that were at an Open Day applied?
Compare to the year before
Cost per activity
Do a satisfaction survey after the programme
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significant analysis (qualitative)
Other observations/ Strengths and Weaknesses
Corporate Presentations
Number of Registrations
Number of attendees
% of Absenteeism
How many sessions did we organize?
Did our linkedin gather more views/followers on the week of the event?
Did our webpage gather more views/followers on the week of the event?
How many candidates applied that participated in a corporate presentation?
Compare with the year before
Cost per activity
Do a satisfaction survey after the programme
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significant analysis (qualitative)
Other observations/ Strengths and Weaknesses
Networking Events
Number of registrations
Number of attendees
% of Absenteeism
Did our linkedin gather more views/followers on the week of the event?
Did our webpage gather more views/followers on the week of the event?
How many candidates applied that participated in a Networking Event?
Compare with the year before
Cost per activity
How many sessions did we attend?
The majority of the students were from bachelor or master?
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significant analysis (qualitative)
Other observations/ Strengths and Weaknesses

Case Studies
Number of Registrations
Number of attendees
% of Absenteeism
How many sessions did we organize?
Did our linkedin gather more views/followers on the week of the event?
Did our webpage gather more views/followers on the week of the event?
Compare with the year before
Cost per activity
The majority of the students were from bachelor or master?
% of students the delivered their work on the scheduled time
Do a satisfaction survey after the programme
Final evaluation from 1 (strongly disagree) to 5 (strongly agree) "Did the event go as planned? Was the output successful?" Other significative analysis (qualitative)
Other observations/ Strenghts and Weaknesses

Email/Inmail
Number of students that accepted/replied
Number of students contacted
Relevant feedback from students
How often did we use this approach per year?
Compare with the year before
Did our linkedin gather more followers on the week of the inmail/emails?
Did our webpage gather more views/followers on the week of the inmail/emails?
Other observations

University Relations
Does it has a Career office?
Do they send us student metrics?
How many events did they invited us for?
Relevance (from 1-5)
How many did we attend?
Are we partnering with the Students Association?
How many events did they invited us for?
Relevance (from 1-5)
How many did we attend?
Number of candidates per University versus number of events attended in that university
List of main benefits from the patnership
Main responsibilities from Jerónimo Martins' side
Cost per Partnership
Final evaluation about the partnership/events at each partner university - Strenghts and Weaknesses

LinkedIn Analytics

It is crucial to understand how to read the LinkedIn analytics, in order to understand the company's digital audience, and then optimize the digital campaigns.

This document explains the four main sections one should analyze on a company's LinkedIn page, these can be used as KPIs for this social network tool.

1. Visitors – In this section the company is able to understand who sees the page and how it is seen.

- **Demographics:** It is possible to discover the page's visitors per job function; country; region; seniority (level of experience of your employees); industry and company size. It can be interesting to understand if our visitor's demographics are the same as our followers' demographics, because people who are seeing our content and our actual followers might not be the same.
- **Traffic Metrics:** Here one can track page views (how many times the page has been viewed); and unique visitors (how many LinkedIn members have visited our page - it doesn't count duplicate visits from the same user).

2. Updates – This part is specifically about the company's posts on LinkedIn.

- **Engagement Highlights:** Which is the total number comments, likes, shares and new followers in the last 30 days. It also gives the option to see the percentage of change of those factors comparing with the previous 30 days.
- **Engagement Metrics:**
 - **Impressions:** The number of times the company's new posts and updates were shown to LinkedIn members;
 - **Unique Impressions:** The number of times our new posts and updates were shown to unique LinkedIn members, it doesn't count duplicates;
 - **Clicks:** The number of clicks, which weren't interactions⁴, on the page's content/company's name/logo;
 - **Likes:** The total number of likes in each content post;
 - **Comments:** The total number of comments in each content post;
 - **Shares:** The total number of shares in each content post;

⁴ Interactions are the likes, shares and comments.

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- Followers Acquired: The number of new followers gained;
- Audience: Where it is possible to check if the post was directed to all the followers or only to the targeted ones;
- Sponsored: Shows in which campaigns sponsored content was used (not organic);
- Social Engagement Percentage: The number of interactions plus the number of clicks and followers acquired, divided by the number of impressions.
- Update Engagement (these metrics show the results of each update from the page):
 - CTR: The number of clicks each post received, divided by the number of impressions;
 - Social Actions: The number of interactions (likes, shares or comments);
 - Engagement: The result percentage of the interactions, plus the number of clicks, divided by the number of impressions.

3. Followers – The information here displayed is only about the LinkedIn users that follow the company’s page.

- Follower Highlights:
 - Total: The total number of followers;
 - Organic: Followers the page gained naturally, without advertising;
 - Acquired: Followers the page got from sponsored content.
- Follower Gains: Shows the how the number of followers has changed over time.
- Follower Demographics: Is the same as the visitors’ demographics, but related to the followers only.
- Companies to Track: It compares the page’s followers with the followers of similar companies, selected by LinkedIn. It allows us to compare the total followers; followers’ growth; number of posts and social engagement.

4. Talent Brand – It only works on LinkedIn Career Pages:

- Engagement Highlights: The amount of page visitors that viewed the announced jobs; number of page visitors that applied to those jobs and the number of new hires who visited the page.

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- **Company Talent Flows:** It displays the number of followers lost to another specific LinkedIn page.
- **Talent Attraction:** It says how many competitors' followers are engaging with the company's LinkedIn page (viewed or applied to jobs).
- **Applicant Behavior:** This section shows the number of users that have applied for a job at the company's page, but also engaged with competitors' pages (viewed or applied to other jobs).

Table II. Practical Design for the Implementation of the Model

KPIs Global Employer Branding	Results from Year "n"
Position on attraction rankings (Universum; Spark; Forbes)	
Total number of activities we had (yearly)	
Total number of students engaged (participated in the activities)	
Total engaged applications vs Engaged students	
Demographics of the candidates	
% of Total Applications that fit the target (for each programme)	
Number of target candidates vs total target (LinkedIn)	
Click per view	
Application per hire	
Cost of Employer Branding per hire	

KPIs Campus Ambassadors	Number of Applications Received for the programme	Number of Campus Ambassadors	Number of social media posts and shares	Quality of the promotion initiatives they organize	Number of candidates that enrolled because of the campus ambassadors	Satisfaction Survey	Cost of the programme	Final evaluation per year
University 1								
Person "x"								
Person "y"								
University 2								
Person "z"								
...								
KPIs Job Fairs	Number of students at the fair	The majority of the students at the event were from bachelor or master?	Number of Job Fairs' days per university	Number of views/followers gained on LinkedIn on the week of the Job Fair	Number of views on the Webpage on the week of the Job Fair	Number of candidates that enrolled because of the Job Fair	Cost per Job Fair	Final evaluation per fair (strengths and weaknesses)
University 1								
University 2								
...								
KPIs Workshops	Number of Workshops organized per university	Number of registrations	Number of attendees	% of absenteeism	The majority of the students at the event were from bachelor or master?	Satisfaction Survey Workshop	Cost per Workshop	Final Evaluation (strengths and weaknesses)
University 1								
Event xx.xx.xxxx								
Event yy.yy.yyyy								
University 2								
Event zz.zz.zzzz								
...								

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KPIs Inmail-Email	Number of students contacted via Email/inmail	% of students that accepted/reply	Relevant feedback from students	Number of views/followers gained on LinkedIn on the week of the event	Number of views on the Webpage on the week of the inmails/emails					
University 1										
University 2										
...										
KPIs Pitch Bootcamp	Number of candidates that enrolled because of the Pitch Bootcamp	Number of students were at the event	Number of events attended per university	The majority of the students at the events were from bachelor or master?	Number of views/followers gained on LinkedIn on the week of the event	Number of views on the Webpage on the week of the event	Cost per Pitch Bootcamp	Final evaluation (strenghts and weaknesses/analytics send by spark)		
University 1										
Event xx.xx.xxxx										
Event yy.yy.yyyy										
University 2										
Event zz.zz.zzzz										
...										
KPIs Case Studies	Number of Case Studies organized per university	Number of registrations	Number of attendees	% of absenteeism	The majority of the students at the events were from bachelor or master?	% of groups that delivered their work on time	Satisfaction Survey	Cost per activity	Final Evaluation (strenghts and weaknesses)	
University 1										
Event xx.xx.xxxx										
Event yy.yy.yyyy										
University 2										
Event zz.zz.zzzz										
...										
KPIs Corporate Presentations	Number of Corporate Presentations organized per university	Number of Registrations	Number of Attendees	Number of absenteeism	Number of views/followers gained on LinkedIn on the week of the event	Number of views on the Webpage on the week of the event	Number of candidates that enrolled because of the Corporate Presentations	Cost per Corporate Presentation	Final Evaluation (strenghts and weaknesses)	
University 1										
Event xx.xx.xxxx										
Event yy.yy.yyyy										
University 2										
Event zz.zz.zzzz										
...										
KPIs Open Days	Number of Open Days organized per university	Number of students contacted for the Open days	Number of attendees	% of students contacted that did not go	Number of views/followers gained on LinkedIn on the week of the Open Day	Number of views on the Webpage on the week of the Open Day	Number of candidates that enrolled because of the Open Day	Satisfaction survey	Cost per Open Day	Final evaluation (Strenghts and Weaknesses)
University 1										
Event xx.xx.xxxx										
Event yy.yy.yyyy										
University 2										
Event zz.zz.zzzz										
...										

Development of KPIs for Employer Branding

KPIs Networking Events	Number of Networking Events organized per university	What type of event was it: breakfast/lunch...	Number of registrations	Number of attendees	% of absenteeism	The majority of the students at the events were from bachelor or master?	Number of views/followers gained on LinkedIn on the week of the event	Number of views on the Webpage on the week of the event	Number of candidates that enrolled because of the Corporate Presentations	Cost per Networking Event	Final evaluation (strengths and weaknesses)
University 1											
Event xx.xx.xxxx											
Event yy.yy.yyyy											
University 2											
Event zz.zz.zzzz											
...											
KPIs University Relations	Does the partner university has an active Career office?	Does the career office send us student metrics?	Number of events the career office invited us for versus the ones we attended	Does the partner university has an active students' association?	Number of events the students association invited us for versus the ones we attended	Number of activities per University	List of main benefits from the partnership with the university	Main responsibilities from Jerónimo Martins' side	Number of candidates per University (contrasting with the total number of target students from that university)	Cost per Partnership	Final evaluation: Strengths and Weaknesses
University 1											
University 2											
...											

Figure 5. Jerónimo Martins' Feedback on the Present Thesis



Development of KPI's for Employer Branding, directed at the Young Talent Programmes' Initiatives at Jerónimo Martins
Filipa Monteiro da Cruz

Key Performance Indicators (KPI's), when well defined, are very useful measures (quantitative and qualitative) not only to track performance of different departments, areas and activities of a company but also to create strategies and plans to improve results.

At Jerónimo Martins, we believe that it is critical to have clear metrics to support the decision-making process, which is why we invited Filipa Cruz to develop her thesis with us and support the Employer Branding Department in the definition of KPIs that measure the effectiveness and efficiency of its activities and investments.

For her thesis, Filipa concentrated on the development of KPIs related to our strategic Young Talent Programmes.

The output is extremely interesting and useful for us. We have already implemented some of the recommended KPIs and have already started to gather information that will allow us to implement additional metrics (also identified by Filipa) in the school year of 2018 / 2019.

We are confident that by using the KPIs that resulted from Filipa's work, we will be able to identify which Employer Branding activities have more impact for the completion of our goals. And we will also be able to make better investment decisions.

Additionally, I am happy to state that Filipa was extremely dedicated and wonderful to work with. From day one she made clear efforts to understand our company, business and goals. Filipa engaged in several activities of the department, working side by side with the Employer Branding team and dedicating time to go deep into the tasks and goals of the area. Her work proved useful and she proved to be professional, diligent and a great colleague.

A handwritten signature in blue ink that reads "PE Santo".

Patrícia Espírito Santo

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