



Facultat de Ciències Jurídiques
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EMPLOYER BRANDING: HOW TO ATTRACT AND RETAIN TALENT

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B. FOREWORD

Today we are in a highly globalized environment in which competition is becoming increasingly fierce and continuous improvement is required to help to achieve a competitive advantage difficult to imitate by rival companies.

To achieve this, companies are increasingly aware that behind the profit and loss accounts and their balance sheets are hidden elements that give them meaning and are the real main figures: their own employees. Underneath the numbers are these intangible assets that really generate or destroy value within the company.

In this sense, understanding human talent as a source of competitive advantage, it is a need to design and apply strategies designed to attract and retain employees. To this end, valuing intangible assets through the knowledge of their supply and demand, seeking a balance between the need to invest to attract and at the same time not put at risk the income statements, will be an important basis for successful projects.

Many companies embrace the idea of becoming "the best company to work for" as an objective of their competitive strategy but to achieve it, they will have to be able to offer seductive conditions to be desired among the best candidates and manage their employer's brand as an element of attraction and retention.

Until now, the company's brand was exclusively aimed at customers. What do they think of our products? What benefits does it bring them? Do you recommend them? But over time, the MKT began to establish communication with HR What do our employees think about us? What does our company give them compared to other. Would you recommend a friend to work with us? And that's where Employer Branding comes in.

In this new approach, HR, Communication and MKT have to work together so that, beyond prestige, notoriety and salaries, they can become the number one option for their potential employees.

The **objective** of this project is to analyze in depth the practice of Human Resources of Employer Branding and see its application in the company CloudAppi. To this end, this work is structured in a first part in which a theoretical framework explains the new human resources technique: Defining the concept, defining the theoretical model to which it fits, analyzing the human resources practices that are used to develop it, analyzing its origin and the importance it has within the organization; a second part in which a case study puts a company as an example of how it manages its employer brand; and finally make new application proposals that could improve its employer branding.

1. THEORETICAL FRAMEWORK

1.1 What is employer branding?



In order to carry out the most complete analysis of the Employer Branding concept, this section will be divided into three parts: Definition, theoretical model in which it is related and the characteristics that an organization must have in order to manage it effectively.

1.1.1 Definition

Last year, the term "Employer Branding" was searched 400,000 times on Google. The same search engine offers more than 142 million results in just 0.48 seconds. But what exactly is employer branding?

Employer branding is one of those terms that is very difficult to translate, or that when we manage to do so, is likely to lose much of its charm. The literal translation would be: brand as an employer, and according to various authors it refers to:

- "The application of marketing principles to human resource management" (Backhaus and Tikoo, 2004, p. 501).
- "The ability to offer a valuable proposition to employees that meets their expectations and exceeds the offerings of the competition. (Mosley, 2007, p. 126-28).
- "The summation of the values that multiple stakeholders attribute to a company, based on their perceptions and interpretations of past company's communications, outcomes, and behaviours" (Croft, 2003, p.9).
- The last extension of the phenomenon of brands, or in other words, the use of the brand in the workplace and its application to the management of workers' talent; according to Fernández-Lores (2014).

- According to Ambler and Barrow (1996) it refers to a kind of package of functional, economic and psychological benefits provided by employment and identified with the employing company, which not only determines the identity of the company as an employer, but also includes the entire value system of the company.
- According to Edwards (2009) it represents the efforts of a company to promote, both inside and outside, a clear vision of what makes it different and desirable as an employer.

Therefore, **we could define** employer branding as the image or reputation of each organization as a possible employer. It is managed through those strategies in which companies try to attract, retain and treat the talent of their employees and apply them to the entire organization to manage the brand of the company as a place to work.

1.1.2 Theoretical model

Since ancient times, men have tried to study man's behavior, in order to control factors that intervene in the productivity and efficiency of his work and way of life. In this way, many philosophers, mathematicians, sociologists among others have created theories that try to give an explanation when comparing efficiency, needs and productivity at work level. These theories have ended up being the pillars of human behavior within their responsibilities and work in the organization.

As we will be demonstrating throughout the project, the novel human resource practice we are talking about, Employer Branding, is very common in Z organizations. According to López (2009), the culture underlying Theory Z is participative, gives a lot of importance to human relations and seeks to create a real commitment with all employees. As we will see, in order to achieve this, it is essential to offer good management of Employer Branding.

“Theory Z” was introduced in the 1980s. In those times, America was affected by an economic crisis caused by the fall of oil whose direct consequence was the decrease of its productivity. At the same time, Japanese firms saw an increase in their productivity. William Ouchi, the creator of the Theory Z, began his research based on Douglas McGregor's X and Y theories.

To understand much better what Theory Z is about, we must first talk about theories X and Y. These two theories were defined by Douglas McGregor (1994) in his work "The Human Side of Organizations". These are two opposing theories that represent two versions of people's behaviour in their work and how each of these behaviours need two different forms of management.

On the one hand, Theory X is based on approaches by researchers such as Frederick W. Taylor (1856-1915) and Henry Ford (1841-1925), and assumes that the worker is pessimistic, lazy, with an innate aversion to work and avoids it whenever possible. Therefore, in order to deal with this type of worker, he thinks that the manager must control them, threaten them and lead each one of their steps in order to achieve the performance that is expected of them. The policies carried out by the organization must be authoritarian and of great control because without this type of policies the worker will never make the effort that the organization needs to meet its objectives.

On the contrary, Theory Y is based mainly on the experiments of Elton Mayo (1880-1949) the worker is considered the most important part of the company. It is assumed that the worker is an optimistic, dynamic and flexible person who enjoys his physical and mental work. Therefore, when considering the employee as mature and responsible, management does not need any control and is based on participative and democratic management styles based on self-direction and self-control.

In response to these two theories and in search of a real alignment between the interests of the workers and the interests of the company, William Ouchi wrote his work *How Companies Can Meet the Japanese Challenge* (1982) where he first described the Theory Z.

Basically, he considered that there are three types of companies:

- Type A: Similar to American companies. Characterized by short-term employment, rapid evaluation and promotion processes, highly specialized career-paths, explicit controls, individual decision-making processes, individual responsibility and individualized interest for each member of the organization.
- Type J: Similar to Japanese companies. Characterized by lifetime jobs, slow evaluation and promotion processes, non-specialized career-paths, implicit controls, collective decision-making processes, collective responsibilities and holistic concern.

- Type Z: With a new culture full of characteristics not very much applied in western companies of the time and that rather collect certain characteristics of Japanese companies.

Theory Z considers that, unlike theory X and theory Y, workers like to feel important, want to be informed of what is happening around them and also want to be praised when work is well done. Therefore, in the new corporate culture (the Z culture), employees are able to find a holistic work environment that allows them to excel both for their own good and for the good of the organization as a whole.

Moreover, this theory understands the worker as an integral being who is unable to separate his working life from his personal life and therefore needs special conditions such as trust, teamwork, long-term employment, close relationships and collective decision-making.

A type Z organisation has three major features:

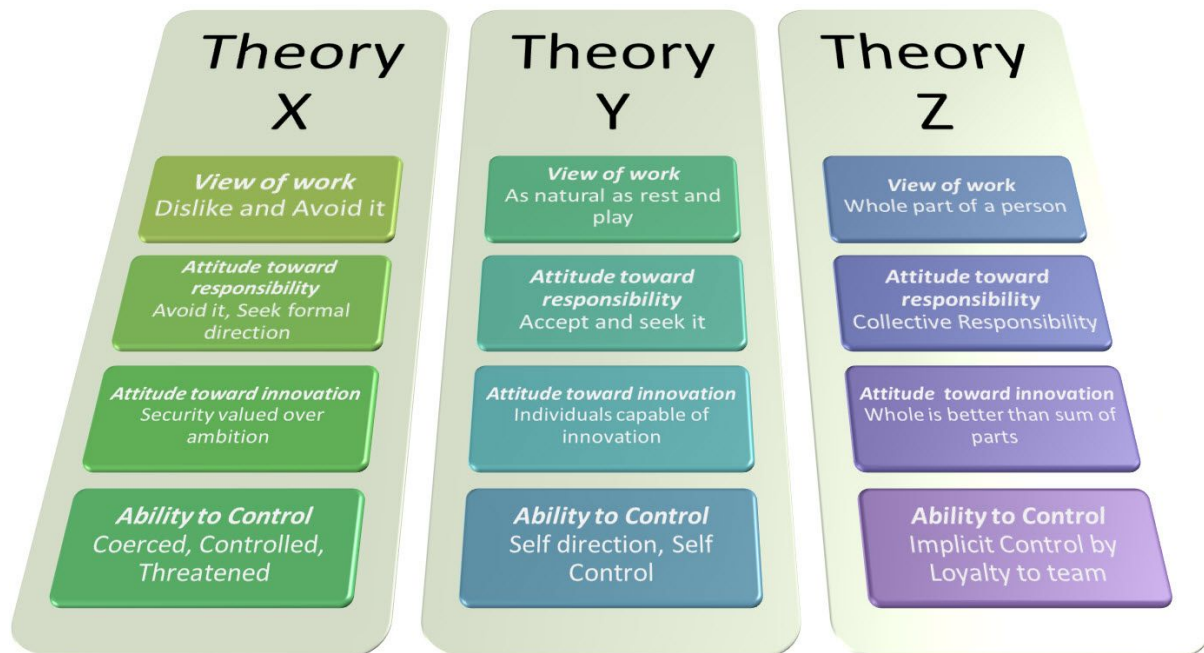
- **Trust.** Trust in all members of the organization who are convinced by transmitting behaviors expected of them, rather than by tight control.
- **Subtlety.** Attention to all relationships understanding that you can not give the same treatment to everyone because each worker, each human being, has its peculiarities.
- **Close human relations.** To achieve intimacy in all human relations beyond the exclusively professional sphere.

Finally, it should be noted that for Ouchi (1982), any organization could be a Z organization, regardless of its size, turnover, market, product, etc., and in order for them to do so correctly, he identified the following 13 steps that can transform a traditional organization into a Z organization:

1. Understand first of all the Z Theory of organization and the role that the participants have to play in the transformation.
2. Re-evaluate the established philosophy of the organization about to transform.
3. Define the new philosophy to be implemented and involve the management in the new direction to be taken.
4. Begin implementation by creating structures and incentives.
5. Develop personal ties among the participants of the new organization.
6. Re-evaluate progress to that point.

7. Involve the union in the process.
8. Stabilize the number and categories of employees.
9. Establish a slow system of evaluation and promotion of workers.
10. Expand and generalize workers' careers.
11. Final implementation up to this point.
12. Promote worker participation and dedication to the organization.
13. Promote totally enveloping dedication among employees. This includes all aspects of their social and family life.

Image 1: Comparison between theories X, Y and Z



Source: Own preparation

1.1.3 Essential characteristics of the organisation

An organization that correctly manages its Employer Branding must be able to solve the problem of how to increase the value of its brand as an employer from a perspective other than the financial or external market. To do this, as Theory Z also defends, it must offer working conditions in which total attention is paid to human relations not only to increase the productivity of employees and company profits, but also to increase the self-esteem of workers and provide a stable social environment. In this way, it will be easier for employees to feel part of the organization, to increase their love for the company and to place an emphasis on their professional as well as personal well-being.

On the one hand, as Ouchi (1982) states in his Theory, the people in charge of creating the environment that Z employees need are the managers. From minute one, **management must have a clear and coordinated strategy**. Without this, it will be almost impossible for the objective of the practices to reach what is expected it. In addition, they must be able to lead and guide their employees in such a way as to convince them that cooperation between them is crucial to the achieve of the objectives of the organisation.

On the other hand, according to Ambler and Barrow (1996) the employer brand also includes policies and behaviours aimed at attracting, motivating and retaining employees. Therefore, **the human resources department** of a company that wants to improve its employer branding not only **must be able to implement practices of attraction, recruitment and selection** of the best talent in the market but also work on, practices aimed at **retaining** the best talent trained within the organization.

And finally, as Rodriguez and Gallastegi (2014) state, it is necessary for the organization to **get the commitment of the entire organization** as a whole. With this, it is possible to accomplish a feeling of belonging, an adaptation of staff to the business culture and good influence on individual productivity and therefore group performance.

Next, we will look in more detail at what we talk about when we refer to attraction, recruitment, selection and retention techniques and we will see what human resource practices they are related to.

We call attraction, recruitment and selection techniques to all those actions carried out by the human resources department that aim to attract the right employees to their list of candidates. These techniques are based on applying the principles of marketing to your day-to-day so that active and passive employees see the organization as a favorable environment in which to develop their careers. As stated by various actors, these techniques are related to practices such as:

- **Massive announcements of vacancies:** If the perfect employee for a job does not know they are looking for him, we will never get him to join our ranks of candidates. Therefore, it is important that the organization has several channels in which to advertise their vacancies and thus have a better chance of getting the ideal employee. "In addition to having an eye-catching ad, it is very important to choose the right media to publish the ad, a bad choice is reduced in loss of valuable candidates (Modeler, 2011).

- **Attractive and quality selection processes:** Chapman and Webster (2003) tell us about the importance of a quality selection process in Employer Branding and how new technologies can be a good ally. In order to attract the best talent, it is important to guarantee the quality of the entire selection process, besides it was to be attractive enough for the perfect candidate. It is also essential to know how to detect the potential of each one of the CVs that reach us and select the one that fits and aligns with our organization.
- **Develop recruitment marketing:** Martín (2003) talks about the great source of talent that companies can obtain through internships for students and the importance it has for young people in their labour insertion. In other words, in order to quickly and easily obtain employees who have profiles that are adapted to the needs of the company, a good option is to know how to choose training centres and obtain agreements with them so that they ease access to that specific talent.
- **Project a real image of the company on your website:** Many times we find outdated and static corporate websites that convey values that do not correspond to the current culture of the company. As Matherly and Burton (2005) point out, if we want candidates who share the company's values and culture, we must take care of our website and consider it our letter of introduction to all possible candidates.

On the other hand, we know that a rotation of personnel within the normal limits can be beneficial for the organization since it means obtaining new ideas and approaches. However, we have previously mentioned that the cost of losing a good employee is very high. To avoid this, organizations must have strategies based on retention techniques.

Employee retention techniques are those that the human resources team implements with the aim of building loyalty and maintaining high-performance employees in the organization to ensure their comparative advantage. In general, retention practices revolve around these axes:

- **Employee training:** Training is not only fruitful for the employee but for the organization. According to Codina (2009) employees are much more efficient if they are trained and the fact that the organization is interested in their knowledge makes them feel useful and an essential part in the achievement of objectives.
- **Giving decision-making power:** As Backhaus and Tikoo (2004) put it, a strong sense of belonging to the organization makes a stronger brand. Making the opinions of managers, intermediaries and operators count makes employees feel heard and responsible for the success of the project. This is a key emotional factor that causes the employees to take their position with a greater degree of awareness and to consider that what happens to the organization is "almost" as if it happened to themselves.
- **Improving informal relationships:** Taylorian beliefs such as "The role of the manager is to think and that of the subordinate to work" have become obsolete in today's working world. As Davis, Newstrom and Agea (2003) show, although informal relationships create a great challenge and provoke some potential problem for management, they provide an infinite list of benefits to the organization as a whole.
- **Providing all the necessary tools:** It seems like something basic, but not all companies provide what is necessary to carry out the tasks successfully. It is a matter of continuously worrying if everything they have is useful and if it would be possible to obtain more efficient tools. "It is important for the good work of managers and workers to constantly implement and develop approaches, methods and techniques to gain quality. (Rodríguez Salvá, 2010).
- **Teamwork:** In addition to the importance of informal relationships, in the work of Davis, Newstrom and Agea (2003): *Human behavior at work*, explain that as a team, it is easier to generate good ideas and creative solutions whatever the project in hand. In this type of practice, employees must be shown that the whole is greater than the sum of its parts.

- **Work-life balance:** As we can see in the work *Large companies and the conciliation of work and personal life in Spain* (Meil Landwerlin, 2008), in recent years it has become a crucial aspect for the satisfaction of employees that the organization offers facilities, even personalized, to be able to reconcile their professional life with their personal life.
- **Long-term commitment:** According to Caure Rocha (2004) "A committed employee allows the organization to focus on performance rather than on the variety of attitudes that can lead to conflict and confrontation. And for an employee to be committed, it is necessary for the organization to offer him or her stability in the workplace in order to develop his or her professional career and design a vital long-term project.
- **Pleasant work environment:** As indicated in the *Importance of workplace environment in company results and competitiveness* (Govea, 2012), having a work ecosystem that is maintained over time makes professionals feel comfortable helping their motivation and performance.
- **Transparency and intimate dealings with the management team:** If management knows its employees in their entirety (joys, fears, concerns, situation) and their relationship goes beyond a mere relationship of formality, cooperation is much simpler and has a great chance of success. As Sánchez explains, "The informal relations established between workers allow them to weave a framework through which knowledge, creativity and values flow, leading to an organisational culture capable of increasing the company's performance".

In conclusion, the Z philosophy consists of a radical change of attitude towards the reality of work, both on the part of the manager, the operator or employees. It is a deep commitment to involve, freely and decisively, by each and every one of the components of the organization. Each member must contribute to the social activity all their powers and senses to create an environment of harmony, trust and collaboration so that the organization is not understood as a mere instrument to earn money, but an ethical responsibility to society as a whole.

Finally, **all companies**, whether as a result of a conscientious strategy or the simple fact of doing nothing, **have employer branding**. It doesn't matter if they have never implemented programs to increase employee satisfaction or if they don't even have a personnel department, the perception of the brand is there.

1.2 Origin: The scarcity of talent and the struggle to find the best one

1.2.1 The three reasons why Employer Branding has risen.

- **Demographic reasons: the shortage of a skilled workforce.**



The concept of employer branding originated in the United States in the mid-1980s, coinciding with economic growth and the reduction in talent arriving on the labour market as a result of the effect of the fall in the birth rate, which meant that fewer professionals arrived each year as a new active population.

The fact that the concept of employer branding is gaining so much importance is directly linked, among other aspects, to the shortage of professionals in the population and its direct consequence: the need for companies to manage their brand as an employer and thus ensure their positioning in the labour market.

In Spain, according to Crozler (2010) in recent years, a phenomenon is occurring that may be going unnoticed by many, but will condition our society twenty-first century society.

The phenomenon we are talking about is the drastic drop in our birth rate. According to data from the National Statistics Institute, between 650,000 and 700,000 children a year were born in our country for many years. These births meant new generations of Spaniards who, after 16, 18 or 25 years of age, became an active population and generated a huge offer in the labour market. This was the case until 1976. From that year onwards, the Spanish population began a decline in the number of births that only immigration and the economic boom prior to the crisis of 2008 managed to rise and after its outbreak sank further to reach a level around 393,181 in 2018.

In image 2, you can see how the number of births in the first half of each of the years has been falling dramatically from 1976 to 2018, with only the exception of the period prior to the economic crisis of 2008.

In addition, image 3 refers to the number of children per woman in 1975 and 2017, a quick way to see how half the children are born today than in the mid-seventies.

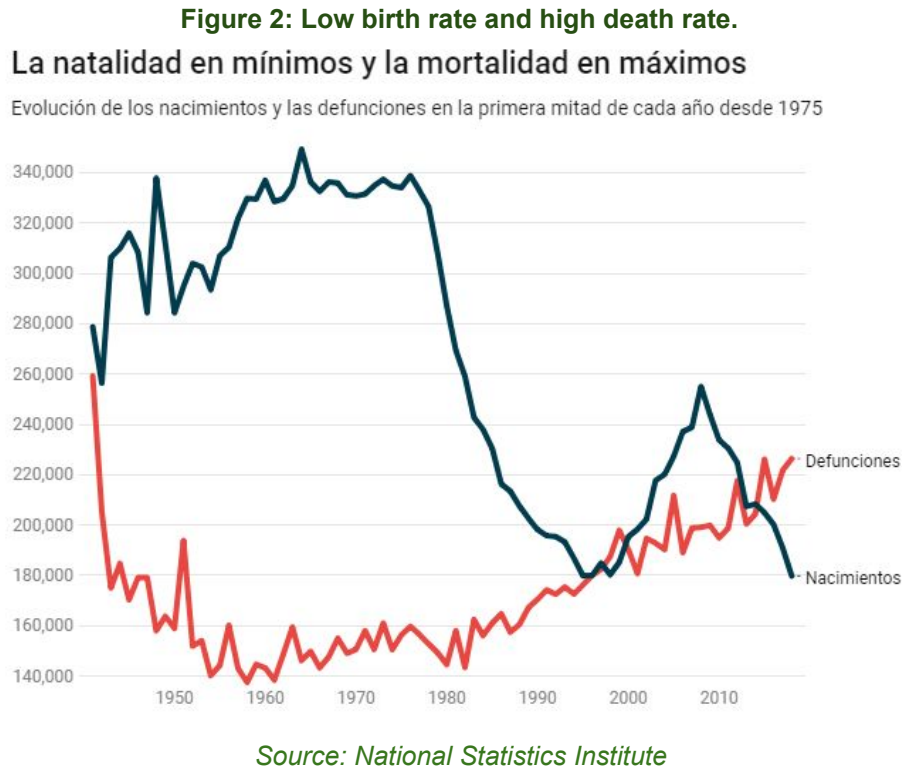


Figure 3: Comparison of children per woman 1975-2017



Source: National Statistics Institute

This birth deficit, together with the retirement of the "baby boomers" (people born between 1960 and 1975), erodes the backbone of the active population and results in fewer young people entering the labour market than in the previous year and in the continuous retirement of a large number of people (more than 95,000 according to the official Social Security register). This will continue to be the case if the trend does not change for at least the next 40 years.

- **Educational reasons:**



On the other hand, as Crozler (2002) also shows in his work *España 2010: Mercado laboral. Proyecciones e implicaciones empresariales*, the drop in university enrolments is also a problem of a reduction in qualified talent. As image 4 shows, the number of university students has fallen by 120,000 in the last five years. Cutbacks at public universities lead to smaller scholarships and academic requirements to get them stricter and stricter, thus hindering many students from continuing their higher education and reducing the future of the highly qualified staff that many need.

Figure 4: Number of university students (2012 - 2017)

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
TOTAL	1.434.729	1.416.827	1.364.023	1.321.698	1.307.461
Public universities	1.260.404	1.239.142	1.187.976	1.143.223	1.124.666
Private universities	174.325	177.685	176.047	178.475	182.795

Source: *Crónica Global Newspaper*

- **Economic reasons:**

In addition to the aspects we have mentioned that may not be very visible in the short term, there are other aspects that today may show the importance of retaining employees within the organization. One of them, as Lewin M (2001) explains, is the cost of losing talent.



The cost of losing a good employee is higher than we imagine. Among the costs we find: hiring expenses, loss of productivity and lack of interest.

- Recruitment costs: Announcing vacancies, analysing all applications and the recruitment process is an expense that represents thousands of euros for an organisation. In addition, with even more value, it is a waste of time. On average, an organisation takes between six and nine months to locate and train a replacement until it is fully prepared to join the organisation.
- Loss of productivity: It is logical that new recruits are not as productive as the person they replace and could take years to reach the same level as their predecessor. Not to mention the common logical errors of a new member who is unfamiliar with the organization's own processes, tools and policies.
- Loss of interest: When a colleague leaves, it is inevitable that the rest of the colleagues will be interested for their reasons, feel identified and consider the option of leaving the company as well. This domino effect could cause the abandonment of more members or the loss of interest, and therefore productivity, of their colleagues.

This situation as a whole puts us before our eyes a new labour market where talent is going to be more scarce and, due to the freedom of movement of resources between the offers that interest them most, also more demanding with the proposal received.

Companies will have to compete for the best candidates and accept that it is not possible to manage 21st century workers with 19th century management models and that it is necessary to rethink the needs of today's employees in order to design a management strategy that allows the organisation to fight for the best.

1.3 Importance within the organisation

Society is experiencing a so-called "Culture of Change": technology is evolving rapidly; people's aspirations, behaviours and skills are also changing; and companies are changing their mission, values, culture, strategies and forms of organisation all the time (de la Vega, 2004).

To better understand the importance of this "culture of change" in having a good employer brand within an organization, image 5 will help us. As if it were a Maslow pyramid, this graph shows us the needs that employees have in terms of their remuneration and as they reach levels, they want higher levels.

Figure 5: Pyramid of worker needs



Employees, once they consider that they earn enough for their work, seek to find meaningful work in which their knowledge and experiences fit into their personal lives. They then look for a job where they can apply and broaden their skills and interests.

Once they have achieved the above level, they seek to work in an organization where they feel valued and appreciated. And finally, they want to be proud of the company they belong to.

Without forgetting the aspects mentioned in the previous section that cause a shortage of talent, it becomes even more evident the need for good management of the employer brand as the increasingly demanding employees are those who make a company have a good or bad reputation inside and outside the organization.

In addition, getting a good employer brand and employees feeling proud of belonging to the organization not only means economic benefits, but increases the chances of progress and prestige of the company. We have to understand that the professional well-being of the worker not only benefits him/her but also translates into greater productivity and a greater commitment to organizational goals. To demonstrate this, we will present some data taken from the report employer brand research 2019 carried out by Randstad (2019) that make clearer the importance of employer branding within an organization:

- "Companies with a good image receive twice as many applications as those with a negative image and invest less money in their employees."
- "50% of candidates say they wouldn't work for a company with a bad reputation, not even with a pay rise."
- "96% of candidates think that having personal values in line with the company's culture is key to feeling satisfied in the company."
- "80% of HR leaders agree that a strong employer brand significantly increases its ability to hire the right employees".
- "62% of applicants are informed about companies on social networks before applying."
- "Companies with bad reputations pay 10% more for hiring."
- "Companies that implement a strategy to encourage employee engagement are 67% more likely to increase their revenue compared to a full-time equivalent each year."
- "76% of employees who observe that what the company says about itself is consistent with their own experience in that job, recommend the organization as a good place to work."

In conclusion, the times when a company should not lift a finger to get the best talent and when employees were only looking for financial compensation for their work, are on the way out; In today's changing context, companies must move and be willing to improve their structures and shape them to suit their potential employees. And if, on the other hand, they remain static, they will not be able to distinguish themselves from others and will remain lost and obsolete before a fierce competition. Employer branding is becoming a matter of renewal or death.

2. CASE STUDY.

2.1 Company Analyzed: CloudAppi



CloudAppi S.L is a company dedicated to the consultancy and development of Appis within the Cloud world. It aims at the digital transformation of small and medium enterprises through the world of APIs. They use the most modern techniques to offer technological solutions and thus contribute their grain of sand to the digital transformation that inevitably go through all companies in our environment.

Born in Madrid in 2013 by the bet of five computer friends who were dedicated to giving talks on APIs. It was in these same talks where they realized that this technology was either not too well known among companies or that many times even knowing of its existence they did not exploit them as they ignore how to manage them properly. It was then when they identified a business opportunity and decided to create an innovation consultancy. Today, **it has thirty employees** distributed in its main headquarters in Madrid and its recently opened headquarters in Castellón in the Españtec building of the Technological and Business Science Park of the Universitat Jaume I.

Within their range of services they offer:

- Cloud Consulting: through this consultancy they offer their clients advice on the management of their IT infrastructures, services, platforms and applications, as requested and through the network. CloudAppi guides companies to make optimal use of the tools offered by the cloud in a way that guarantees the security and accessibility of the resources available to them.

- WebApp Design: CloudAppi develops modular web apps that allow its customers to offer a better experience to their web users.
- Definition and development of APIs: They help their clients to organize their company in the form of apis, looking for the ones that best adapt to the business objective and develop their apis in an agile and quality way.

The company has a national and international presence offering its services to clients in all types of sectors, from telecommunications companies to insurance companies, banks or shipping companies. It brings the latest technologies and Cloud service to all types of companies and acts as the IT department of many entrepreneurs where the optimal use of new technologies allows them to position themselves in the market.

In its website CloudAppi shows us its 8 basic principles among which stand out its APIAdiction, its passion for constant innovation, continuous improvement as a company philosophy and its aversion to hierarchies.

In addition, his website also introduces us to his team with photographs, positions and names and surnames. The team consists of 30 employees, including interns, the vast majority of whom are professionals in the sector with a high level of technical knowledge.

2.2 Methodology of analysis

The aim of this section is to explain how I have carried out the analysis of the company I have chosen.

First of all, I feel it is necessary to explain why I chose the CloudAppi company and not any other. The main reasons why I chose CloudAppi are:

- Location: The fact that CloudAppi has a headquarters in Espaitec on my university campus has made it easier for me to get in touch with the Human Resources department and gather all the information I needed during the project.
- Sector: its CNAE code is 6209: Other services related to information technologies and information technology. For my project I needed a company in which a large part of the employees were highly qualified personnel to justify the difficulties of finding them and the numerous disadvantages of losing talent.
- Young company: To carry out the project I needed a young company adapted to the characteristics of the new labour market where the new information technologies were very important and its small size allowed me to demonstrate that the concept of Employer Branding is not only suitable for large multinationals, but that any company can create a good employer brand regardless of its size.

- Philosophy as a company: I needed a company in which creativity, initiative, ability to learn and teamwork were necessary characteristics among its employees.
- Predisposition on the part of the company: At the beginning of the project I contacted several companies to discuss various options. CloudAppi from the beginning had a great predisposition and showed great interest in helping me. Despite having their HR department at the main office in Getafe, they eased our contact whenever I needed it through email, phone calls and videoconferences.

On the other hand, the process by which I have been able to perform the analysis is:

1. Compilation of information about Employer Branding, first brainstorming about how to organize the project.
2. Sketch of the index and choice of the company for the case study.
3. Elaboration of the theoretical framework after a collection of information much more focused on the issues I wanted to address.
4. Contact with the organization: First approach with the company in which I outlined my project and the help I would need.
5. Interview preparation: Once CloudAppi agreed to be part of my project, I prepared a first interview in which I could get basic information such as: knowing about their knowledge of the employer branding concept, what is their usual procedure in the selection process, if they have agreements with universities, if there is a program to welcome new employees, etc...
6. Videoconference interview: It was at this point that I gathered basic information on human resource management and, in addition, Carole, your top manager, asked me about her concerns about the project and provided me with additional information that I thought was appropriate. (Interview included in annexes).
7. Choosing the appropriate theoretical model to which CloudAppi could have adhered for its brand management as an employer: Teoria Z management model.
8. Writing and comparison of the practices carried out in CloudAppi with those related to Employer Branding.
9. Analysis and writing of the conclusions.
10. Writing the interview.
11. Writing of acknowledgements.

2.3 Case description:

CloudAppi is a young company that has already been born with the concept of employer branding as one of the bases of the HR department and also of the entire organization as a whole. Specifically, we could say that CloudAppi could be identified as an organization inspired by Z theory for the management of its employer branding, where its strategies and management techniques focus on the employee.

In this section, we will analyze the techniques used by the company to maintain a good level of employer brand and welfare among its employees.

Attraction, recruitment and selection techniques:

Some of the actions that CloudAppi performs in order to attract talent to its ranks are:

- **Massive announcement of its vacancies:** CloudAppi does not want to lose the perfect candidate for its organization because he/she ignores that they are looking for someone with his/her profile. That's why it advertises its vacancies on its website, on university portals where it has agreements, and on employer websites such as Infojobs.
- **Different and attractive selection process:** Once they receive a candidate's CV and it is reviewed that the profile adapts to what they are looking for, the selection process is divided into 4 stages.

In the first stage, the candidate is called for a videoconference interview or, if the distance between the organization and the employee allows it, a personal interview. This interview deals with aspects related to the worker's personality: "define yourself with 5 adjectives", related to his training: "Why did you choose that career?" "What subjects did you like best?", related to his previous work: "What kind of responsibility did you have?" "Describe the best boss you ever had" and related to the company "What do you know about us?" "What attracts you to our company?". If the employee passes the interview satisfactorily, he or she is told that he or she is moving on to the next stage.

In the second stage, the code challenge, as it is usually called, is about giving the candidates a challenge with the aim of evaluating their technical knowledge in greater depth. The candidates have one week to solve the case, send in their answers and are assigned an automatic score from 1 to 10. If the score is favourable, the candidate moves on to the third stage.

The third stage is a personal technical interview with the company's technical specialists related to the vacancy. The candidate is interviewed by what could be his co-workers. If this interview gets a favorable rating, the candidate goes on to the fourth and final stage.

In the fourth stage, the management team and the technical specialists of the area where the vacancy is located decide whether or not to incorporate the candidate into their organization based on the evaluation obtained in each of the stages.

- **Agreement with universities:** CloudAppi has agreements with Carlos III University and Rey Juan Carlos University of Madrid to carry out the external internships that students need to complete their training. These types of agreements are beneficial both for students and for the company itself. Students can put into practice their theoretical knowledge acquired during their training and the organization is able to detect more quickly the talent of possible future additions to the staff.
- **Space where candidates can provide their CV:** Candidates can leave their CV both on the corporate website, on university portals and also participate in job fairs where candidates can leave their CV in person.
- **They participate in university and non-university employment fairs:** CloudAppi has participated in employment fairs in Madrid in the universities where it has agreements and also in fairs outside the universities. In addition, in the stands where they are located they offer the option of leaving CVs for their vacancies. This is a good option to attract a large number of candidates who are looking for employment as well as improve brand visibility and be known among applicants.
- **They tell their potential employees what they want from them:** On their website, in the section of their vacancies they offer information about what they are looking for. You are given a small brushstroke of the minimum and desirable responsibilities, skills and knowledge that their ideal employee should have. In addition, in the personal interview they are informed of the company's philosophy, its businesses, the technologies they apply, what is expected of them, etc.

Retention techniques:

CloudAppi's most prominent retention techniques include:

- **They offer an instruction manual to their new employees:** CloudAppi has an employee manual where newcomers are given guidelines to follow in their first days in the company.
Days before they start, they receive an email welcoming them to the company and the manual is attached digitally.
In a nearby language, it is explained that it is the first thing to do (access your corporate email with the password provided), then you will see that you have been sent an email with various links of interest which explain the corporate tools such as: internal communication systems they have, Google Drive repository where to hang each file, company page, information section for the employee, consultation of schedules, assignment of tasks, communication of absences, request for vacations, etc.
- **Satisfaction surveys:** CloudAppi has recently launched a satisfaction survey that intends to repeat it once a year and is aimed at all employees of the organization including interns. In this survey, employees are asked to rate their level of satisfaction across the company and within their department from 1 to 10. This is a very effective tool for communication to flow within the organisation and a good way of knowing how the employees who make up the organisation feel. The latest results respond to 97% satisfaction with a participation level of 95%.
- **Recommendation plan:** This plan consists of employees themselves recommending a candidate for a vacancy. In the event that the recommended person is hired, the employee who suggested him or her obtains financial compensation. This is a good tool for employees to feel like an important part of the organization where they have a lot to contribute.

- **Exit surveys:** When a worker voluntarily abandons his or her work, a survey is carried out in which an attempt is made to understand the reason why the worker has taken this decision. The survey counts on questions related to the level of satisfaction before leaving and the one they had before, which is what they most and least like about the organisation, whether they would recommend the company to a loved one, what opportunities for internal improvement they would recommend, etc. This is a very useful tool in which the reasons why talent leaves are known, giving clues that these aspects should be improved so that no one else leaves.
- **Internal contests:** CloudAppi realized that the participation of its employees in social networks was lower than expected, as a result, launched an internal contest in which among the most active employees in corporate social networks will be raffled a google home valued at 100 euros. Bearing in mind that employees are the company's best ambassadors, this is a good motivating technique to sell our organization abroad.
- **Training:** CloudAppi invests heavily in the training of its employees. They carry out training programmes on technical subjects that provide employees in one way or another with professional development, free face-to-face English courses (2 groups in Castellón and 1 in Madrid) open to all employees. Training is an ideal tool to increase the motivation of employees as it increases their opportunities for personal and professional development making them feel more capable and valued.
- **Incident meetings:** Every Friday, the company invites all staff to breakfast in the meeting room. In this informal environment, employees feel more comfortable, secure and confident so that doubts, advice and comments emerge on the issues on which each of them is working. This is one of the most important techniques from which new ideas, solutions to problems and new approaches to work emerge, but it also generates a pleasant personal relationship that translates into an ideal working environment for those who live in it every day.

- **Full-time days:** Mid-year meetings, as they themselves call them, are meetings held in the months of December and June of each year. These meetings are held in a place far from the offices and last a whole weekend. The last June was in Cuenca and the employees could enjoy free lodging and could carry out among other activities: aquatic activities, teamwork games or hiking. These full time days are ideal for socializing with colleagues in an environment outside the offices and thus reduce the accumulated stress of work and encourage team spirit.

2.4 Proposals for improvement.

As we have seen in the previous section, CloudAppi is a company that has a well-defined Z culture in which the welfare of the worker is at the center of all its Human Resources actions. This is because in CloudAppi are aware that one of the main functions of this department is to attract the best talent at an efficient cost, i. e. properly manage the Employer Branding.

A sign that they are doing well is that, as we have seen in the previous section, they apply the best practices recommended by experts in Employer Branding but above all, their very high score in job satisfaction that their employees claim to have (97%) with a level of participation also very high (95%).

With this high level of satisfaction, it seems difficult to suggest improvement proposals that will improve the perception of your brand as an employer; but even so, after having done a thorough analysis of the Employer Branding for this project, there are some improvements that could be put in place to achieve it:

- **Be part of the "great place to work" list:** Great place to work is a ranking carried out annually by Best Workplaces to reward the best places to work. This ranking, Best Workplaces, is elaborated based on the results of surveys that represent more than 8500 companies from all over the world, gathering the opinion of the employees and analyzing the cultural practices of the companies that participate. Since this is the most respected set of studies on excellence in the workplace, it is not only interesting to have a good position in the ranking but with the simple fact of appearing and obtaining the certificate, you already get an outstanding prestige with the added value to the brand as an employer that implies.

To join this list, just follow the steps indicated on the website:

1. Delivery of the required documentation for successful participation in the ranking Best Workplaces 2020.
 2. Sending the Trust Index survey to all employees in the organization via email.
 3. Evaluation of people management policies under the Culture Audit methodology.
 4. Delivery of global results for each question of the "Great Place to Work Model".
- **Conduct a 360-degree assessment:** This human talent management tool consists of a comprehensive assessment that is used to measure the competencies of an organization's employees. This assessment is made by colleagues, subordinates, supervisors, direct managers, internal clients and external clients. The purpose of this evaluation is not to reward or punish the employee, but to provide feedback to improve their performance and behavior in a more objective manner by having different points of view and perspectives. The company's interest in feedback and the fact that its opinion counts for the feedback of the other members of the organization considerably increases their feeling of belonging and satisfaction.
- **Conduct a satisfaction survey on the selection process:** If in any traditional selection process it is important for the company to know whether the candidates consider the selection process tests appropriate, necessary and clearly show their compatibility with the vacancy in order to have the option to improve the selection process and thus improve their Employer Branding, even more so if it is a selection process as attractive and unique as CloudAppi. In particular, this satisfaction survey should emphasize the evaluation of the second stage of the process, its self-named code challenge, since it is a novel process through which many of its aspirants confess never to have passed. This survey could be based, in principle, with general questions such as:
1. Have you ever passed a similar test in a selection process?
 2. Describe your experience in a couple of lines.
 3. Rate from 1 to 10 (1 being very unsuitable and 10 being very appropriate) to what extent you think this type of test has been adequate to show your level of technical knowledge.
 4. Explain, if applicable, what you would improve from this type of test.

- **Participate in job fairs:** Attendance at this type of event is not only beneficial for job seekers, but also has many advantages for companies: Access to a large number of candidates in one place, improve the visibility of your brand, meetings with other companies from which you can draw mutually beneficial relationships, and so on. There are several types of job fairs: professional fairs, open to all types of public; university fairs, aimed at university students and young graduates; vocational training fairs, for those who are studying or have graduated in vocational training; fairs aimed at people with disabilities; and fairs specialised in a specific sector. Since CloudAppi already participates in several professional and specialized fairs in the sector in Madrid, I would propose:

- 1) On the one hand, to participate in the "fira d'ocupació de Castelló" in Castellón de la plana. In this way they would be known within the city in which it resides relatively recently, and as often takes place at the University Jaime I, would be in direct contact with the great talent, desire to learn and new ideas that have young recent graduates.
- 2) And on the other hand, participating in the most important professional fair in the area: "Feria Empleo Valencia". This is the most important fair in the area where a hundred companies participate every year and thousands of people come in search of employment.

To register for these fairs you just have to pay attention to the websites that coordinate them (feriacastellocrea.es and feriaempleovalencia.com respectively) to be interested in the registration deadlines and follow the steps provided by the website itself.

The next fair events will take place:

Figure 6: Upcoming trade fair events

FAIR	DAY	TIMETABLE	LOCATION
Fira d'ocupació de Castelló	23 November 2019	From 8:00h to 14:30h	Castellón Tourism Centre
Feria empleo Valencia	6 and 7 May 2020	From 10:00h to 18:00h	Central Boulevard of the UPV Campus

Source: Own preparation

- **Develop an app for employees:** CloudAppi develops and improves APPS for its consumers, users, and customers; as we have seen, the employee is also a customer that is becoming more and more important within organizations. Why not develop a mobile application for them?

The accessibility is key to the consumption of internal information and brings great advantages to develop the employer brand.

The new application could, initially, have functions such as:

- 1) Informative: Where the employee can quickly access updated company information, daily news related to the organization, blog, notifications, etc..
- 2) Personal management: Where procedures such as requesting a vacation, reserving a meeting room, announcing a visit, etc. can be carried out.
- 3) Collaborative chat: Where the employee can access certain services that ease communication and work together without having to be in the same place, etc.
- 4) Courses and training: To be able to carry out online courses, to be informed of the new courses that can be carried out, to receive a notification of some course that must be carried out in a compulsory way, etc.

With these five improvement proposals, CloudAppi is expected to improve its Employer Branding because, according to the literature, these practices seek to provide the organization with some of the keys for the good development of the brand as an employer. As stated above, this improvement will be achieved through **obtaining prestige and notoriety** by belonging to the "Great Place To Work" list, **granting decision-making power** to all employees in the 360° evaluation, **becoming visible** for talent seeking employment and **promoting communication** among all members of the organization through the Employee App.

3.CONCLUSIONS

This project **aimed** to analyze in depth the new practice of Human Resources, the Employer Branding, and see its application in the company CloudAppi.

In order to do this, first of all, a theoretical framework has been created in which:

- Its definition has been analyzed according to different perspectives.
- The theoretical model in which it fits has been dealt with in depth.
- It has been described the characteristics that it must have and the practices of Human Resources that the organization must apply to be able to carry out a good management of the same one.
- The three main reasons for its origin have been explained.
- The main reasons why this practice is very important within the organisation have been stated.

And secondly, to see its application in the CloudAppi company:

- The general aspects of the company have been described (to which it is dedicated, year of foundation, the services that it offers, its basic principles, etc.).
- The process of how the analysis has been carried out has been shown.
- The practices carried out to manage its Employer Branding have been explained.
- A series of improvement proposals have been presented, consisting of practices related to Employer Branding.

Therefore, we can say that the main objective of the project has been achieved satisfactorily.

To conclude, I will begin by saying that the first time I heard about Employer Branding and its characteristics, long before I began this final degree work, I thought it was a trend aimed at large multinationals that could devote a large budget and time dedication to the practices with which it is related. I thought it was a useful form of talent management, but it was of little importance in traditional, mid-sized and small organizations. But throughout the development of the project I have gradually become aware of the real **importance of knowing how to effectively manage talent within an organization of any size.**

In addition, as we have seen during the project, the great benefits of having a good employer brand do not only exist for employees, but there is also a long list of benefits for the entire organization as a whole. But regardless of the benefits that this new concept brings, I think it is important to understand that the characteristics of the new labor market and the needs of today's employees, make good management of employer branding is no longer an option for organizations but a **NEED** in all its aspects. Given that the times when an organization should not lift a finger to get the best talent have passed to better life, organizations must begin to realize that the issue of **Employer Branding is becoming a matter of adapt or die.**

On the other hand, I have also seen the importance of **the need for Employer Branding practices to be audited and updated.** An employer brand that is not audited internally and externally to see the impact it is generating is useless. No less important is the next step, continuous improvement. A good management of Employer Branding means implementing improvement plans that provide valuable attributes that can be projected into the near future of the organization.

It is also important to understand that, regardless of whether it is managed or not, **all companies have Employer Branding.** As we defined it at the beginning, it is about the image or reputation as a possible employer that each organization has and this exists even though there are no practices that try to regulate it. Therefore, it is in the hands of the company that a concept that already exists plays against it or in its favor; why not take care of it and make it an ally to attract the best talent?

I would also like to highlight the great importance of improving positioning as a place to work, know how to communicate and sell the employing brand effectively. We live in a world of perceptions, reputation, disloyalty and fierce competition in which **it is not enough to be good, but it also has to look like it.**

And finally, on a personal level, this project has allowed me to understand the great work that underlies the Human Resources departments: to efficiently manage the best resource they have, the human resource. I firmly believe that, as my tutor likes to say, this project has really been the icing on the cake of my degree and has helped me to deepen different concepts that in principle did not make much sense and get closer to what I would like my professional future to be: the management of an organization's Human Resources.

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6. ANNEXES

ENTRUSTED TO CLOUD APP

- Buenos días, ¿Cómo se llama y cual es su cargo dentro de CloudAppi?

Mi nombre es Carole Neyra y soy la responsable del departamento de Recursos Humanos de CloudAppi desde hace aproximadamente 5 años.

- Conocen el término Employer Branding?

Si. CloudAppi se trata de una empresa joven muy familiarizada en novedosas prácticas de recursos humanos, entre las que se encuentra el Employer Brand.

- Cuales son vuestros potenciales candidatos? Que tipo de capacidades necesitan?

Nuestros potenciales candidatos son personas jóvenes con un gran afán de aprender y aportar ideas innovadoras y, necesariamente, personas familiarizadas con el sector en el que nos movemos. En concreto, definimos a nuestros potenciales candidatos como AppiAdictos: personas adictas a todo lo que tenga que ver con las nuevas tecnologías, con una gran pasión por la constante innovación, mejora continua como filosofía personal y profesional y aversión a las jerarquías.

- Cual es su procedimiento habitual en un proceso de selección?

Lanzamos nuestras vacantes a través de nuestra página web corporativa, en portales universitarios y redes sociales.

Una vez nos llega el currículum de un candidato y se revisa que el perfil se adapta a aquello que estamos buscando, el proceso de selección se divide en 4 etapas.

En la primera etapa, citamos al candidato para una entrevista mediante videoconferencia o si la distancia entre la organización y el empleado lo permite, mediante entrevista personal. En esta entrevista se tratan aspectos relacionados con la personalidad del trabajador: “defínase a sí mismo con 5 adjetivos”, relacionados con su formación : “ ¿Por qué elegiste esa carrera?” “¿Qué asignaturas te gustaban más?”, relacionados con sus trabajos anteriores: “¿Qué tipo de responsabilidad tenias?” “Describe el mejor jefe que has tenido” y relacionados con la compañía “¿Qué sabes sobre nosotros?” “¿Que te atrae de nuestra compañía?”. Si el empleado pasa la entrevista de forma satisfactoria, se le comunica que pasa a la siguiente etapa.

En la segunda etapa, el *code challenge* como solemos llamarlo, se trata de otorgar un reto a los candidatos con el objetivo evaluar con más profundidad sus conocimientos técnicos. Los candidatos cuentan con una semana de plazo para resolver el caso, envían sus respuestas y se le asigna una puntuación automática del 1 al 10. Si la calificación es favorable, el candidato pasa a la tercera etapa.

La tercera etapa se trata de una entrevista técnica personal con los especialistas técnicos de nuestra compañía relacionados con la vacante. El candidato es entrevistado por los que podrían ser sus compañeros de trabajo. Si en esta entrevista se obtiene una valoración favorable, el candidato pasa a la cuarta y última etapa.

En la cuarta etapa, el equipo de dirección y los especialistas técnicos del área donde se encuentra la vacante toman la decisión de incorporar al candidato o no a nuestra organización en base a la evaluación obtenida en cada una de las etapas.

- **Con ese proceso de selección tan particular, ¿Teneis alguna encuesta en la que los candidatos puedan dar su opinión sobre el?**

No, pero sí que nos los hemos planteado ya que en muchas ocasiones recibimos felicitaciones por parte de los candidatos afirmando que les ha resultado una experiencia satisfactoria. Además, en alguna ocasión, no han superado el reto del Code Challenge e independientemente de no haber pasado la fase y saber que abandonan el proceso de selección nos han pedido que les ampliemos el plazo para resolverlo, nos parece impresionante que una fase de nuestro proceso de selección se convierta en un reto personal para ellos.

- **¿Tienen algún ratio de medición de los abandonos voluntarios del proceso de selección?**

Actualmente no. De lo que sí disponemos es de una encuesta de salida dirigida a los empleados que abandonan nuestra organización de forma voluntaria. En esta entrevista, intentamos descubrir la realidad del motivo de su decisión para crear oportunidades de mejoras internas.

- **Cual es el porcentaje (aprox) de empleados con estudios superiores?**

El porcentaje de empleados con estudios superiores, debido a las características específicas del sector al que nos dedicamos, suele ser muy elevado, en torno al 80%.

- **Utilizan alguna técnica (conscientemente) para atraer o retener talento?**

Ya que conocemos en profundidad el concepto, vemos importantísimo utilizar prácticas para gestionar de la mejor forma que sabemos nuestro talento humano.

A partir de aquí vamos a descubrir si realizan prácticas que, según la literatura, tienen gran importancia para la buena gestión del employer branding.

En primer lugar, con referencia a la atracción de talento:

- **¿Tienen algún tipo de convenio con alguna universidad donde los estudiantes realicen prácticas externas?**

Si, en Madrid tenemos convenios para que los estudiantes de las universidades Carlos III y Rey Juan Carlos realicen sus prácticas externas con nosotros. Por lo general, recibimos estudiantes de muchos tipos de ingenierías: ingeniería de la energía, ingeniería informática, ingeniería en telemática, ingeniería de computadores, ingeniería de la ciberseguridad, ingeniería en tecnologías de telecomunicación, ingeniería de robótica y software, etc. pero también estudiantes de diseño y desarrollo de videojuegos, relaciones laborales, entre otros.

- **¿Se acercan a las universidades o a algún centro formativo para darse a conocer entre los que podrían ser sus candidatos en un futuro próximo?.**

Si, participamos en ferias laborales en las universidades madrileñas de Carlos III y Rey Juan Carlos. Si que es cierto que en Castellón, puesto que no hace mucho que hemos llegado, no participamos en ninguna feria pero no tardaremos en hacerlo, ya que es una lástima que estando instalados dentro del campus universitario no aprovechemos la oportunidad. En breve nos pondremos las pilas para informarnos de fechas, perfil de alumnos para poder participar y darnos un poco a conocer por la zona.

- **¿Participan en alguna feria empleadora?**

Si, participamos tanto en ferias laborales organizadas por universidades tanto ferias laborales organizadas por cualquier otro tipo de organización. De momento, igual que los convenios universitarios, solo participamos aquí en Madrid, pero pronto estaremos en las listas de participantes de las ferias de la Comunidad Valenciana.

- **¿Tienen algún sitio físico o online en el que los candidatos puedan dejar su currículum? (no un e-mail o en la propia oficina).**

Si, lanzamos nuestras vacantes a través de nuestra página web corporativa, en portales universitarios y redes sociales. En nuestra página web existe un portal donde dejar el currículum y en el caso de los portales universitarios y redes sociales se les facilita un enlace que les lleva al mismo portal de la página web. Por tanto, anunciamos las vacantes desde tres sitios diferentes, pero todos los currículums llegan al mismo portal.

- **En esas tres vías en las que se puede entregar el currículum, ¿Se le explica al candidato en algún sitio que se espera de ellos?**

Si, cuando se llega al enlace que lleva al portal de currículums de nuestra página web. Hay un apartado en el que al candidato se le da una pequeña pincelada de lo que está buscando la compañía con esa vacante. Después, en la entrevista personal se les informa de forma más específica para que tipo de servicio se le necesita, los clientes más habituales que lo solicitan, que se espera de ellos a diario, cuales son las tecnologías que aplicamos, qué material tendrán disponible para trabajar, etc.

Por otro lado, en cuanto a prácticas relacionadas con la retención del talento:

- **Forman parte de alguna lista especial como buen lugar para trabajar?**

Actualmente no, sí que tenemos pensado presentarnos en un futuro ya que nos parece algo muy interesante tanto por el prestigio que se recibe como las ayudas que ofrecen en encuestas y auditoría de prácticas; pero sinceramente, todavía no nos hemos parado a investigar en cuales son los requisitos, como hacer la solicitud ni en qué tipo de listas podríamos hacerlo, ya que somos conscientes de que no podríamos inscribirnos en listas donde compitamos con grandes multinacionales.

- **¿Tienen en marcha algún plan de recomendación de candidatos?**

Si, días antes de anunciar públicamente una vacante, lo informamos a la plantilla para que así tengan esos días de plazo para adelantarse a los candidatos externos. En el caso de que el candidato recomendado por un miembro de la compañía sea finalmente contratado, el que lo ha recomendado recibe una recompensa económica.

- **¿Tienen algún programa de bienvenida para los recién llegados?**

Si, tenemos lo que llamamos un correo de bienvenida en el que se les informa que efectivamente han entrado en la compañía. En ese mismo correo electrónico se le facilita un manual del empleado en el que constan todas las pautas para sus primeros días.

- **¿Podría informarme un poco más sobre el contenido de este manual de bienvenida?**

La finalidad de este manual explicarle al nuevo empleado en un lenguaje muy coloquial y cercano lo que tiene que hacer en los primeros días. Por cuestiones de privacidad no puedo informarte demasiado pero para que tengas una idea, el correo empieza así:

“Bienvenido a Cloudappi, somos una empresa joven y dinámica donde estoy seguro de que haremos grandes cosas. Nuestras herramientas corporativas son:XXXX. Es importante que todos los viernes hagas la computación de horas y que lleves al día todas las tareas. Tenemos un repositorio de Google Drive donde veras que al ser una empresa diferente, todo es diferente.

Acabas de aterrizar en CloudAppi y piensas: ¿Que debo hacer?. Debes tener en cuenta que tenemos los distintos procedimientos: Lo primero que que debes hacer es acceder al email e introducir tu e mail corporativo y contraseña que a partir de ahora serán estos XXXXXX. Al entrar a ese email descubrirás una serie de enlaces que te hemos enviado.”

En estos enlaces se le dice que hacer el primer día de trabajo según su función dentro de la organización, se le explica el funcionamiento del sistema, como se generan cada uno de los procesos dentro de él, como funciona el xat de la empresa, como reservar una sala de reuniones, como hacer las imputaciones de horas todas las semanas, solicitar ausencias o vacaciones, etc. En este e mail también se le invita a que nos siga en las redes sociales y empiece a participar en ellas.

Además, cuando un candidato es seleccionado para empezar el proceso de selección, se le envía un SMS su teléfono deseándole suerte en la primera entrevista y al final del proceso de selección un miembro del departamento de recursos humanos realiza una llamada telefónica para dar personalmente la buena noticia y la enhorabuena.

- **¿Tienen alguna encuesta de satisfacción para los miembros de la organización?**

Si, las hemos lanzado por primera vez hace un par de años. Actualmente la encuesta se realiza una vez al año, aunque queremos reducir el intervalo de tiempo en medio año. La última encuesta de la que tenemos datos sobre el clima laboral el nivel de satisfacción del 97% donde participan más de un 95% de los empleados, incluidos becarios y personal en prácticas.

- **¿Realizan algún programa de formación para sus empleados?**

Si, realizamos muy a menudo cursos formativos tanto presenciales como online de asuntos técnicos específicos necesarios para el desarrollo de nuestra actividad. Además, realizamos cursos de inglés presenciales abiertos a todos los empleados de la organización del que actualmente hay tres cursos, dos en Castellón y uno en Madrid.

- **¿Realizan algún tipo de evaluación de incidencias de forma semanal, mensual o semestral?**

Sí y además de forma muy informal, lo cual creemos que es muy importante para nuestros empleados. Todos los viernes, la organización ofrece el desayuno a los empleados y estos aprovechan ese momento para conversar sobre las incidencias que le hayan podido ocurrir durante la semana, hablar al resto de compañeros de lo que se está trabajando y sinceramente, de ese momento salen cantidad de ideas estupendas.

- **En relación al proceso de evaluación, ¿Realizan evaluación de 360 grados?**

Actualmente no, aunque no parece interesante esa forma de evaluación ya que creemos que es importante para los empleados que su valoración esté basada en distintos puntos de vista y no solo de sus superior.

- **¿Realizan alguna especie de concurso interno para los empleados?**

Si, después de dedicar bastante presupuesto y tiempo en mantener atractivas y modernas nuestras redes sociales, vimos que gran parte de los empleados a penas las conocían y el que lo hacía, casi no participaba en ellas. Por eso, realizamos hace poco un concurso interno en el que el empleado más participativo en las redes sociales tanto en facebook, twitter e instagram, recibiría como premio un Google Home valorado en unos 100 euros.

- **¿Alguna práctica que tengan puesta en marcha que no haya nombrado y quiera destacar?**

Pues sí, la que más les gusta a nuestros empleados. Las reuniones de de mitad de año. Estas reuniones las realizamos en los meses de Diciembre y Junio de cada año y se realizan en campamentos o albergues. Duran un fin de semana completo y realizan todo tipo de actividades; Por ejemplo, la reunión del pasado Junio fué en Cuenca y realizamos actividades acuáticas, juegos de trabajo en equipo, clases de relajación y senderismo, entre otras.

- **Veo que sí que se esfuerzan bastante en la gestión del employer branding, he elegido bien la empresa para el proyecto. Muchísimas gracias por su colaboración.**

Si, en CloudAppi somos conscientes de que los empleados es nuestro más preciado recurso. Ha sido un placer poder ayudarte y si personalmente te puedo ayudar en algo más, no dudes en ponerte en contacto conmigo.