Research Article

Innovation In Attracting Talent to Large Companies

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Abstract

The field of human resources seems to be like an ocean in which you will always find new species of life. Recruiters are trying to find new methods every day to attract candidates for vacancies. In certain fields of activity, the application to an available job has changed radically. Candidates are no longer crowded with CVs at company doors, now apply with a profile in the virtual environment. Moreover, specialists are waiting to be contacted by companies and not to apply for a job change. All these changes in the behavior of the candidates force the companies to come up with the most attractive solutions. However, companies often have profits above the market average, they offer growth opportunities, attractive salaries, if all this is not communicated. Just as important is the "image" in a candidate's resume, now just as important is the image with which the company presents itself to candidates and the market. The marketing and human resources departments work together to create a communication strategy and an employer brand that is as sustainable as possible for the candidates. Thus, from the very clear understanding of the audience in front of which the companies communicate, to the definition of the communication pillars and the initiatives in which they are involved, the big players in the market must constantly adapt to the labor market. They must anticipate change in the new socio-economic context and innovate in everything they do.

Keywords: innovative strategies, Employer Branding, recruiting process, talents, human resources, large companies, organizational culture,

What Innovative Theories We Find In The Field Of Attracting Talents

Before making parallel between a company's Employer Branding strategy and attracting talent, the impact that this approach can bring in increasing the company's indicators, what are the differentiating elements and how can a company have a competitive advantage, especially in terms of recruitment view we

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need to understand and define certain theoretical concepts.

We will address both the perspectives of industry experts and personalities, ambassadors of large corporations that have implemented the process we are referring to.

We cannot say instead that one theory is stronger than another; or that in the following we will present an ideal recipe, which, applied in any company, will attract you the most valuable people, the best prepared, adaptable, the most, the most.

It is important to look at successful models, to understand the important role of a new department in an organization in which it is worth investing and the power of knowing very clear and well-defined principles.

Over time, this concept has been defined in various forms. Its essence, if we try to find a common denominator, refers to certain associations that can bring current and future employees of a company, certain affiliations of it.

Of all those that will be cited and of all the approaches we consider in this paper, most will refer to Richard Mosley, author of the book "Employer Brand Management - Practical Lessons From The World's Leading Employer." From my point of view, we can even call him the father of Employer Branding, he contributing with the most valuable information about what the concept means, how we can define and apply it at the same time within an organization, being niche even as a new branch of management, being the intersection point between Human Resources and the Marketing department, but we will understand better in the following.

We live in a globalized world, and part of it, that of business, is also influenced by the effects of globalization. No wonder companies are doing their best to win the war for talent. An important "ace up your sleeve" in this war is the branding of the employer. To attract better employees, companies have recently begun to use branding principles and practices in the field of human resource management. The application of branding principles for human resource management has been called "employer branding" (Backhaus, 2004)

In the world of marketing, it is usually advisable to keep your existing customers rather than gaining new ones, at the risk of neglecting the former. In the same theoretical context, employee management theory states that it will have an economic impact if an organization retains its current employees instead of replacing or hiring new ones, because the employer will have to invest more in the hiring process that includes writing job descriptions. , posting jobs, reviewing applications and then conducting interviews with them, not to mention hiring and then training new employees. All this requires a large amount of investment, effort and time. (Hadi & Ahmed, 2018)

Due to the need of organizations to compete for their current and potential employees, there is an inherent significance in the development of a remarkable employer brand. EB is therefore a specific term created in the 1990s by Ambler & Barrow (1996: 185), defined as "the package of functional, economic and psychological benefits provided by employment and identified with the company employed", with the main role of " provide a coherent management framework to simplify and focus priorities, increase productivity and improve recruitment, retention and engagement ". (Sousa Bianca, 2016)

In developing countries, such as Pakistan, the term employer brand is not generally understood and practiced in local companies or by entrepreneurs. Shazia Khalid states in her paper on the impact of the subject that the term EB is very recent and was introduced in 1992 when an academic article was published to emphasize its importance in facilitating the recruitment and selection process. (Khalid & Tariq, 2015)

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A sample of companies were analyzed over three years. Those who adopted employer brand strategies were able to attract at least 60% more easily candidates for open positions.

We'll start with Mosley's perspective. He believes that employer branding is the most tangible form of managing the company's image as a potential employer, being a consistent application of the brand logo and other elements of visual design to identify and differentiate the brand. A definition that at first glance may seem a little uncertain. Thus, in other words, while employer branding can be described as a discrete activity, employer brand management describes a higher level approach to coordinating people management activities, with important implications for how recruitment, boarding, talent management, performance management and leadership development take place. (Mosley, 2014)

Mosley brings to the fore a series of words that can be appetizing for a recruiting expert who wishes the most valuable people on the team.

As competition for highly talented employees has become almost as fierce as competition for customers (Berthon, 2005), companies want to be seen as attractive employers for future and current employees. (Lievens, 2003). The main reason is that added value is brought by human capital, and organizational performance can be enhanced by investing in human capital. (Backhaus, 2004)

In this context, the escalating competition for attracting the best employees in the company is called, as Michaels mentions in "The War for Talents", the "war" for talent (Michaels, 2001). Why do we consider this approach? Because we will see in the methodology of implementing such a strategy the point where the competition analysis is a real element of the external analysis of the company. For example, if your main competitor chooses to use "happy people" as the main message, I don't think you want your organization to be associated identically. At the same time,

if the competition offers them benefits that employees consider very important for happiness at work, you definitely want to know and offer them.

The concept of employer branding has recently become a prominent topic in the field of Human Resource Management. Although there is research on this topic in many countries on different continents, there are still some questions that many groups are still looking for an answer to. Are the concepts of "employer branding" or "employer attractiveness" different, having equal importance in different cultures? If not, what categories of differences are there? (Esra Alnıaçıka, 2014)

Brett Minchington defines this terminology as anyone's perception of the organization. as a "wonderful place to work." This is the sum of the thoughts and feelings that people associate with an employer, both positive and negative. Every company has an employer brand, even if it does not have activities meant to influence it (branding activities for employers). They have many factors that can influence them, most of them reflecting current and past employee experiences. (Minchington, 2017)

Companies are currently facing a number of decisions: they need to reduce human capital costs and, at the same time, they need to attract, grow and retain talent with new strategies that support a competitive advantage in the labor market. the work. In fact, this need appears to be a vital concern.

The concept can thus be divided into two distinct perspectives: the internal perspective (how organizations develop and retain talent) and the external perspective (how it attracts and captures the talent of organizations) (Ferreira P., 2014). And it is through this evidence that, since its inception, EB has gained more and more importance, mainly due to its potential to retain and attract high-potential employees, which in turn influences the capabilities and competitiveness of organizations. . (Sousa Bianca, 2016)

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On the other hand, Geoff Armstrong, president of the World Federation of Personnel Management Associations, defines this concept as a great idea that helps build a much-needed bridge between communities often divided by HR and marketing.

The article "The role of employer branding on attracting, developing and retaining talent: the case of a leading Portuguese business group" mentions the detached gain that the concept has in the title of the paper in front of practitioners in companies, but also in front of research-focused university staff. It is believed that the corporate brand can only be fully implemented if it reaches all stakeholders, not just consumers.

The same article mentions another perspective related to the major advantage mentioned in the literature for this strategy and is that it becomes able to shape behavior so that they disseminate and promote the image of the organization's products and services through their behavior and daily work. Employer Branding, abbreviated EB, is seen as a booster for creating a great alignment between the employee and the organization, which allows the development of a strong psychological and emotional connection between the two parties. (Vaijayanthi P., 2011)

Thus, EB allows the development of the skills necessary for employees to become true ambassadors of organizations.

This prospect of ambassadors offers a wide range of benefits, both for retaining current employees within the company and for attracting potential team members. Another discussion can also refer to the added value in the relationship with the company's stakeholders, in B2B (Business to Business) relations.

A study conducted in America in 2014 shows that 69% of Americans will not take into account or apply to a company with a bad reputation. 84% of people would consider leaving their current job for a company with a better reputation, even if

the change were made on the same hierarchical level. An increase in wages from 1 to 10% would be sufficient for such a move.

The latest research in the field of EB highlights a mix of marketing principles and recruitment practices, highlighting the similarity between potential customers who form preferences for one brand over another and potential employees who evaluate the attributes of jobs and competing employers as he said; Wallace and his collaborators. Consequently, EB refers to the strategy of attraction, involvement and retention developed to increase the employment offer of an organization, a perception offered by both Minchington in 2015, Ambler and Barrow in 1996. Moreover, EB was proposed as a tool for to be used by practitioners. They could connect the human resources management strategy to the corporate brand, thus being able to stand out in gaining talents. As a result, EB has been commonly presented as a set of intangible traits and characteristics, presenting a workplace culture as unique, guaranteeing a certain type of work know-how and attracting talent to flourish and achieve. optimal performance.

Thus, the notion of employer brand and the subsequent branding process comes from a mix of interdisciplinary research in organizational behavior, HRM and marketing literature, giving rise to a need to investigate the marketing philosophy of human resources (Schweitzer and Lyons, 2008) as a basic philosophy for EB. (Maheshwari, 2017)

Synergies With Organizational Culture

In research conducted in companies the size of thousands of employees, in addition to differences in culture, offices in one country looked completely different from offices in other countries, so not being relevant expressed IBM organizational culture, for example, but IMB organizational culture in country X or Y. Also, in the same research conducted by Professor Geert Hofstede, even if during three years the staff of a department

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changed, the organizational culture would have only small new valences, nuances given by newcomers to teams. But as such, the organizational culture looked the same.

Amedeo Istocescu mentions in the paper "Civilization, culture, management" the fact that at the moment the organizational culture represents in the current conditions "a success factor or a failure factor for the organization." (Istocescu, 2018)

At the same time, the same paper mentions a series of important functions that the organizational culture fulfills, among which: the fact that it is "a frame of reference for employees, reflects the mission of the organization, leading to the creation of the organization's image" (Istocescu, 2018) image mentioned here, we will see in the chapter related to the research methodology for an analysis of Employer Branding, is more precisely the essence and value transposed and highlighted in a true communication and recruitment strategy.

So the connection between organizational culture and the creation of such a strategy for attracting talent is given by the real image of the atmosphere in which future employees will work, a competitive advantage that marketing will pack in unique messages and visuals.

Conversely, in a study launched by Bernard Hodes Global, the employer brand represented for respondents "the essence of the job offer" that reflected the culture of that organization, an offer communicated internally and externally. (Network, 2006)

However, it is difficult to define organizational culture as a concept, because it can be defined differently depending on perspective or purpose, but it can be mentioned as a collective term of all things acquired through learning within the company. At first glance it may be a difficult definition to understand, but like any notion you cannot associate with a static object it is harder to imagine.

Consequently, organizational culture means a culture formed in accordance with organizational objectives, by sharing experiences gained through learning, and encompasses all values, activities, philosophy, ideals, etc. an organization. Once formed, it does not change easily and affects the values and behaviors of the members of the organization and the performance of the organization. (Nama, 2016)

According to the "Most Wanted Employers" Study by Catalyst Solutions, organizational culture has emerged in recent reports in the first three mentions of why I want to work in an organization in addition to salary benefits and development opportunities (which vary in the latest reports on the balance between personal and professional life).

Companies need to develop, create, a strategic tool in understanding your targeted profiles perceptions and expectations and in designing and measuring the impact of your initiatives on the market.
Storytelling, also called an art of telling stories, is considered a tool to motivate people since the interview. What does this concept refer to? Especially in organizational culture.

Some companies highlight a number of baits in front of candidates. For example, Google claims that it has started offering employees the opportunity to receive massage at work, Google being placed among the companies with the most interactive areas in the company headquarters, eBay has created relaxation rooms at most headquarters. When it comes to days off, employees light up like a light bulb. Thus, KPMG offers its employees a different kind of leave; it is paid for a period of 5 weeks; happiness lasts only in the first year of collaboration, following a similar regime later. (Twenge & Hoffman, 2010)

On the other hand, some companies have started to have only four working days a week instead of five.

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Therefore, organizational culture is an extremely important element in attracting talent. This helps the organization to be presented as a unique job, guaranteeing a kind of knowledge for the future candidate, a promise of performance assurance. This deserves to be communicated extremely transparently, the employees being ambassadors in the promotion process.

A study conducted in 2015 in the US, shows that 71% of employers prefer to communicate only about open opportunities and development opportunities, while 65% talk about benefits, training programs and training. But we can see that the major percentage dedicated to messages about the atmosphere in organizations, people's success stories, growth paths is missing.

Companies are in a constant search for ideas and innovation. Attracting talent is an increasingly difficult topic. Without the right people, companies cannot achieve their business goals.

Thus, through an adequate brand, adapted to the needs of the market and the expectations of the candidates, it can contribute to the company's success.

The new economic context, but also social, digitization, digitization, the Internet forces companies to constantly adapt and innovate.

Communication has moved online, and the company's strategy must take into account both online and offline communication channels.

The Influence Of The Innovative Strategy For Candidates

"We have no idea what the labor market will look like in 2050," said Yuval.

Yuval Noah Harari, in the book "21 lessons for the 21st century" said that there is a possibility that when we reach adulthood, we will not find a job; which is to some extent very true. The true qualities of an employee change, the expectations in the eyes of the employer become more and more complex. If 20 years ago the turning profession was in great demand, a few years later it ended up losing its value. On the other hand, maybe anyone can counter-argue, saying that it is very difficult to find a craftsman nowadays. The trades began to acquire other valences.

We are in an intense conflict, with turmoil from both the employer and the candidate. Today's student who is thinking about what career to pursue in order to integrate into the labor market is probably scared of Artificial Intelligence, for which there are assumptions that say that hundreds of people from each country will be laid off in the coming years.

We notice a 74% increase in the number of jobs, and 50% of the open positions are addressed to juniors.

"It is essential to realize that the AI revolution is not just about faster and smarter computers. It is also fueled by innovations in the social sciences ", or rather fueled by human power. (Harari, 2018)
Therefore, the battle for the ideal employee will persist for centuries to come. Differentiating brands will be a decision criterion of the individual for his future job.

Both Rob Gill and eBrands and Challenge Consulting speak in articles based on studies of "employer of choice"; I would call it a state of grace, a change in the candidate's perception. How do you get into the candidate's mind? It is an answer that any human resources manager would like to hear.

There are three categories of candidates: active, passive and exploratory. Active job seekers are candidates that have been actively looking for a job in the last year and have applied to job openings (initiated voluntarily the search for information about companies and jobs either online or through friends or other media and have applied to jobs). Explorers are the candidates that have not been searching actively but were open to find out more about job opportunities (they did not look for company and job information from

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their own initiative in order to find a job,but if they were contacted or saw an interesting opportunity, they would be open to find out more about it and even apply to it). Passives: that did not search actively and were not open to job opportunities (they did not look for information about companies or jobs from their own initiative, nor were they open to find out more about opportunities even if they had seen or were directly contacted by employers or friends). Pasive candidates are not ready to apply and specific content is the best way to engage them. For active candidates & explores, the content offers them a reason why your company should be on their desire list. Conversion campaigns are great to attract actives & explores and will create a correct image about what type of careers you offer. While a lot of companies post jobs, only 50% of the LinkedIn user visit the jobs section. By just posting jobs and using organic posts you are underusing this touchpoint. After company career pages and friends inside the company, job boards are next on the list of the most used channels to research employers.

While Facebook has the widest reach, one can easily get lost among the 11.000.000 visitors.
Choosing the right format and targeting options will make the difference.

Beside optimum targeting there is another factor that will greatly influence results from a performance campaign – candidate experience. Moving candidates from one platform to another for conversion – we will lose over 85% of the candidates on the way. This is especially tricky when we have niche profiles.

Great targeting options (we can target ads at candidates we know are looking for "automotive jobs" "IT jobs" or "internship programs") & a good cost/conversion
Google search allows us to reach the right target at the right moment proving to be one of the digital channels with a high conversion rate.

A small test that could validate if you find yourself in the mind of a potential

employee is the following: if you had the opportunity to name the first five employers you would like to work for, who would they be? Well, if your company name is on this list, you can call yourself a winner; otherwise, you still have work to do.

Moreover, "employer of choice" makes you responsible "as a company for your effects on customers, shareholders, employees." (Communication, 2006)

When you want to achieve this status, virtually every employer begins to make the greatest effort to attract, but also retain a competitive advantage. (Australia, 2002)

Mapping the candidate's journey to work is a process of creating a visual representation (map) of the place from which the candidate identifies the potential company, until the signing of the employment contract. (March, 2018)

The purpose of mapping the candidate's journey is to create a clear picture of the starting point (where candidates look for opportunities, how, factors that stimulate their interest) to the obstacles and obstacles that may arise before the recruitment is completed. A number of candidates give up after all the negotiations, and often the employer does not know the real causes.

Mapping the candidate's journey is a great way to improve the branding strategy of the company's employer, to know where and when it should be present, especially with what categories of messages. On the other hand, it helps the employer to put himself in the shoes of the candidates.

In this way, it will be possible to better understand their needs, desires and fears in different phases of the journey.

Before drawing this image, you will know the phases, but also the points of interest (touchpoints).

We'll start with the stages. These are similar to the stages of the process of building an Employer Branding strategy,

but we identify two additional ones. We will detail these more, the others being in the dedicated chapter below.

Therefore, in addition to awareness, consideration, desire and application, selection and employment also appear in these phases.

Related to the points of interest, we discuss online and offline approaches.

To perform the mapping we have to consider five steps. Defining a human typology could be the first. This typology can be drawn from characteristics, needs, expectations, perspectives, abilities, to attitudes towards feelings and situations.

The second step is to correlate the phases with the points of interest. Relevant messages and actions should be identified for each of them. Step three refers to identifying candidates' expectations based on the stage they are in on their own journey. In the fourth stage we should make a list of channels that we use in each stage for the candidate. In the last stage, but not the last one, the realization of attractive images is considered and in close connection with the established objectives.

Beyond how a candidate manages to get to the job, we will be able to notice that it is of interest to the market and potential candidates and about the route to the job.

The employer's brand strategy is usually a gray area, which must be clearly defined for everyone; stakeholders and potential employees agree and are incorporated into the organization's objectives. In order to gain acceptance or to obtain both the budget and the buy-in departments, HR often has to lead the employer's branding through internal services through education and awareness activities. The employer brand is a long-term activity with a talent management strategy.

Strategies are designed to attract, connect and retain talent, which clearly establishes a strong case for teamwork between human resources, marketing and communications. (TARIQ, 2015)

In many of the above perspectives, employer branding seems to be a new way to sell certain services or products, but it is actually a sale of the image of the organization and the people who support and train it. Even if any organization makes its mark on people, so its people leave certain habits and manifestations.

An interesting nuance that must always be taken into account is the link between internal and external strategy and actions. "The part on the surface, the visible one - the external brand - is based on the invisible part, underwater - on the internal brand. And when the internal brand goes bad, the external one can't fool for too long. ”(Ionescu, 2008)

When making the decision by a company's management to develop a brand promise and implement such a strategy, the company must be aware of its own reputation as an employer (and not only, for product companies there is an influence both positive and negative when it comes to recruitment). Among the elements that should emerge from the internal analysis we could mention the following: information about the current organizational culture, what is the differentiating element of the company or say otherwise, what is the reason for working at company x and not at company y, how well the employees know the purpose, objectives and values of the company, how the employees communicate, what are the needs and expectations of the employees and to what extent the management responds to them; There are several ways to identify this reputation; we will detail below;

In addition to internal documentation, organizations can also use the external function to collect a perception of the company. For this stage, one can use personalized studies that can be expensive, studies already existing in the market on the representative industry, annual reports or specialized sites where impressions and opinions are collected. To define the brand promise of the company requires a deep knowledge of the business, but also of the mission, vision and values.

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By collecting the information mentioned above, organizations can model their brand so that it is authentic and convincing for candidates and employees; we could transpose this idea, as a power of storytelling; Bernard Hodes Global Network says people want to see the "company's DNA" before they get hired.

According to the theory given by specialists, Human Resources Management is responsible for human resources planning, job analysis and design, recruitment and selection, but also staff development, as well as many others. (Viorel Lefter, 2017)

In one form or another, in addition to the classic responsibilities in the job description, Human Resource Management and Management in general end up being in the 21st century, true intermediaries of art; the art of being able to transform the personal interest of the individual into the interest of the company.

The easiest way to attract the attention of our target is through relevant content. It will generate awareness for the employer brand, will create leads for the recruitment process and will educate the target group. It can take various forms: articles, eBooks & whitepapers, byte size advice for social media, videos or infographics.

The purpose of this strategy is to move candidates from awareness to consideration and then to desire and application.
There are countless translation attempts made by specialists in recruitment or human resources, but I consider that the most relevant adaptation in Romanian can be translated as a promise of the employer's brand or a promise as an employer.

The first step in an Employer Branding process (EB) is an internal and external analysis to understand the key differentiators your employees perceive and the current status and perception of the brand on the market.The objective of the analysis is to identify potential gaps of perception and design a strategy that is

facts based and customized on the pool you target.

It is no coincidence that the question will arise, why build a new promise if we have the brand one.

We could customize a few situations. If we are talking about product / service companies (palpable for humans, not just B2B) then it is fair to accept such an exception, but it is not mandatory.

In other words, Marketing, according to the definition given by Virgil Balaure, "refers to a complex of economic activities; it is subject to both goods and services; it aims to guide the flow of goods and services from producers to demand carriers ". (Virgil Balaure, 2003)

Mihaela Ionescu refers in her book (Ionescu, 2008) to Kotler's attributions given to the brand, more precisely a cumulation of "ideas, perceptions. expectations and beliefs, being a promise ". (Ph. Kotler, 2006)
How can you most easily outline the employer's brand promise? One way is to consult with the senior and junior management team; their consultation on the reasons why they work here can be extremely valuable; identifying at least five ingredients that beautify the company's image. In the last stage, after defining the EVP, it is important to correlate it with the goals of attracting the right audience.
When talking about EVP, the so-called communication pillars are immediately associated. In the stage of collecting the most representative ideas about the company, about the brand, of some words associated with the company, it should be noted that they do not remain unforgettable after formulating the promise; moreover, they constitute foundations and keys in the future communication, as we can anticipate after the names of pillars, pillars, reference elements.

Text box If we imagine a house, we can associate the EVP (employer brand promise) with the roof. It sits on the so-called communication pillars, which can

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differ in number from one company to another, from one industry to another. Here is the heart and promise of the company in front of employees, including current or future ones. As we observe the roof of the house from a distance, similarly the visual identity, graphics, design and texts must be easily identified. Let's imagine that on a street full of black roofs appears a house with a red / orange roof or any other strong color.

At the foundation of the house are the specific promises for each target group. Depending on the goal set or the need for recruitment, the messages and arguments should differ, especially on the simplest segmentation: junior vs. senior candidates. On the other hand, this area also offers multinational companies to customize according to the region or country in which their specificity is located.

Over time I have noticed countless companies that have a complex gallery of materials and choose to communicate with them when they need recruitment. But these types of initiatives have only resulted in the long term, without consistency. So we could say that the communication strategy comes as an umbrella that incorporates differentiating elements for the company, messages to be transmitted in the market, in other words, creates a bloodshed between internal and external analysis, puts the EVP and the pillars of communication in creative concepts and plans them over a period of time and on a series of channels.

Evaluation and measurement help any strategy to be improved in the next resumption cycle. The evaluation is performed through "KPIs", performance indicators. Among them we mention: the level of awareness (percentage of people in the target group who know the organization exists on the market), level of consideration (percentage of people who consider the organization as a potential employer), position in the top most desired companies in the report with competitors, the number of fans on social networks and the level of interaction, the number of applicants for a job, the cost per

recruitment, the quality of recruitment, the evaluation of the employee after the first year of activity, the satisfaction of candidates, the result of internal study, etc.

So where is Employer Branding in an organization and who is responsible for it? "Barrow and Mosley's consulting experience has helped place the field above HR Marketing, incorporating them." (Ionescu, 2008) What exactly does it mean? For many specialists and managers who were asked where they see this field placed, the answer came: as a new department or at least as a new position created in the company, depending on the size of the organization. In many interviews, employer branding consultants state that it is not a criterion of the size of the organization to make such a decision, but the growth goal that you propose in the medium or long term. Hence a first anticipation of the link between the EB strategy and the increase of the organization's profits, implicitly attracting the most valuable talents.

Some will tend to capitalize heavily on the company's already created brand; only marketing does not work in vain. But, if you see an advertisement with Coca-Cola, you like it, you buy the product, it does not mean that you have taken into account that you want to work for Coca-Cola.
Moreover, the concept of employer branding should be treated as a puzzle, in addition to HR and Marketing, contributing various departments of an organization such as public relations, often communication if it exists independently.

Conclusions

The main object of the research was to achieve a correlation between developing an Employer Branding strategy and attracting talent to the organization. All the arguments that come to support this fact are presented during the paper. I believe that this proposed goal has been achieved, reflected in the interpretation of the results based on research.

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Such a study may be of interest to many parties. Once for a company that no longer wants to recruit on open positions, but to have a macro strategy, in which it presents the image as an employer and how a candidate can be part of this story, but can be of interest and when we talk about competition analysis. For any company in the industry studied, the behavior of companies in terms of attracting talent is an external perspective to consider.

The degree of novelty is high, the topic being approached in Romania for a maximum of five years, the company in which I conducted the research representing the first player who chose to consult in this direction.

In terms of originality, in addition to the approaches of a classic research presented by Father Mosley, we identified links that may be part of the analysis, as well as the area of campaigns and events, which were usually handled by marketing teams. Thus, the paper contains a mix of marketing, analysis, human resources, consulting and Employer Branding.

The main contributions are to redefine a new working methodology that can be applied. a plan and structure for competition analysis, which can be used from several perspectives, not only in the recruitment area (for example, you follow a company how often it communicates about products, not jobs), but also ideas for improvement, implementation strategy in the next period for the analyzed company.

On the other hand, a first part of such a well-established strategy can be raw material for future promotion and recruitment campaigns, attracting talent to the organization.

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