



Social recruiting: unlocking the potential of Facebook for employers

Abstract

This case study aims to describe recruitment process and identify challenges connected with hiring through social media in a selected company in the bakery industry. The paper focuses on proposing recommendations which could help the company build a strong employer brand, attract potential candidates and get new users on its Facebook business page. Findings in this paper confirmed an importance of using Facebook for finding new employees, as well as a need of sharing information about corporate culture, lifestyle and working activities with active Facebook users. The main attention is paid to creating job advertisements and presenting possibilities of how to share posts with job offers through Facebook.

Introduction of the selected company

Bakery and Confectionery with which we cooperated during this case study is a traditional family business with nearly thirty years of successful history and loyal customers all across the region. The company is headquartered in Liberec and employs more than 170 people.

The story of the company began in September 1990 when the owner started to bake cupcakes in his apartment. Later, together with his wife, he opened a first workshop in their house in Hodkovice and started to employ people. Because of the increased demand for confectionery products there was a need for expansion of the product range and production volume. For this reason, further production was moved to Liberec. In 1995 the company became a major supplier of pastries to one of the city's main department stores. After another four years the company has become the third largest manufacturer of soft confectionary in the Czech Republic. Its first own retail store was opened in Liberec in 2002. Today the enterprise operates 10 modern stores: eight in Liberec, one in Nový Bor and one in Mladá Boleslav.

In order to be able to satisfy the growing needs and expectations of their costumers, the company continually automates and streamlines production and improves the quality of its services. Thanks to its customer care and the recognition of the general public, the company was awarded a title 'Entrepreneur of the year' in 2010. Since 2014, the company also operates a catering e-shop offering the entire range of the company's products, which include sweet pastries, cakes, fresh bread, salted pastries, soft ice cream etc. (Bláha catering, 2019).

The Human Resource processes in a selected company

The company's HR department is represented by one HR manager. Therefore, this HR manager is responsible for recruitment and reward management, providing documents for HR reporting, registration of employee's medical examination, communication with authorities as well as conducting all administrative duties in human resource management.

When recruiting, the company announces its vacant job positions on its corporate website, on the website of the Labour office and also on job portals such as praceunas.cz, jobdnes.cz, cz.indeed.com, careerjet.cz, cz.jooble.org and so on. These job ads are updated regularly. In addition to online advertisements, the company's advertisements are also placed in its



stores. Another way the company uses to attract job candidates is by providing current employees with a referral bonus if they recommend a candidate who is ultimately hired.

Objectives of the case study

This case study suggests methods, procedures and possibilities of using Facebook as a tool for finding new employees in a small and medium enterprise. Furthermore, this case study describes detailed instructions on writing posts such as job advertisements and also points to the possibilities of sharing content to users who could potentially be interested in these advertisements. The case study also deals with methods of gaining new fans on the company's Facebook page with the aim of expanding brand awareness among potential employees and customers. Finally, we describe how the company can communicate on the social network with potential job candidates.

Literature review

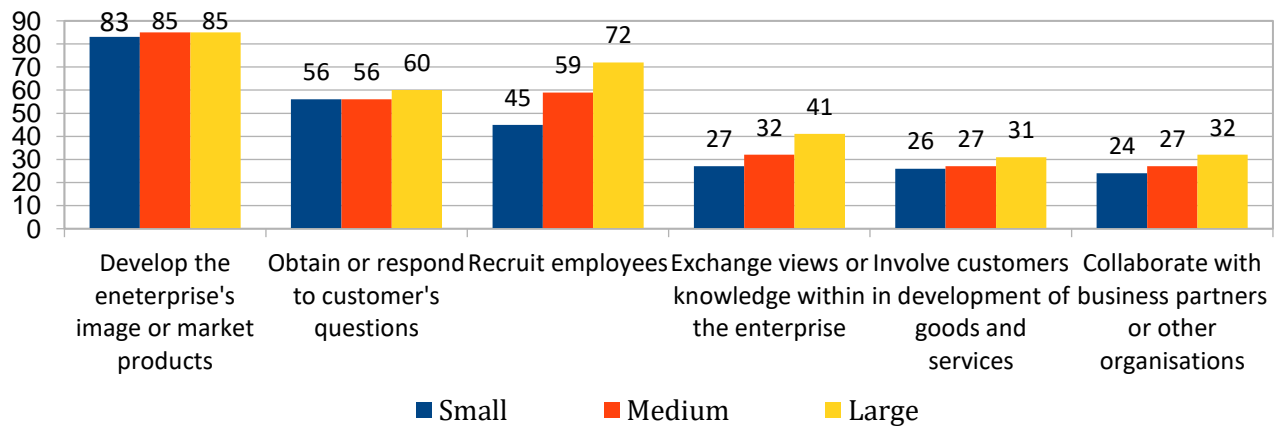
Use of social media in SME's: case of Europe

Social media is defined as a group of internet-based applications that include: social networks (i.e., Facebook, LinkedIn, Whatsapp), corporate blogs (i.e., Twitter, Present.ly), multimedia content-sharing websites (i.e., YouTube, SlideShare, Instagram) and wiki-based knowledge-sharing tools (Eurostat, 2017). Their wide use is a logical result of the continuing development of information technologies and the accelerated way of life. Thanks to the internet the number of users of social networks is growing rapidly. Nowadays they are used not only for establishing and maintaining personal contacts, but also for internal communication in companies and between companies and their clients (Čopíková, 2016).

According to data from Eurostat, 47% of enterprises in the European Union with ten or more employees used at least one type of social media in 2017. In the Czech Republic their share reached 36%. Data also show that social networks are more popular than other types of social media. Since 2013, the use of social networks by Czech enterprises doubled and since 2017, every third company in the country is using them in its daily tasks and activities (Eurostat, 2017).

It is important to distinguish the purpose for which the company uses social media (figure 1). These tools are actively used by companies first of all for developing the company's image, launching new products and services on the market and their further promotion, and customer care. Extent of the use of social media for these purposes is identical and does not depend on the size of the company. The biggest difference between small and large companies is in two categories: exchange views or knowledge within the enterprise and in recruitment of new employees. Less than a half (45%) of small companies and only about 59% of medium-sized ones in the European Union use social media for recruitment. Compared with 72% of large companies that use social media to attract new employees. This shows that there is still untapped potential of utilizing social media in the field of human resource management in small and medium enterprises (Eurostat, 2017).

Figure 1. Enterprises using social media, by purpose of use and size class, EU-28, 2017 (% of enterprises using social media)



Source: Eurostat, 2017.

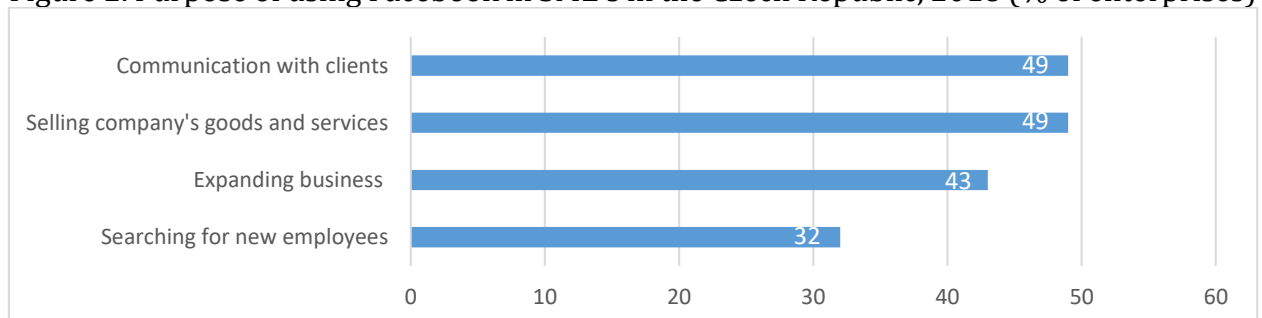
Other research conducted by a research agency Ipsos Marketing for an Association of small and medium enterprises and crafts of the Czech Republic (ASME) in 2018 emphasizes that social media are considered as the second most effective tool for e-business after company websites (Ipsos Marketing, AMSP ČR, 2018).

The utilization of Facebook by SME's

Facebook was founded by Mark Zuckerberg in 2004. Initially it was intended only for students, teachers and staff of Harvard University for sharing messages, ideas, photos and personal information with other users of the website through personal profiles. The purpose of this social network was to facilitate orientation and adaptation of new students and also to simplify process of acquaintance and communication between people. Access to Facebook was provided to all higher educational institutions within a year, and from September 2006 it became available to the public (Čopíková, 2016). Currently, Facebook is the most popular and the largest social network in the world with approximately 2.32 billion active users in April 2019 (Statista, 2019). The number of registered users on this social network in the Czech Republic in February 2019 was 5,300,000 people (České noviny, 2019).

The Ipsos Marketing research for ASME CR shows that three out of four SMEs in the Czech Republic support their business through Facebook. However, only each fifth entrepreneur confirmed that they hired an employee for administrating the company's profile on Facebook. Another interesting fact is that 37% of entrepreneurs have already got an experience with using advertisement on Facebook and in every second case the entrepreneurs reported that these ads had a positive impact on their business. Moreover, approximately half of respondents plan to take advantage of advertising on Facebook in the future. Figure 2 shows the main reasons for using Facebook based on the opinion of Czech SME's and self-employed people (Ipsos Marketing, AMSP ČR, 2018).

Figure 2. Purpose of using Facebook in SME's in the Czech Republic, 2018 (% of enterprises)





Source: own elaboration based on Ipsos Marketing for ASME CR, 2018.

How to create a Facebook Business Page and what to include there?

A Page on Facebook may be created only by using an already created personal Facebook profile. By creating the page, the owner of this personal Facebook profile then becomes an admin of the page. The admin can make posts on this page, edit its settings and communicate with other Facebook users on behalf of the page. The number of admins is not limited and the original admin may give the right to manage the business page to any other personal Facebook profile.

Creating a Facebook Business Page

1. Creating a page – you can find a button ‘Create’ or ‘Create page’ on your Facebook profile. You may find this button in different areas on your Facebook homepage depending on the version of your Facebook (e.g., the button should be in the left side menu or upper right bar). In some updates you have to also click on a button ‘Page’. After clicking this button, you will have an option to create a ‘Page’. On the right most side of the top panel you can also find an ‘arrow pointing down’ (i.e., settings) button. There you can also find an overview of all your managed pages. If you administer more than one Facebook page and if you use paid advertising, it is strongly recommended to use Facebook Business Manager. This application is designed specifically for business needs and provides a clearer and more user-friendly experience.

2. Choose the type of the page - after creating the Facebook page, the admin will be asked to make a choice between two types of pages:

- a) Business or Brand
- b) Community or Public figure

This type affects the way the page will be displayed to users.

3. After this, Facebook will ask you to add further information about your page. First of all, fill in the name of the company and its category/industry. After that add an address and contact details.

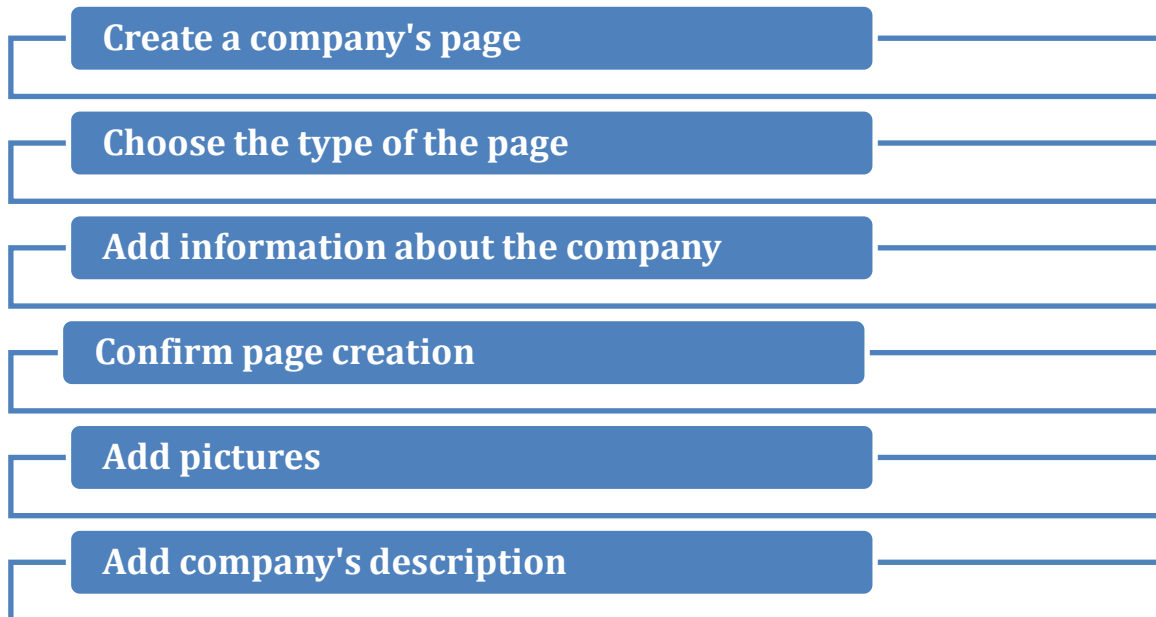
4. Confirm the page creation – That’s it! By clicking ‘Continue’ you have successfully created a Facebook page. Be advised! Before creating a page, you should think carefully whether you really want to do it. It takes at least 14 days to delete an already existing page (completely new and empty pages are deleted immediately). Until this time has passed, you will not be able to create a new page with the same name.

5. Add pictures – before you will see your creation, Facebook will ask you to upload a profile picture of the page. This picture is the first thing that users see. It works the same as in the case of personal profiles. For this reason, it is recommended to use a company’s logo or its part as a profile picture. You can add a profile picture by clicking on ‘Upload profile picture’. We recommend using good quality pictures. The next step is to upload a ‘cover photo’ in the form of a photo or a video. This image/video will be displayed to the user after clicking on your Facebook business page. It has to be in a higher resolution than the profile picture. Recommended resolution is at least 400 pixels wide and 150 pixels tall. It might be useful for SME’s to use a cover photo that represents the company (e.g., product photos, store or employees during their working activities). You can upload the cover photo in a similar way like you did the profile picture. By clicking the button ‘Upload a cover photo’. You can skip both these and upload them later.

6. Now you see your creation and people can find your page in search results. However, your page is empty. It is therefore necessary to fill in information about the company. In the left menu you can find a button 'About'. This button will lead you to a page where you can share any information about your company you want (date of establishment, link to your corporate website, your story, vision, mission etc.). It is also recommended to modify the username of your page. This allows people to search for you easily. What more to fill in? See appendix 2.

7. And now your business page is already done (Figure 3). You can find other useful tools and guides in the following chapters.

Figure 3. Creating and filling a Facebook business page



Source: own elaboration based on Facebook.

Processing a post

Posts are the main communication means for contact with the user and the community. The size of the community is measured by the number of followers and the number of likes a page has. Publishing posts does not guarantee that they get to all Facebook users.

Interesting fact: An ordinary user during his/her first year on Facebook likes 200 pages on average (Smith, 2019).

Methodology of the case study

By observation of the company, analysing the content of its Facebook business page and its main competitors in the region, the researchers were able to gain an understanding of the recruitment process and how to utilize social networks.

The case study is based on primary data obtained from the company's HR manager and from the corporate website. Secondary data were obtained from books, newspapers, statistical portals, thematic blogs and other research materials connected with the topic of this case study. Examples of job advertisements on Facebook were created. Knowledge and experience of the HR manager were necessary in order to take into account all opportunities of utilizing Facebook for improving the recruitment strategy and attraction of potential job



candidates. The tool used for creating job advertisements was a free online photo editor Canva.com. It was imperative that the job advertisements were simply structured and eye-catching for attracting candidates to a job position like baker, confectioner and shop assistant which are key for the company.

Defining HR challenges in the selected company

The company has experienced high growth of demand from customers for its products in recent years and has been rather successful. In order to satisfy this demand, the company is searching for new employees. Because of the long-term decline in unemployment rate in the Czech Republic companies have difficulties with recruiting employees. Especially, as is the case of the bakery, recruiting less qualified people and filling lower paid job positions has proven to be a challenge (Kovanda, 2019).

Our company's main challenge is to fill positions such as baker, confectioner and shop assistant. These job positions are unattractive because morning shifts begin at 4:00 in the morning. This is a very specific feature of the bakery industry. It also limits the geographical area from which the company can recruit since not many people are willing to commute at 4 am.

The company is intensively engaged in hiring employees for the long-term. Besides financial bonuses the firm tries to create a favourable working environment for its employees and also uses non-financial benefits. The company also cooperates with high schools that provide vocational training for bakeries and confectioners and offers an internship to their students. However, a trend is such that many students from these schools do not continue working in this area.

The company has a business page on Facebook, but it's not used actively. Based on the data from the 18th of June 2019, 707 people like this business page, 718 people follow it and 75 have checked-in. At this moment the company's management doesn't use this page for recruitment, job posting or for building an employer brand. In addition, there is no direct communication link between the HR department and the admin of the company's Facebook page.

Proposed solutions and recommendations

How to create a post – job ad on Facebook in the selected company

Facebook was designed from the beginning as user-friendly, intuitive and accessible to large amounts of people. Its creators still show us that Facebook can be an endless well of innovative practices. The concept of adding posts that carry certain information for a particular circuit of the social group, was here since the beginning. Facebook is mainly about building a community from which one can receive or to which one can publish information. So, Facebook is working with these activities to create, maintain and expand such a community. All with relevant content. By transferring this logic to the HR spectrum, we can say that the potential for companies is to build a community on their Facebook page from which they can seek potential job candidates. To achieve this, the HR manager can create posts that will be relevant and interesting for these candidates. Facebook posts with job offer can be a useful tool. You can find step by step guide how to use Facebook for finding new employees in appendix 1.

What to consider first when creating a job ad for a bakery in Liberec?

The process of creating a post must be preceded by a reflection on the overall concept of how the post should be made. We should decide how we will promote it further and who should be targeted and how the post gets to the final recipient.

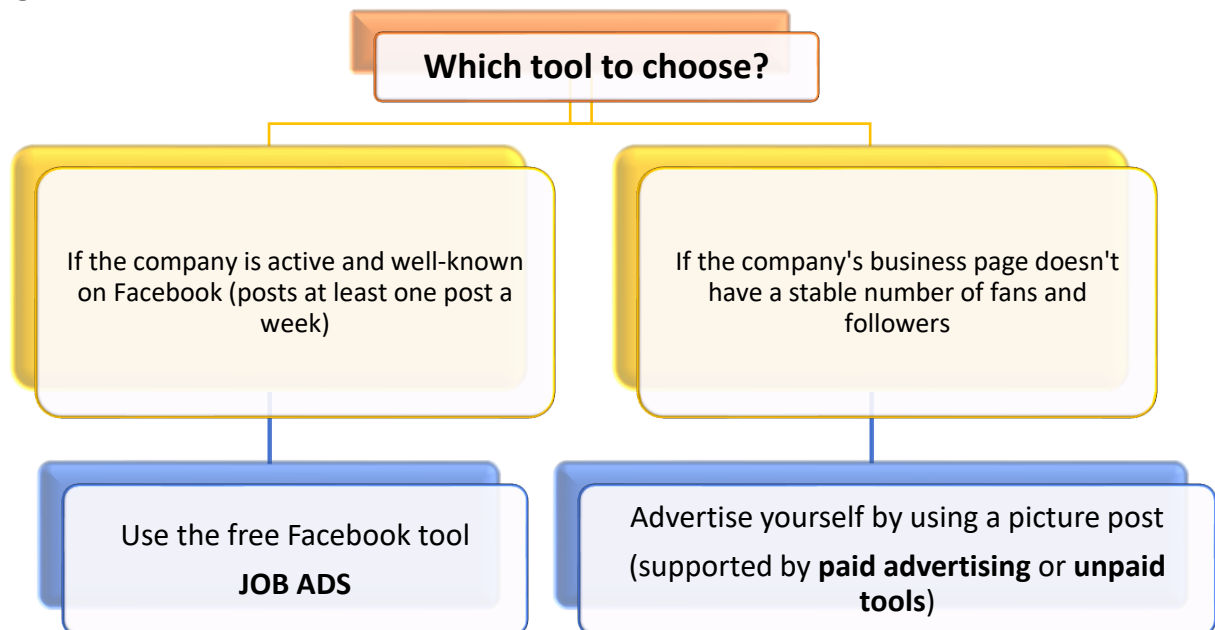
Which tool to choose?

We should consider in what form the post will be - in the form of a picture and a status or in a form of a job advertisement using a tool offered by Facebook - when deciding between which tool we use; two factors need to be considered (Figure 4):

A) popularity and company activity on Facebook - if your company is active on Facebook (minimum 1 post on any topic per week) and keeps a steady track of followers (i.e., the site is enjoying steady numbers, see above) it is possible to use a job tool from Facebook Jobs Ads. These are not graphically interesting but are rather focused on users that proactively search for or display a page. If the page is not very active or known, we recommend using image advertising with a commented image.

B) organic reach or paid reach - whether we will support the contribution by paid advertising or just focus on organic reach that we can support with unpaid instruments.

Figure 4. Making a decision about the overall concept of the post



Source: own elaboration based on Facebook.

What does Facebook offer?

Job Ads is an interesting tool that is relatively new and underused on Facebook. It allows users to create a job advertisement according to a template. This, however, takes away an element of creativity and the advertisements cannot be distinguished from competition offers. However, Facebook originally intended to create this tool as its own online job space (such as Jobs.cz). It counts with active support of the users themselves, who have to visit the category in a special column on their main page. However, the tool is free, so there is no harm in using it. It won't take even 5 minutes thanks to the ready-made data.

And to whom will this ad appear?



The job ad created with the tool Job Ads will appear primarily on your page, where all your posts are. Here you will find users who are actively looking for your page. Next, the ad will appear on the News Feed of users who have already become fans of your site. However, the average Facebook user is a fan of many sites and many groups, so his/her News Feed is overwhelmed and your posts can get lost in the myriad of posts from other people. Some SMEs are using paid hypertargeting (or detailed targeting - a special Facebook tool) that helps make your post appear as a priority, and to show it to users who meet certain pre-set parameters (e.g., location, gender, interests, profession). Furthermore, the ad is also part of an automatically created group that a common Facebook user will find in the left column of the Facebook home page, section Explore, by clicking 'Jobs'. There the user will see all job offers created on Facebook already filtered to the user's location. The user can enter his own selection parameters options (pay type, wage, etc.), so it is important to give as much relevant information in the advertisement as possible.

Posts

Your posts will be seen only on the Timeline of your page and the content may be viewed only by the fans of your page if not supported by paid Facebook Ads. Companies like to use this tool because it can be more efficient thanks to graphic design. You have to create the graphic design yourself though (or have someone do it). Of course, an ad can be placed in form of a text with a job description, but such a post is mostly not very visible and attractive. The post should therefore meet AIDA Marketing Rule = Effective Promotion Rule.

Attraction

Interest

Desire

Action

The post should be nice and interesting at first glance. The user should 'desire' to learn more (about the meaning of the picture or the advertisement at all). This desire should then provoke positive action or reaction (like, comment, share, respond to a job advertisement, site visit). At the same time, the text of the post should be short and engaging. Each position is interesting for a different reason (salary, financial and non-financial benefits, etc.). You should provide users a link as a part of the post that will lead them to more information. Examples of interesting job advertisements for bakery positions are shown in appendix 3.

How to get a post to a wider group of users?

Facebook content is created primarily for the user or site to **attract other users**. Facebook tries **to filter the content tailored to each user**. Pages on which the user clicks or gives a like on Facebook the most appear on the News Feed preferentially. It is then possible that some pages are completely overridden even if the user is a member of the fan community. However, there are tools that can influence this process. These are paid and unpaid tools. Here we present their main function.

1. Sharing posts on public groups and collaborating with sites that advertise jobs in the region

Public groups are groups that have been created by a private user on Facebook, but this user wants to share content publicly with people who are not his/her friends and see their shared content. These groups have different names and connect a social group that shares a particular area of interest (favourite magazine, pet, political party, etc.).



Groups that carry the job title or just the word job and the name of the region are relevant for us. Here companies can search for users-employees. In appendix 4 you can find a list of public groups for job posting on Facebook in Liberec region. The advantage of public groups is that anyone can search for a group, view its members and publish content, join a group, and share ads or posts. Once added to a group, a user can share content, add comments, and respond to posts. Unfortunately, you cannot share your posts on Facebook groups by using your Business Facebook Page. This can be only done by using some private profile. This profile may become a member of the group and share the content of your page there. Therefore, the HR Manager must create a work profile for this activity or share it from their personal profile.

2. Use social groups of your employees

Your employees are another way to get your content among 'non-fans'. There is a very high probability that potential job candidates live in the same region or have the same education needed for the job you offer. So, let your employees know that a business has a Facebook page. They can become your fans and share your content on their private profiles. You can then advertise employees on your social networks, for example, by taking pictures from everyday operations or as awards for good performance.

3. Bet safe and pay for your ad

Advertising is an eternally discussed topic on social networks. Currently, legislation that wants to make sure that users know when they are being advertised to is also interfering with this topic. However, it should be noted that paid advertising on posts or on the page can do wonders, especially in regional SME's that can target people from the local area. In our case of bakery this has much bigger meaning. HR managers need to find candidates actually living in the area around the workplace because of very demanding working hours

Of course, everyone is interested in how much advertising actually costs. The answer is not easy. No one really knows. Facebook will let you set a budget limit that will definitely not be overdrawn. But when you set a low budget when most other businesses have set a higher budget, your ad will be expensive because the impact will be much lower (it will reach smaller number of users – price for each reached user will be high). Therefore, it depends on the budget you put on your ad, the budget your competition puts and the post itself. Additionally, the price also depends on the hyperlinks you create. By paying for an ad, Facebook will offer you this interesting tool where you can choose your target audience, for example, by gender, region, social status, and so on.

New in the world of Facebook ads is the Facebook Business Manager (FBM). Although it is recommended for companies that have more paid Facebook campaigns or more pages, it is suitable for small or medium enterprises as well. FBM is very intuitive and will guide you step by step to get the most out of paid advertising. Create an account on <https://business.facebook.com/> and start using it right away.

Conclusion and recommendations

This case study dealt with recruitment challenges in a bakery SME in Liberec region. Specifically, it focused on Facebook advertising which is currently underused in the company. The company already has a Facebook business page and the page already has some relevant information as well as the company's logo and one of its shops as a cover photo. We recommend the company to provide more information about itself, its culture, traditions and products on its Facebook page. It should add new information about the company, update



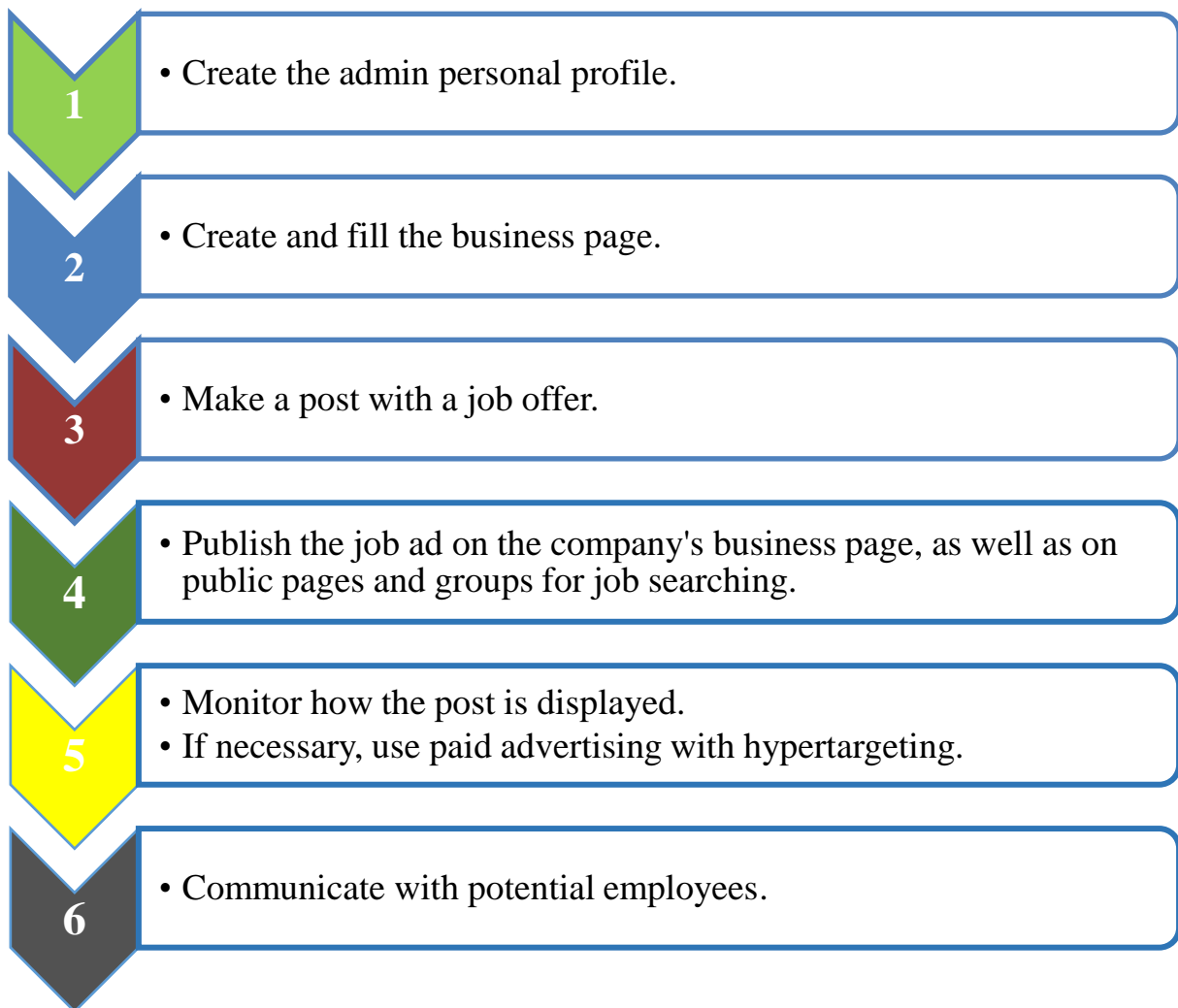
old data and expand its fan group by publishing posts and using paid advertising. In order to improve the recruitment process, the company needs to make its job posts on Facebook as interesting and eye-catching as possible and make them available to a wider range of Facebook users. The company could utilize Facebook for promotion of its employees' satisfaction and publish their feedback about working in this company. All this should result in a better employer brand and more attracted job candidates.

Appendices

Practical tool:



Appendix 1 - How to use your Facebook for finding new employees: KEY procedures step by step



Source: own elaboration.

Appendix 2 – How to use Facebook for recruitment: which information to add to the Facebook business page



- Basic information about the company's history and location.
- Link to the company's website.
- Prewritten questions in Facebook chatroom.
- Posts on special dates (St.Patrick's day, Valentine's day, etc.) .
- Posts of special or new products and discounts.
- Information about everyday life in the company and its employees.
- Job posts.

Source: own elaboration based on Facebook.

Appendix 3 - Examples of job advertisements on Facebook for:

a) Shop Assistant position



**HLEDÁME KOLEGY PRO DLOUHODOBOU
SPOLUPRÁCI NA POZICI**

PRODAVAČKA

UŽ NA VÁS ČEKÁME

Nástup možný dle dohody

NABÍZIME:

- práce na moderních prodejnech v OC LBC, OC Nisa a v Plaze v Liberci,
- příplatky za práci o víkendu,
- neděle a svátky jsou zpravidla volné,
- náborový příspěvek 20.000 Kč,
- k tomu další benefity (podrobné informace na osobní schůzce).

Source: autor's own elaboration.



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VÍCE INFORMACÍ NA:

<http://www.jidloliberec.cz/nabidka-prace/>

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Source: autor's own elaboration.

b) Baker position



• PEČEME S LÁSKOU. POJD'TE DO TOHO S NÁMI •

Hledáme pekaře

NA FIREMNÍ PRODEJNU – OC NISA V LIBERCI



NABÍZÍME PRÁCI NA PLNÝ ÚVAZEK V RODINNÉM
PODNIKU S DLOUHOLETOU TRADICÍ, VŠECHNY NEDĚLE
VOLNÉ, ZAJÍMAVÝ SYSTÉM BENEFITŮ.

NÁSTUP MOŽNÝ IHNED.



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Source: autor's own elaboration.

MILUJETE PEČENÍ? MY TAKÉ!

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PŘIJMEME PEKAŘE ČI PEKAŘKU**

**VÍCE INFORMACÍ NA WWW.JIDLOLIBEREC.CZ/NABIDKA-PRACE
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Source: autor's own elaboration.



Pečení nás baví. Pojd'te do toho s námi! - Pekařství a cukrářství Bláha

**NA FIREMNÍ PRODEJNU V OC
NISA LIBEREC PŘIJMEME**

PEKAŘE/KU

**NABÍZÍME PRÁCI NA PLNÝ
ÚVAZEK V RODINNÉM PODNIKU S
DLOUHOLETOU TRADICÍ.**

NÁSTUP MOŽNÝ IHNED!



Neváhejte nás kontaktovat!

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Více informací najdete na webu

<http://www.jidloliberec.cz/>

Source: autor's own elaboration.

Appendix 4 - Public groups on Facebook for searching for potential employees: example of "job searching/offering" groups in Liberec region

Table 1. Public groups on Facebook for job posting in Liberec region

	Title	Link	Number of participants
1	Práce/Brigády/Příležitosti – Liberecký kraj	https://www.facebook.com/groups/LiberecPrace/	10674
2	Práce, brigády, přivýdělnky Liberec a okolí	https://www.facebook.com/groups/200500813614670/	5 421
3	Nabídky: brigády, práce Jablonec, Liberec atd.	https://www.facebook.com/groups/462689760426694/about/	3171
4	Liberec – PRÁCE	https://www.facebook.com/groups/229405267253698/	1379
5	Práce/Brigády/Příležitosti – Liberec a okolí	https://www.facebook.com/groups/1540586756253940/	1274



6	Brigády práce Liberec a okolí, Liberecko	https://www.facebook.com/groups/1922472061113305/	978
7	Liberec – Práce, Brigády, Job, Příležitosti, Inzerce, Nabídka, Poptávka	https://www.facebook.com/groups/1970834399613298/	878

Source: own elaboration based on Facebook.

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