



CUTTING THROUGH THE CLUTTER

EMPLOYER BRANDING IN DNV NORWAY

2013



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Cutting Through the Clutter - Employer Branding in DNV Norway.

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PREFACE

This report is a result of a four months collaboration between DNV Norway and a group of five students from the Master's program in Organization, leadership and work at the University of Oslo.

It has been four challenging, educational, and exciting months. We greatly appreciate the opportunity to get hands-on experience in an actual work environment. Moreover, it has been great to work with such an interesting field as Employer Branding in such a large and influential organisation as Det Norske Veritas.

The HR Department in DNV Norway (ANHR) have proved an immense support, and we are very thankful for the opportunities DNV have given us, both in the past months and in the future. Specially, we would like to direct a huge thanks to Martine Hannevik, Kristina Dahlberg and Nina Marie Nicolas for all of their help and support. In addition, we would like to thank our mentor, Jan Ketil Arnulf, for guidance and ice cream.

Thank you!

EXECUTIVE SUMMARY

The competition for talents in the maritime, oil and gas sector has grown increasingly fiercer. In order to meet this growing competition, DNV Norway has, in the past years, increased their focus on Employer Branding and targeted communication towards new and existing employees. The aim is to brand DNV Norway as an attractive place to work, in order to attract new employees, as well as retaining current employees.

Since 1864, DNV has built a strong culture and a unique identity. Hence, we believe that the fundament for succeeding with the Employer Branding strategy is already established in DNV. DNV's main challenge is to communicate their Employer Value Proposition consistently, in order to enhance the awareness of the organisation externally, with the aim of attracting the best talents. In this regard, one of DNV's goals is to use social media to reach out to their target groups. For a company wanting to brand itself, social media is essential. Social media platforms hold a great potential for Employer Branding, and it is a low cost option for reaching the masses in an efficient way.

Further, DNV Norway wants to engage their employees in the branding process. This is an important aspect that we had to include in our research. Therefore, the topic question is:

In which ways can DNV Norway use internal Employer Brand Ambassadors to enhance the awareness of DNVs Employer Value Proposition through social media, with the aim of attracting new employees?

An Employer Brand Ambassador (EBA) is a current employee who promotes his/her company as a "brand", that is, the company's image, identity, and values.

These measures are based on the research that we have conducted in DNV Norway, through an internal survey, as well as three focus group interviews with DNV Norway employees. Both the survey and the focus group interviews revolved around some of the following topics: social media platforms, the EBA role, motivation, and tasks, and DNV's appearance in social media. In addition, an external survey was distributed among engineers to map their social media behaviour.

In our research, Facebook and LinkedIn were the most popular social media platforms. Facebook are mainly used for private purposes, while LinkedIn is a very popular platform for professional use. LinkedIn proves to be a very important arena for recruitment purposes, both for recruiters and job seekers.

An employee survey conducted by DNV revealed that 95% are proud to work for the organisation. However, this is not quite reflected in our survey, where we mapped the employees' attitudes towards the EBA role. Our research did reveal good potential for the use of EBAs in DNV Norway. There is still some reluctance towards becoming an EBA, but, more importantly, the majority of the respondents (58%) were not negative concerning the concept.

We believe that one of the reasons for the reluctance is because the EBA concept was only recently introduced, and therefore still unfamiliar. Moreover, our research revealed that there is a lot of

uncertainty among DNV Norway's employees in regards to what information can be shared in social media. This is due to DNV's position as a neutral third party; hence, strict confidentiality often applies to DNV's projects. In order to remove the uncertainty and hence, motivate employees to become EBAs, guidelines play a very important role; in defining best practice, and creating a clear framework of what is acceptable behaviour in social media. DNV Norway are engaged in many interesting and exciting activities that are likely to receive a lot of attention from potential employees, and create enthusiasm and interest in being part of the organisation.

Further, it is important to find a compromise between securing DNV's reputation and values, and the need for social media profiles to be dynamic, interesting, and efficient. Our research reveals that employees find the existing content boring, and not very engaging. Some employees are not even aware of DNV's online presence. By creating interesting and engaging content, the motivation to share will most likely increase.

Some of the measures that have been provided for DNV Norway are to create a specific social media strategy that should contain specific goals, as well as a good framework for EBA to work within. Specific guidelines are also of great necessity.

This report has had several goals. First, we have brought to attention the immense importance for companies to be visible and active online. Secondly, we have shown that in order for this to work, the entire organisation has to be involved, from the top management throughout the organisational structure. Last, but not least, our report will hopefully act as basis for the EBA-concept to evolve and develop in DNV Norway. Both the managers and the employees are positive, so DNV Norway has the basis and the enthusiasm needed for the EBA-concept to be implemented.

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1.0 INTRODUCTION

With more than 10 000 employees from 85 different countries, Det Norske Veritas (DNV) is one of the worlds' largest classifying actors. Organised as an independent foundation, DNV's core competence is to identify, assess, and advise on how to manage risk, with tasks ranging from classifying ships and oil platforms to quality-assessing management systems. DNV has a history that originates from 1864, with the overarching purpose of safeguarding life, property, and the environment.

In the recent years, the competition for talents in the maritime, oil and gas sector has grown increasingly fiercer. In order to meet this growing competition, DNV has, in the past years, increased their focus on Employer Branding and targeted communication towards new and existing employees. In addressing this vast and varying target group, one cannot neglect social media as one of today's most important branding and communication arenas, thus, this is the main topics in our report.

The original mandate the project group received from DNV was: *“How can DNV use social media effectively to attract potential employees?”* Since this question is relatively wide and unspecified, we had to revise it, in discussion and collaboration with DNV Norway. One of DNV's main goals with their Employer Branding is to engage their employees in the branding process, an important aspect we had to include in our research. Therefore, our final topic question is:

In which ways can DNV Norway use internal Employer Brand Ambassadors to enhance the awareness of DNVs Employer Value Proposition through social media, with the aim of attracting new employees?

In the following, we will elaborate in which ways DNV, through social media, may utilise their employees and their expertise for branding and recruiting purposes. Introductorily, we will account for important concepts and topics, such as Employer Branding, different social media platforms, and the Employer Brand Ambassador-concept.

In order to answer the topic question, we conducted surveys and focus group interviews. Both methods, and the findings, will be elaborated in the subsequent section. Thereafter, we will linger on some of the most important findings from the surveys and interviews, with emphasis on the importance of a social media strategy and an elaborate framework. In the last section, we will summarise the findings into some concrete and specific measures and recommendations that DNV may utilise.

2.0 ORGANISATIONAL CULTURE AND IDENTITY

There are several factors in today's society that encourages organisations to develop a unique identity. Some of these are 1) increasing competition, 2) increased stakeholder awareness, 3) globalisation, 4) competition for skilled personnel (Sazko 2007). Also, constant restructurings and reorganisations within the company and geographically dispersal of the organisation make it necessary to build a strong identity. DNV Norway has to consider these factors in their Employer Branding strategy.

The relationship between the concepts of organisational culture and organisational identity is important. Hatch (2001, in Hatch and Schultz 2002) gives an overview of a dozen definitions of organisational culture, and concludes that most of these definitions explicitly links the concept of culture to groups, and to anything that is common to group members, such as opinions, assumptions, norms, values, and knowledge. Organisational identity, however, is an "*... Ongoing conversation or dance between organizational culture and organizational images*" (Hatch and Schultz 2002: 991).

The ideal of identity management, according to Kvale and Wæraas (2006) is to communicate the identity that is most uniform and consistent. The branding of organisations are related to a promotion of an organisation in a consistent manner and with a consistent set of values (Kvale and Wæraas 2006).

Since 1864, DNV has built a strong culture and a unique identity. Hence, we believe that the fundament for succeeding with the Employer Branding strategy, as well as the Employer Brand Ambassador-concept, is already established in DNV. In order to attract the best talents, DNV's

main challenge is to communicate their Employer Value Proposition, “Opportunities beyond business”, consistently. This is part of DNV’s Employer Branding strategy.

3.0 EMPLOYER BRANDING

Employer Branding was first introduced as a concept in the 1990s as a consequence of the “war for talent” (Mosley 2007). In the beginning of the 21st century, due to tight labour markets and a low rate of unemployment, companies were facing skill shortages that resulted in a need to attract the best talents to survive in the market (Moroko and Uncles 2008). Consequently, companies increasingly started to recognise the value of attracting and retaining top talents (Mosley 2007). Employer Branding aims at promoting the desirable aspects of working for a specific company in order to attract talents and engage current employees (Backhaus and Tikoo 2004).

As Lloyd (2002) argues, Employer Branding is the sum of company's efforts to communicate to existing and prospective staff that it is a "desirable place to work". Further, Martin and Beaumont (2003:15) state that Employer Branding involves managing a “company’s image as seen through the eyes of its associates and potential hires”. Additionally, a purpose of Employer Branding is to enhance the organisational culture. The basic assumption is that people who like working for the company will become advocates for it, and thus recommending it to their networks.

In conclusion, Employer Branding aims at promoting the unique benefits and employment experience to external and internal employment markets, in order to make the organisation distinctive, with the aim of attracting and retaining people who will thrive best in the organisational culture.

3.1 Employer Branding in DNV Norway

In 2011, the programme “Securing Future Talent” was initiated by Group HR in DNV, with the aim of addressing common principles, processes and practices for Employer Branding, recruitment and on-boarding. To address this, an internal digital communications and marketing review was undertaken in 2012. The report concluded that while the competition DNV is facing in retaining and attracting employees is intense, DNV is underemphasising its unique purpose, vision and values in its branding to existing and potential employees. According to the authors, one of DNV’s main goals should be to enhance their reputation as a desirable place to work, and one of the main

focus areas is to increase the awareness of DNV's Employer Value Proposition. Further, the report revealed that DNV's key audience is online, and that various social media platforms have strong potential for Employer Branding and recruitment purposes. An internal employee survey revealed that 95% of the employees were proud to work at DNV. Thus, DNV wishes to use internal Brand Ambassadors to reflect the company's values, and to increase potential employees' awareness of both personal and professional opportunities in DNV, through social media. This is the core of our report.

The mission for Employer Branding in DNV Norway is to:

1. Build pride and awareness of opportunities among DNV employees
2. Help reduce turnover
3. Make it easier and cost-effective to attract the right people for DNV
4. Ensure that DNV Norway's Employer Value Proposition is consistently communicated

In the following, we will introduce turnover, social media, and EBAs in DNV Norway.

3.2 Turnover

Managing turnover and retaining top talent is considered to be of primary concern for organisations. There is a strong competition for skilled, talented, and experienced people in the oil and gas sector, as well as difficulties in retaining and recruiting staff. This has led to a number of initiatives in DNV, including an on-going project to renew processes and resources for Employer Branding, recruitment and on-boarding.

DNV is competing for the same talents as many others companies, such as Statoil and Aker Solutions. The organisation is dependent on recruiting engineers with a high level of expertise, because of the core nature of DNV's work; quality and assessment. In 2011 turnover in DNV was 10.5 per cent (Vosgraff 2013). This is not an extreme number, but it is still very costly, and may result in ripple effects throughout the organisation.

Turnover can be caused by external opportunities or internal dissatisfaction factors. The concepts of engagement, organisational culture, and the perceived psychological contract seem to appear

continuously in the turnover literature. The theoretical framework for these concepts is based on March and Simon (1958) theory of *organisational equilibrium*, in which the desirability of movement is one of the main factors of voluntary turnover. Desirability of movement depends on job related attitudes and internal opportunities, and is also known as job satisfaction. The basic assumption is; people stay if they are satisfied with their job, colleagues, organisation, and line management (Taylor 2002). Job satisfaction is described to be a general cognitive evaluation of the overall work experience and fulfillment of basic employment needs (Taylor 2002).

Recruiting new employees is expensive, and it is especially costly when the new employee leaves at an early stage of employment. There are both direct and indirect costs related to turnover. Among the direct costs are advertising fees, screening costs, interviewing, and the training and onboarding of the candidates, while indirect costs are related to the loss of productivity and the possibility of a loss of morale (Vu 2008; Boushey and Glynn 2012).

Retaining workers by avoiding turnover pays huge dividends. The cost to implement a program to identify the causes of turnover and then solve the problem before it happens will usually pay for itself many times over, in a variety of significant ways (Boushey and Glynn 2012).

3.3 Social media

In recent years, social media has spread to all parts of the world and the number of users has skyrocketed. Social media is used for a variety of purposes; to get in touch with people, maintaining contact, or for awareness and branding purposes. In addition, social media has become a very popular arena for recruitment, and both organisations and people looking for jobs are using the various platforms actively (Staude and Marthinsen 2013).

Social media allows firms to engage in timely and direct end-consumer contact, at relatively low costs, and at higher levels of efficiency than what can be achieved with more traditional communication tools (Kaplan and Haenlein 2010). Therefore, social media strategy could be a vital and cost-efficient tool for branding purposes. In this report Facebook, LinkedIn and Twitter are the focus areas, because they are of the most popular platforms for both personal and professional use.

3.3.1 Facebook

Today, Facebook has more than one billion users worldwide, which makes it the largest networking platform in the world (Staude and Marthinsen 2013). In Norway, Facebook was launched in 2007 and in 2012 there were approximately 2.7 million users. Facebook's main characteristic is that people use it often, and the main motivation for using the platform is for social purposes. The majority of Norwegian users visit Facebook daily, or several times per day. The large number of users is Facebook's main strength, which in turn fosters a lot of potential for organisations that wants to become more visible online. Companies can create pages, and instead of friends they attract "followers". The company page is an excellent tool for branding purposes, and the updates posted have great potential of reaching out to the masses, through the followers' networks (Staude and Marthinsen 2013). These updates will show up in the followers' newsfeed, which in turn have the opportunity of sharing information they find interesting.

3.3.2 LinkedIn

In 2012, LinkedIn more than 600 000 Norwegian users (Staude and Marthinsen 2013). The platform's main characteristic is professional and work related. Users create profiles that sums up their professional career; work history, education, courses, specialties, and career ambitions. The majority of the profiles are public; hence, recruiters often use LinkedIn for headhunting purposes. LinkedIn has become a very important arena for job seekers as well as companies looking for potential employees. LinkedIn is also used for posting and sharing content like job vacancies, articles, status updates, and discussions. In contrast to Facebook, the content is mainly of professional character and based on a work related field of interest (Staude and Marthinsen 2013). Similar to Facebook, users are able to follow companies and "like" content, which in turn will reach beyond the followers' LinkedIn networks. LinkedIn is a powerful tool for reaching out to the masses and for increasing a company's visibility online.

3.3.3 Twitter

There were approximately 700 000 Norwegian users in 2012 (Staude and Marthinsen 2013). Twitter is a micro blog where the users are forced to limit their content, their *tweets*, as the status updates are limited to 140 signs. This result in statements with an immediate characteristic made for news and fast updates. Twitter has become the fastest media for spreading news, and one of

the main motivations for using Twitter is to keep up to date on the latest news (Staude and Marthinsen 2013). The updates are more frequent than both Facebook and LinkedIn. Further, Twitter has a stronger public appearance than Facebook, and the networks are more interest driven. In addition to the hash tag function (#), which enables people to search for content within their own field of interest, Twitter also has a follow-function. The sharing culture on Twitter is quite similar to Facebook; followers often share other users' tweets, *retweets*, and the content is spread via the followers' networks at a high pace. This, in combination with the loosely built and large networks, creates a ripple effect enabling content to spread through and beyond the user's personal networks.

3.4 Employer Brand Ambassadors

According to Tajfel and Turner (1986), social identity theories share the central assumption that a persons' self-definition are largely decided by this persons' group memberships. They explain that people use their social identity in order to enhance their self-esteem. Studies have found that organisational affiliation is one of the most important group memberships for people (Haslam 2004, in Helm 2010). Therefore, affiliation with an organisation, which has a good Employer Branding strategy, influences the employee's self-concept and social identity. Being proud to be affiliated with the organisation could translate to higher engagement in activities that support organisational goals.

Organisations should actively engage employees in transmitting and displaying reputational signals, not only to enhance overall corporate reputation, but also to strengthen employees' identification with their employer (Elsbach and Glynn 1996). In order to create satisfied customers, managers first need to create satisfied employees, because they represent the firm in each interaction with customers and other stakeholders (Helm 2010). This internal marketing aims to identify and satisfy employees' needs as individuals and their role as "part-time marketers" (Varey 1995, in Helm 2010). Employees as "part-time marketers" need to adopt certain attitudes and behaviors in order to become a corporate ambassador who safeguards corporate reputation and spreads goodwill in support of the organisation (Fisher-Buttinger and Vallaster 2008, in Helm 2010). "Part-time marketers" share many of the same characteristics as Employer Brand Ambassadors.

An Employer Brand Ambassador (hereafter we refer to this title as EBA) is a current employee who promotes his/her company as a “brand”. (S)he promote the company’s image, identity, and values. In social media, they can actively increase the awareness of both personal and professional opportunities in DNV. In this project, we are going to focus on EBAs who will communicate DNVs Employer Value Proposition through the use of social media such as LinkedIn, Facebook and Twitter. In other words, EBAs will communicate that DNV Norway has opportunities beyond business. We believe that better utilisation of social media platforms will enhance and increase potential employees’ awareness of DNV as a great place to work. Therefore, the target group’s increased awareness will hopefully both strengthen recruitment and in consequence reduce the turnover in DNV Norway.

In reality, all employees are potential Brand Ambassadors. However, we believe that the best way to organise this concept is to make it more formalised, that is, an employee who spends time on specific tasks and extra responsibilities beyond daily job duties – an EBA. MacKenzie et al. (1998, in Helm 2010) found that job satisfaction and commitment are factors that motivate employees to perform extra-role behaviours voluntarily. Accordingly, Organ (1977, in Helm 2010) argued that this happens because employees who are satisfied with their jobs engage in such behaviours out of gratitude to the organisation, or because of a desire to reciprocate the feelings of satisfaction. Employees who are committed to the company ”are willing to give something of themselves in order to contribute to the organisation’s well-being” (Mowday et al. 1982: 27). In the following, we will introduce our research.

4.0 METHODS AND DATA

In order to map social media behaviour, and DNV employees’ thoughts about the EBA-concept, we employed a “mixed approach design” where we conducted two surveys and three focus group interviews. A “mixed approach design” involves using more than one method, often a combination of qualitative and quantitative methods, in the same research assignment (Kjølørød 2010: 274). Several scientists embrace the use of “mixed approach designs”. For example, it is reflected in one of Moses and Knutsens’ main points, where they are encouraging *methodological bridge-building* (Moses and Knutsen 2012: 302). Methodological bridge-building implies that the scientists are

“acknowledging the usefulness of maintaining different ontological points of departure and embracing the methodological diversity” (Moses and Knutsen 2012: 303).

There are many methodological debates concerning the differences between qualitative and quantitative methods, which we will not elaborate on in this report. However, to cut a long story short, there are benefits and drawbacks with both qualitative and quantitative methods, and hence surveys and focus group interviews. We have conducted both in order for them to complement each other. In the survey, we were able to extract the general opinions and attitudes in DNV Norway, while the focus group interviews gave us valuable, in-depth insight from people that might actually become EBAs in the future. In the following, we will present both of the methods and the findings from the research, and discuss aspects and implications concerning these.

4.1 Internal and external surveys

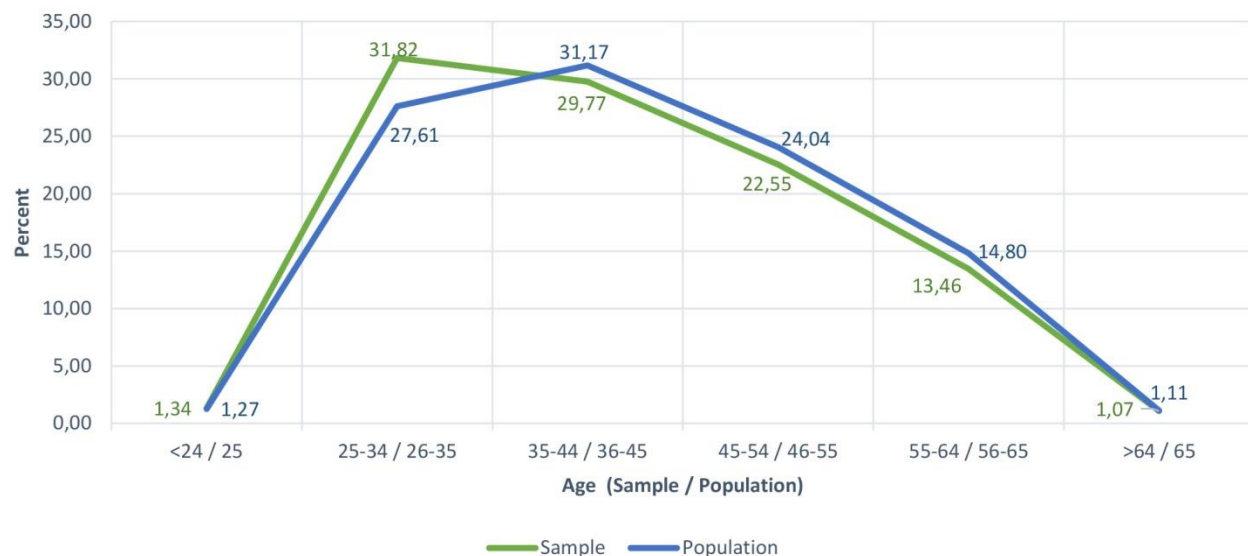
In order to map the behaviour, opinions and attitudes towards social media and the EBA concept, a survey was distributed to all the DNV employees in Norway. To reach out to all the foreign employees in DNV, we made this *internal* survey in both a Norwegian and an English version. In doing this, we had to be careful and thorough with the translation from Norwegian to English, since understandings and interpretations often get lost in translation.

The survey was active for one week, and to ensure maximum response, we sent out a reminder a couple of days before deadline. ANHR (HR department in Norway) was responsible of distributing the surveys, which ensured that it would reach out to all of the employees in Norway. Of the 2608 survey recipients, 1122 responded, which gives a response rate of 43%. A sample of more than 1000 respondents normally makes it possible to infer about the population. However, we cannot exclude the possibility of sampling bias in our research – it is a possibility that the sample distribution might not mirror the distribution in the population. Due to the fact that the respondents answered the questionnaires digitally, and that it asked for modern phenomena such as social media, some respondents may not have answered correctly, or not answered at all – a *unit nonresponse* (Firebaugh 2008: 94). However, this is not problematic as long as the unit nonresponse is random. If this bias is *not* random, Firebaugh writes, “the collected sample will fail to constitute a random sample of the selected sample” (Firebaugh 2008: 95). In other words, when

the unit nonresponse is *selective*, the selected sample is prone to an unknown amount of change in the sample composition – a *nonresponse error* (Firebaugh 2008: 95).

To overcome this problem, we compared the age distribution in our sample with the general age distribution in DNV Norway. The two distributions are divided into uneven age groups (+/- 1 year), but the differences are small, and thus insignificant (see figure 1).

Figure 1. Age distribution in the sample and the population



(Source for population data: DNV Partner Support Desk)

Figure 1 presents the age distribution in the sample (the green line) to a certain degree matches the age distribution in the population (the blue line). However, the sample is slightly lopsided to the left, which means it has a bigger percentage (+4,21%) of junior respondents than what can be found in the population. This might cause some problems in the interpretation of data, since juniors and seniors arguably have different opinions concerning topics like social media and EBAs. The differences are quite small, and we will not compensate the data by weighting at this time; the data material will provide important and significant results even though there is a small overrepresentation of juniors in the sample.

As far as the external survey is concerned, it was distributed twice. The aim of this survey was to map the social media behaviour of DNV Norway's target group – external engineers. However, in the first attempt, due to our group members' limited networks, we ended up with only 34

respondents. The second time, we took advantage of the networks of some key persons in DNVs HR department, which resulted in 267 respondents. Due to the small number of respondents, this sample has limited generalizability and it is hardly good enough for mapping the *general* social media behaviour of engineers. All of the statistical analysis we conducted on the external survey, turned out not to be significant, and we have thus only rendered some descriptive statistics in the following.

4.2 Focus group interviews

In addition to the two surveys, three focus group interviews were conducted. A focus group interview is a small group of individual respondents (Moses and Knutsen 2012:131). The respondents were recruited from the internal survey, where we asked whether the respondents wanted to take part in a focus group interview. This way of recruiting has both positive and negative implications, but most importantly it guarantees eager and enthusiastic respondents, who most likely have a lot on their minds. In the attempt of gaining a representative sample, we made sure that both groups of seniority - juniors and seniors - were represented. Still, the *self-recruited* respondents may represent a biased group, which may be more positive or negative than the rest of the employees; thus, their opinions cannot be seen as general opinions among the DNV employees. This is one of the reasons for conducting both surveys and interviews.

The overarching benefits of conducting focus group interviews are the opportunity of getting thick descriptions (Geertz 1973). The respondents have the chance of sharing detailed thoughts and meanings about the subject matter. Another positive aspect by doing focus group interviews is the effect of the group: The conversation floats easily with several interested and eager respondents gathered in one room. In addition, the respondents sometimes disagreed, something that encourages discussion.

The method of focus group interviews also has negative aspects. When sitting - if not face-to-face - but at least in the same room as the interviewer, the respondents are no longer anonymous. In the interviews we wanted to avoid an interviewer-effect. This is a well-known and unwanted effect of the interview method, where the respondents answer what she or he believes is what the interviewer wants to hear, or are holding back on information (Hellevik 2011: 101-105). Also, one

must not forget the possible negative effects of the group situation. Some speaks louder than others, which in turn may result in hidden voices. In one of our interviews, the problem was not so much the respondents' personalities, but rather their different native languages. They all spoke Norwegian, but their language abilities differentiated, and this unfortunately resulted in one of the respondents being more quiet than the others. Overall, the results from the focus group interviews were satisfying, and our respondents generally strengthened and confirmed both our assumptions and the results from the survey.

DNV is constantly working with confidential information, and professional secrecy is essential. This could potentially lead to reluctance towards sharing information, in the focus group interviews as well as in the internal survey. Hence, it was important for us to allow the participants to speak freely by emphasizing their absolute confidentiality. In order to maintain the respondents' integrity, we have acted upon NSD's Data Protection for Research (www.nsd.no). Additionally, we hold the full ownership and responsibility for the data, and we keep it secure, on password-protected computers. Fortunately, we did not meet any challenges of significant size during our three focus group interviews.

5.0 FINDINGS

In this section, the findings from the surveys and the focus group interviews will be introduced.

5.1 Surveys

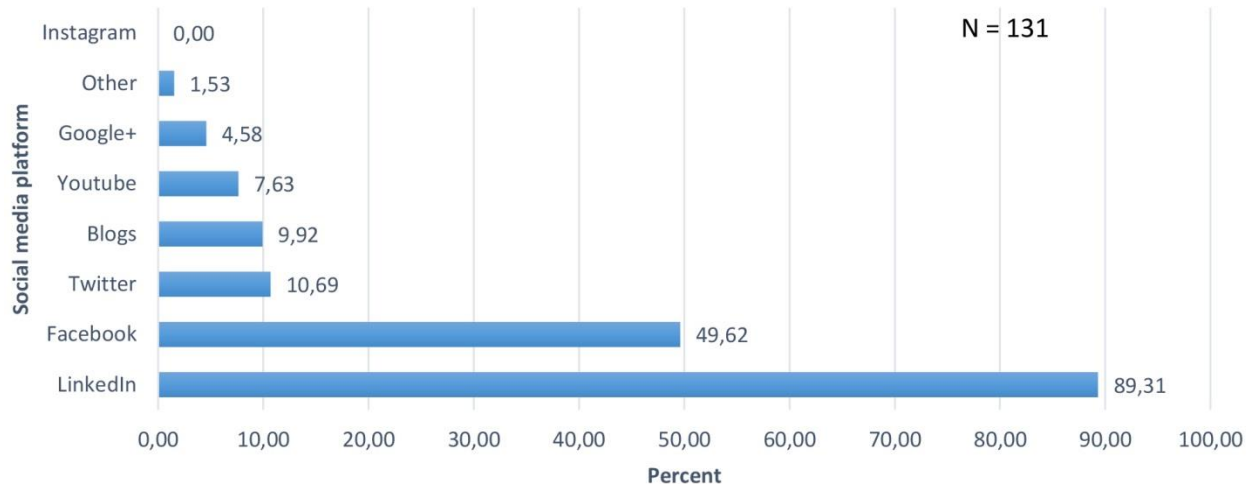
The survey topics revolved around the following: social media platforms, social media content, EBAs, motivation, tasks, and scope.

5.1.1 On what social media platforms should DNV operate?

Twitter, Facebook and LinkedIn have been introduced as the potentially most suitable platforms for Employer Branding purposes in DNV. As we will show, our research supports the claim that Facebook and LinkedIn are great branding platforms. The external survey showed that 131 (51.70%) of the respondents had used social media to gather information about potential employees. As shown in the histogram below, some social media platforms are dominant in

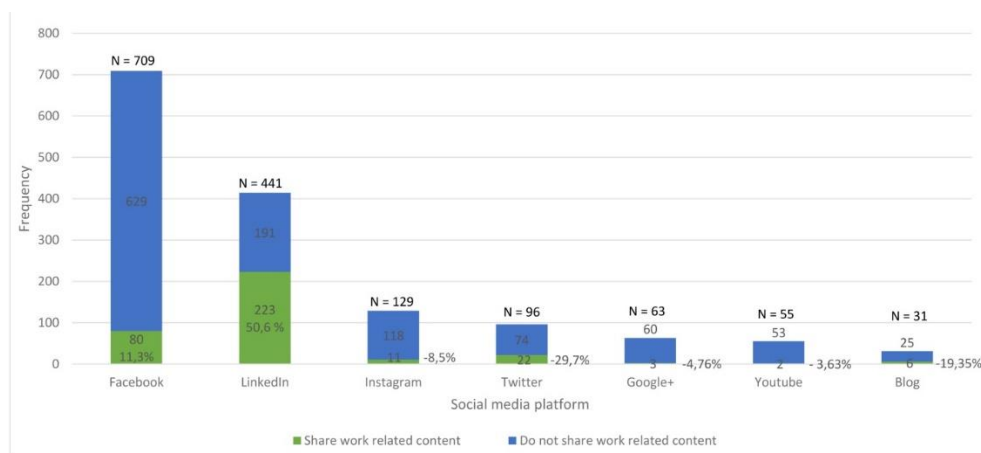
relation to this information gathering. 89% found information about employers on LinkedIn, while almost half of them used Facebook (see figure 2).

Figure 2 Finding information about potential employers (external survey)



The internal survey also reflected these results. Here, we asked whether the respondents shared work related content in social media, and on what platforms. Each pillar in figure 3 represents the number of respondents who share information on the different social media platforms, while the green areas within each pillar displays the number of respondents that share *work related content* (see figure 3).

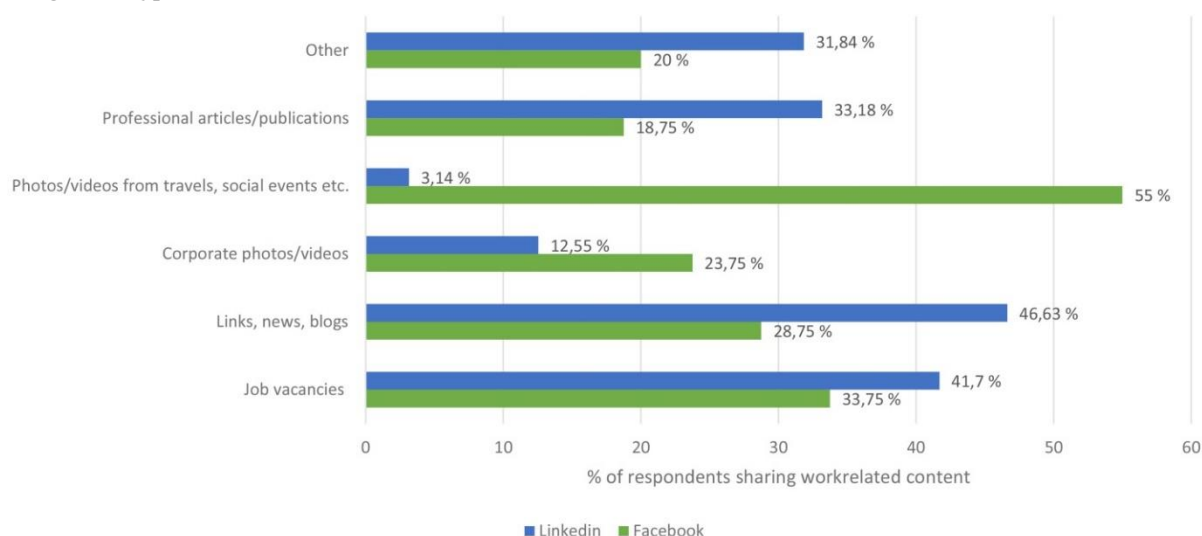
Figure 3. Sharing work related content



LinkedIn is clearly the platform most popular for sharing work-related content; more than half (50.6%) of those sharing information shares this kind of content. Although Facebook is the most popular platform for sharing information, the information the respondents share is mostly not work-related (11.3%); Facebook is a platform mainly reserved the private sphere. This, however,

does not mean that DNV should exclude Facebook from their social media strategy. On the contrary, many companies have well-made and successful profiles on Facebook that are popular and gets a lot of attention. Accordingly, our research indicates that there is a big difference between what kinds of work-related information the respondents share on the various platforms, and hence the content should differ from platform to platform (see figure 4).

Figure 4. Types of work related content

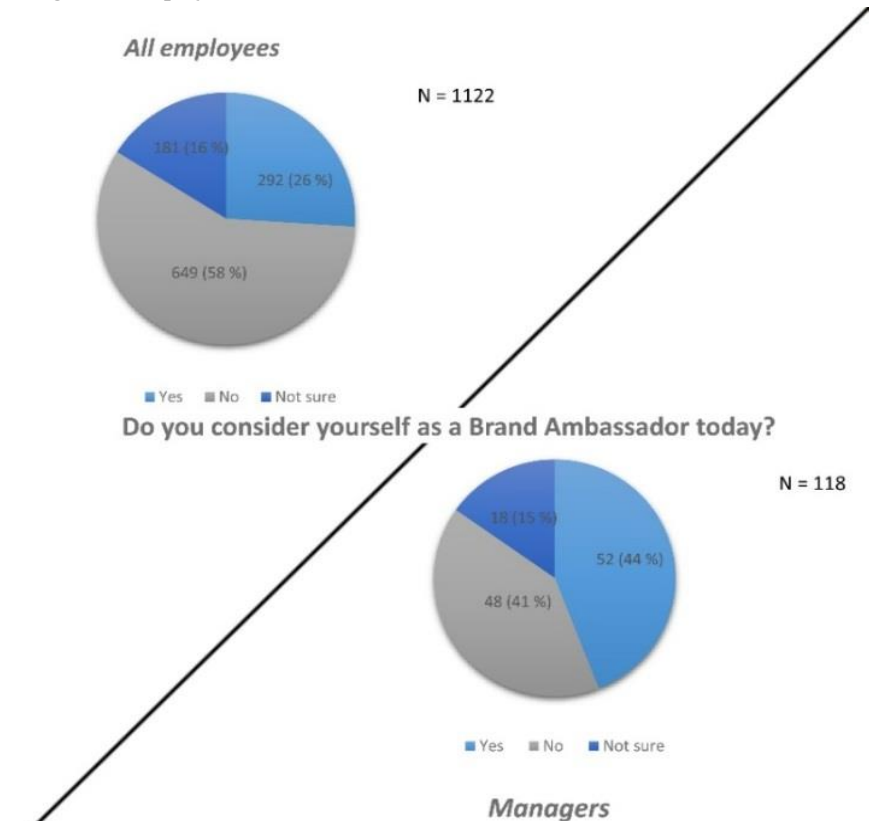


The work related content that dominates Facebook is photos and videos from work travels and social events, et cetera. 55% of those sharing work-related content share photos and videos on Facebook, while only 3% do so on LinkedIn. Generally, on Facebook it is more socially acceptable to share *social aspects* from your workplace, while LinkedIn have a more professional nature. Professional articles, links, news and job vacancies are more common on the latter. In the category labelled “other” for LinkedIn in figure 4, most of the respondents reported that they shared their CV, and information about and work position and work affiliation with DNV. This supports the fact that LinkedIn is a platform dominated by professional practices.

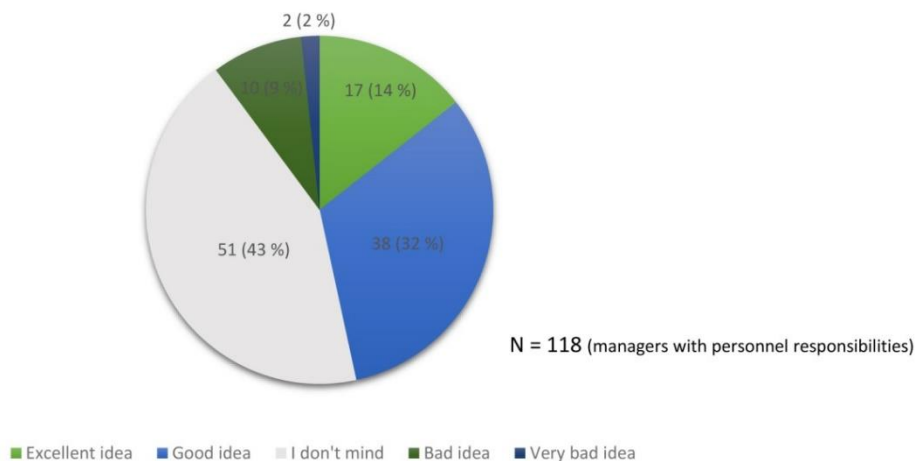
5.1.2 Employer Brand Ambassadors

In the survey, two of the questions concerned concrete attitudes towards the EBA-concept. The first asked whether the respondents felt like an EBA today. Figure 5 shows the frequency distribution among the entire sample and the managers, respectively. 26% of the respondents reported that they were feeling like a Brand Ambassador, 58% did not, and 16% reported that they were uncertain. This could indicate that there is uncertainty associated with the Brand Ambassador concept. If there is uncertainty in regards to what the concept means, the most common answers are usually “No” or “Not sure”. We believe that the reason only around a quarter of the respondents feels like an EBA today, could be that the Employer Branding focus in DNV is relatively new.

Figure 5. Employer Brand Ambassador

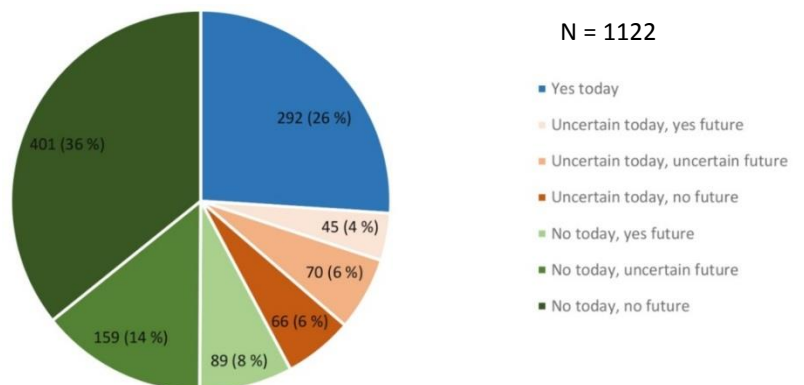


The model to the bottom right in figure 5 shows whether the *managers* feel like an EBA today. Here, 44% of the managers reported that they do; a quite significant increase from the entire sample. Managers, in other words, are to a larger extent than the other employees feeling like EBAs. This is perhaps not that surprising, since managers generally have more contact with external parties, and thus acts as representatives from DNV more often than other employees. Accordingly, as shown in figure 6, most of the managers were also willing to let their employees work as Brand Ambassadors. 46% of the managers considered it an excellent or a good idea to encourage their employees to do these tasks, while only 12% thought it was a bad or a very bad idea. As we will discuss later, one of the key factors that have to be in order before the EBA concept can be implemented, is that all of the managers embrace the idea. Our research shows that this factor, in theory, to a certain extent is fulfilled (see figure 6).

Figure 6. Managers encouraging employees

These results, however, does not show the range of potential for the Brand Ambassador-concept in DNV. In the second question, we asked whether the respondents that did not feel like a Brand Ambassador today, or were uncertain, would want to become one in the future. In figure 7, we have merged the two questions for the entire sample.

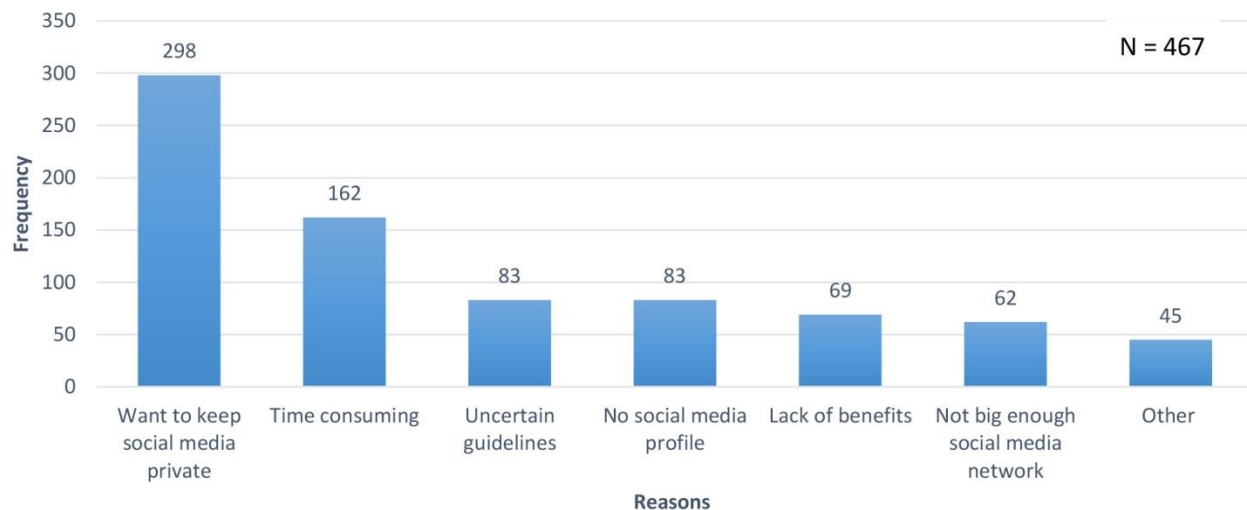
Of the 830 respondents that answered “No” or “Not sure” on the first question, 12% wanted to become a Brand Ambassador in the future, and 20% were uncertain. 36% of the respondents are neither feeling like a Brand Ambassador nor willing to become one in the future, and 6% are uncertain today and unwilling in the future. Overall, this implies that 58% are positive or uncertain about the concept. There is, in other words, a vast potential for the Brand Ambassador concept in DNV, especially if DNV manage to minimize this uncertainty.

Figure 7 Overall Brand Ambassador

Furthermore, we asked the respondents that were interested in becoming an actual EBA to write down their email address. This question generated 115 addresses – more than 10% of the sample was actually interested in becoming an EBA. The names on this list will be pursued, and hopefully, DNV will recruit their first EBAs in near future.

Although there is a vast potential for the concept in DNV, 467 of the respondents were uncertain, or unwilling to become EBAs in the future. The reasons for this are varying (see figure 8).

Figure 8. Reason for not wanting to become an Employer Brand Ambassador



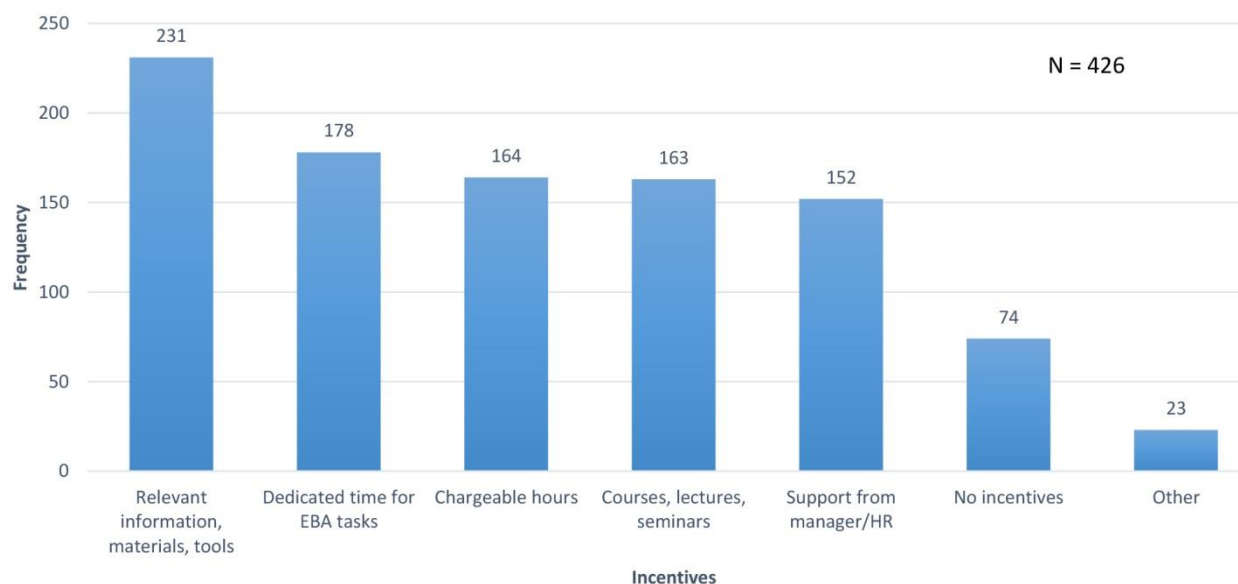
One of the main reasons was that they wanted to keep their social media profiles private. Hence, the future EBAs should operate on DNV's social media profiles, and not on their own profiles, something also reflected in the focus group interviews. If the EBAs operate on a DNV profile, this will also makes it easier to control and moderate, and at the same time eliminate the risks of mixing personal statements and DNV statements. Another reason for the reluctance for becoming EBAs is that it is potentially time-consuming, which more than a quarter of the respondents answered. This reflects that EBA-responsibility represents another ingredient in an already full schedule. Thus, we recommend that DNV Norway to incorporate the concept thoroughly into the employees' working-hours in order for the employees to do the EBA tasks properly. We will elaborate on this later.

So far, we have mapped the interest among the DNV Norway's employees for actually becoming EBAs, we have looked at the manager's attitudes, in addition to reasons for not wanting to become an ambassador. However, what will motivate a potential EBA, what should they do, and how much time should they invest in such a responsibility?

5.1.3 Motivation, tasks and scope

Some questions in the survey focused on concrete aspects in relation to the EBA work. When it comes to incentives, our research showed that financial motivation was of less importance than originally assumed. The most frequent answer in this respect was, as shown in figure 9, relevant tools, materials and information. This category might seem vague, but it might reflect the need for guidelines and technological tools for the EBA function optimised.

Figure 9. Incentives



Similar to the results in figure 8, these results also reflect the need for dedicated time for doing EBA tasks. More than a quarter of the respondents replied chargeable hours, courses and lectures, and support from the managers/HR departments as important motivational aspects. In summary, there should be an elaborate framework that the EBAs can operate within.

The respondents had little information about the EBA concept in advance of the survey. Therefore, we believe that it was difficult for them to answer the questions about tasks and scope – but the answers can give indications on what the EBAs ought to do and how much time they should spend on those tasks. For example, the majority of both the employees (52,11%) and the managers (65,1%) replied that 1-2 hours a month was the proper amount of time an EBA ought to spend on relevant tasks. In regards to *which tasks* an EBA should have, the respondents replied that they would like to share information (54,23%) and to a certain degree communicate with potential

employees (45,3%) and the bigger audience (37,09%). Only around 7% wanted to have the administrative responsibility over the social media platforms. This may be due to the uncertainty surrounding the concept, but it may also be attributed to the nature of DNV's

businesses; DNV employees are under strict professional secrecy and client confidentiality, thus, they may be afraid of the possibility to be held responsible for sharing confidential information. The models and histograms for the tasks- and time-variables can be found in appendix 1.

5.2 Focus group interviews

One of the focus groups consisted of junior employees, another consisted of senior employees, while the third group contained employees from both groups of seniority. In all three interviews, the overarching discussion revolved around the following four topics:

- DNV Norway's homepage, blogs, and social media profiles
- EBAs: thought and suggestions
- EBAs: guidelines and policies
- Private versus professional behavior in social media

Below, the major findings will be presented.

5.2.1 DNV Norway's homepage, blogs, and social media profiles

In addition to DNV Norway's social media profiles, several of the respondents suggested that DNV Norway's homepage should be improved. An organisation's homepage is in many respects the cornerstone for information flow. The respondents would appreciate a more dynamic homepage and more "alive" social media profiles. Some of them expressed opinions and thoughts like:

«DNV's homepage – it's kind of like a grey piece of paper....»

«There's not much going on at DNV.com»

«Does DNV blog...?»

«I didn't even know DNV had a Facebook page...?»

Although we have seen a positive change in the Norwegian DNV homepage, the social media icons here are still barely visible. From dnv.no one should be able more easily to link up to other social media platforms.

As far as blogs is concerned, those already active on the Norwegian homepage are promoted in a colorful and eye-catching way, but when entering the blogs via the international homepage, it ought to be more exiting and inviting. Several of the respondents believe that blogs have great potential, both externally, but also for sharing knowledge within the organisation. Thus, the landscape of DNV-blogs should be more visible and easily accessible than what is today's situation. In addition, few of our focus group respondents actually follow DNV Norway's social media profiles, and those who do claims that the updates are both rare and not very interesting.

5.2.2 Employer Brand Ambassadors: Thoughts and suggestions

The respondents emphasised that the EBAs should undertake their roles based on personal interest, and on their own initiative. The wish for taking on such a task needs to come natural. In addition, they also pointed out that as an EBA in social media, one is likely to have the need for separating the private from the professional.

One of the most important things that the respondents expressed was that the EBAs can be the key to get people to understand what DNV actually does. Regarding recruitment, this could be crucial, because while the DNV logo and name are well known, not many know what the organisation *actually* does. In addition, the EBA cannot possible communicate the entire scope of DNV Norway's projects and businesses. In order to be perceived as honest and as a professional expert, each EBA should function through his or her field of knowledge. For example, a non-engineer employee should not try to explain complicated engineering projects. Accordingly, in order to function optimally as an EBA, one needs to achieve credibility. Therefore, the EBA's age or seniority should correspond to the target audience. For instance, seniors might earn more credibility on other social media platforms than Facebook

In addition, we believe that actual tasks for the EBAs could be, among others, posting pictures, stories, and comments on different social media platforms. Ranging from what the many sports clubs are doing, to reporting from conferences and seminars could be relevant tasks. In any case, visuality is always good. Using photos is therefore recommended. In short, in communicating online, the EBAs should cover both the professional and the social sphere; DNV has both professional opportunities and opportunities beyond business, and this is exactly what the EBAs could and should promote.

5.2.3 Employer Brand Ambassadors: Guidelines and policies

One of the most important findings from the focus group interviews, is the need and wish for concrete and specific guidelines; a policy for the EBAs to act upon. As previously mentioned, this fundamental need for detailed EBA guidelines was also found in the survey. In regards to DNV Norway's websites in general, DNV should be able to manage a balance between being present and visible online, and at the same time acting on the basis of a common understanding of the organisation's values; being clear on who DNV is. A senior respondent emphasised:

"We would require some kind of plan, because we need to express ourselves as One DNV".

DNV is a traditional organisation, with a strong identity and a history that goes back to the 19th century. Thus, DNV's values and culture are aspects that needs to be taken into consideration. It is important, respondents say, to avoid friction between the EBAs and DNV's embodied values. For this reason, guidelines are essential.

5.2.4 Private versus professional behaviour in social media

In terms of the distinction between private and professional behavior in social media, we found, in the focus group interviews as well as in the survey, that the employees would prefer to keep their social media profiles private. For instance, some employees are worried about being perceived as work geeks. In addition, respondents emphasized that employees would probably not prefer to make stories of their own for sharing on their personal profiles in social media. To share already-made DNV stories, on the other hand, would be acceptable. This is due to the fact that the DNV

employees are reluctant towards taking the risk of sharing confidential information. The need for a sound social media strategy is important.

5.3 Social media strategy

After reading literature and articles about social media, we have found both examples of success stories as well as failures. Increased exposure online is not always positive, and enhanced visibility also involves an increased risk of unwanted side effects (Flynn 2012). Most companies realise that they should be present in social media, however, not everyone has really taken the time to think things through and established a purpose, and goals of their online presence. Several factors may cause companies to fail in social media. Among others are no strategic anchoring, missing strategy, and bad management of social media (Flynn 2012; Staude 2011).

5.3.1 No strategic anchoring

Commitment throughout the organisation, from top management and all the way through the organisational structure, is essential. The focus group interviews revealed that the social media strategy needs to be communicated from top management, with clearly defined goals and a purpose. Management has great responsibility. Some might be sceptical with regards to social media, due to limited knowledge. Others might embrace it due to isomorphic processes; doing what every other organisation is doing (Powell and DiMaggio 1983: 149; Staude 2011). However, it is crucial that management “owns” the strategic commitment and leads the way. The important thing here is to get the entire organisation on board and create *organisational anchoring*, which in turn can create enthusiasm and commitment throughout the organisation.

5.3.2 Missing social media strategy

There is no textbook recipe on how the organisation can create a sound social media strategy. The organisation needs to choose their individual strategy based on defined goals and ask questions like: what is the purpose? Who do you want to reach? Where are your target groups and how do we get their attention (Flynn 2012; Staude 2011)? Moreover, companies need to base the social media strategy on the people that works in the organisation, as well as the competence that already exists within it. There is a lot of uncertainty surrounding use of social media due to little

knowledge. The only way to conquer this uncertainty is to acquire the expertise needed; by actively using social media and learning by doing.

5.3.3 Bad management of social media

This goes hand in hand with the social media strategy; in order to use social media in an efficient and correct manner, people need to know *how* to use the tool; *what* to post, on *which* platform and at *what* time (Staude & Marthinsen 2013). In addition, social media platforms are dynamic sites. This means that if you decide to be present, you have to keep up with the pace of your followers – news grow old fast. Content needs to be posted in a continuous manner, the sites needs to be kept up to date, engaging, and alive in order to get people interested in visiting the profiles, and, more importantly - to make sure that the target groups keep visiting the profiles.

5.4 Guidelines and confidentiality

In regards to the EBAs, one of our most important findings in our research is the need and desire for specific guidelines – a code of conduct. While some organisations let every employee operate freely in social media, DNV is in a different position as a neutral third party. Confidentiality in regards to many projects is crucial. However, there are indications that this also works as a handbrake for DNV employees' willingness to share content in social media. Call it a *share fear* – they are afraid of doing something wrong and therefore, avoid posting altogether. Some respondents from the focus group interviews uttered:

“It's difficult for us to comment things, because people have such trust in DNV. If I as an employee express an opinion, people think it's valid because DNV said it...in reality, it was just my own opinion...”

“A lack of policy is dangerous”

“Often, the projects are confidential, it's hard to know what we can share or not”

This is where the guidelines will play a very important role; in defining best practice, and creating a clear framework of what is acceptable behavior in social media. This will most likely remove the uncertainty among employees, thus, more employees might be motivated to become EBAs. DNV Norway does a lot of interesting and exciting things that are likely to receive a lot of attention

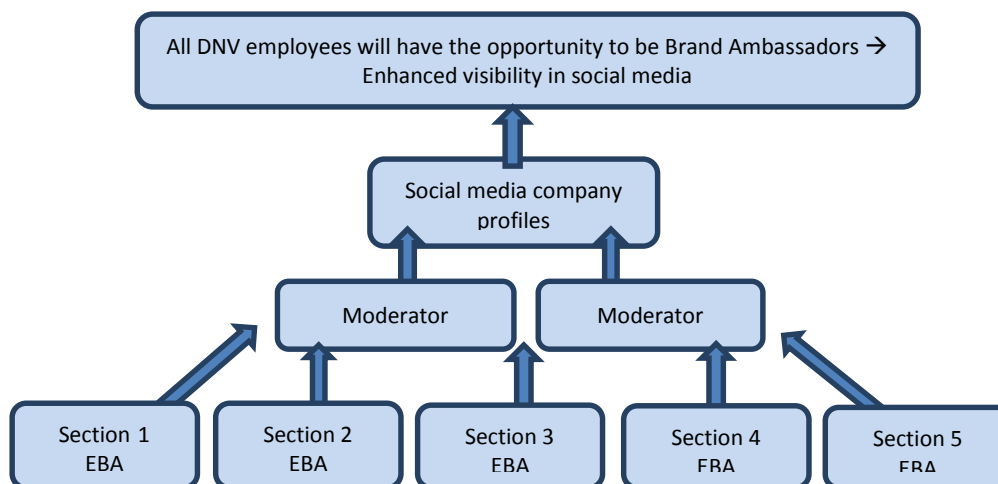
from potential employees, and engage and create interest in being part of the organisation. Based on theory, the internal survey and the focus group interview, we have some recommendations and measures have been established.

6.0 MEASURES AND RECOMMENDATIONS

6.1 Suggested organising of Employer Brand Ambassadors

In order to ensure that content is being posted in an efficient way, the social media strategy should also encompass a set standard for posting content through EBAs and moderators. In this way, DNV ensures that quality approved content is being published in the most efficient manner. Figure 10 is a suggestion of one way that DNV Norway could organise their EBAs.

Figure 10 Suggested organising of Employer Brand Ambassadors



A strategy for EBAs should encompass how the EBAs should work to publish stories in social media. In this model, there is one EBA per section in DNV Norway. As the model explains, there is only one checkpoint from creating the story, to the story is published. The EBAs will create stories on behalf of their own section, and the content of the stories could be anything from interesting news, projects, and rewards, to birthday celebration and Christmas parties. When the story has been created, they send the story to the moderator. The moderator is an EBA whose task is to ensure that guidelines are being followed prior to publishing the stories in social media. The

reason that the moderator needs to be a part of the EBA system is that DNV is involved in many projects that are confidential, and it is important that this information stays confidential.

DNV is, as previously explained, a company that often acts as a neutral third party. Therefore, it is important that EBAs do not address issues that might challenge this role. If compromising information is posted in social media, it could potentially damage DNV's reputation. The moderator checkpoint is a compromise between the need for social media to be fast and dynamic, and DNV's need for control of information. Unfortunately, we have found in our internal survey that only 7 % of those employees who would consider becoming an EBA, was interested in such a moderator or administrative task. This could reflect the lack of information about the EBA concept. When the concept is anchored in a proper social media strategy with good guidelines, this number might increase. The moderators have an essential role in the EBA concept. They should be very enthusiastic about social media and Employer Branding, and take their role seriously.

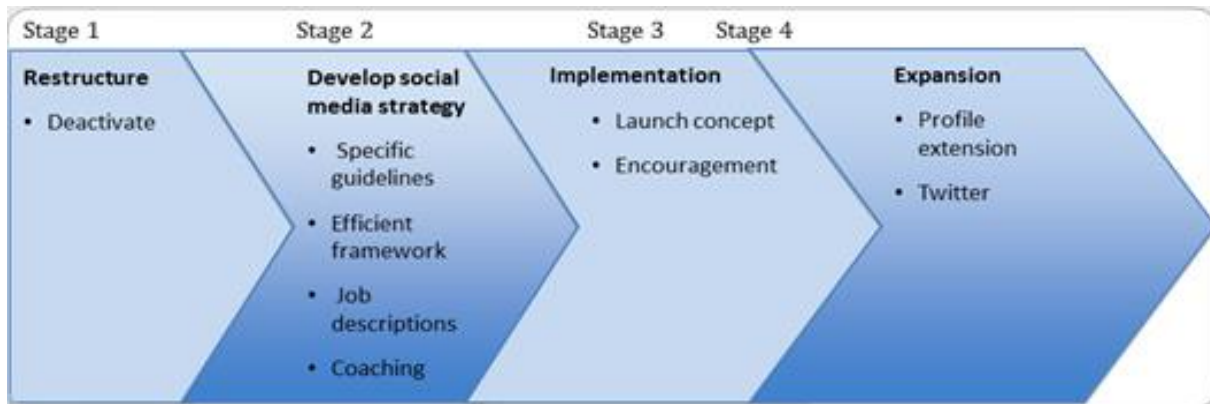
When the moderator has made sure that guidelines have been followed, the story is published directly to the social media profile. Content is tailor made for the various platforms, as well as the target groups. As we have seen, LinkedIn is a professional platform, while Facebook is more of an informal platform. When stories have been published on DNV Norway's profiles, everyone who follows the profiles will have the opportunity to read the information, and to share the information if they wish. It is important that DNV Norway's profiles manage to gain a lot of interest, and have many followers. A good way for DNV Norway to get more followers is to encourage their employees to follow the organisation in social media, and share or like the content created by the EBAs on their private profiles.

6.2 Employer Brand Ambassadors: The next chapter

As we have seen, some DNV Norway employees are afraid of sharing information about the company in social media. DNV is a company that works with many confidential projects, this fear of sharing is understandable. By organising the EBAs system according to our example (figure 10), this "share fear" may be minimised. The information that is published in social media is already quality approved; hence, employees may share the information on their private profiles without any fear of compromising information. Nevertheless, there will always be a risk in relation

to sharing information on social media. We believe, however, that this is the price a company has to pay in order to be visible, and to communicate with the online audience. Figure 11 gives an example of how DNV Norway could proceed with the EBAs concept.

Figure 11 Employer Brand Ambassadors: The next chapter



In stage 1, we would advise that DNV Norway deactivate most of their social media platforms, since many of the profiles are inactive. We believe that it is a good idea to create one DNV Norway Facebook page, as well as the Facebook Career page for DNV Norway, the latter could be linked up to the former. We would advise DNV Norway to keep the number of profiles to a minimum, because keeping a low number of profiles requires fewer resources, and it will be easier to handle for the employees who will be working as EBAs. DNV as a brand is aligned with quality, and the organisation's appearance in social media should not be any different. DNV should choose quality over quantity.

At stage 2, we recommend that DNV Norway creates a thorough and clear social media strategy with clearly defined goals. In addition, DNV Norway should create specific guidelines for the EBAs, in order to ensure that no compromising information is being published, and they should take a closer look at the framework. We created one example of how the EBA can be organised (Figure 11); it is important to minimize the number of checkpoints before publishing, to ensure efficiency. Social media is about sharing information in a dynamic way, which means interesting information in a fast pace.

Moreover, the strategy should also include allocated time for EBA task. DNV Norway's employees have different ways of spending their hours at the office, therefore DNV Norway needs to decide how these task should be prioritised, and also how they should be rewarded. For this reason, it is important that top management define goals for their social media strategy.

Before recruiting EBAs, DNV Norway should create specific job descriptions. Since many of DNV Norway employees have little time to spare, it is important that the task are specific in order to avoid any confusion regarding what to do or what not to do. At stage 2 DNV should start recruiting EBAs. As previously mentioned, we have a list of 115 DNV employees who have already enlisted as potential EBAs. This list would be a natural starting point, but additional recruitment may be necessary, as it is recommended that there should be one EBA per section in DNV Norway. After recruitment, we recommend that courses and coaching is given. This is in order to streamline the information, remove uncertainty, and ensure a uniform way of communicating. Good coaching may minimise miscommunication online, as well as confusion internally regarding the EBA concept.

When the foundation of stage 1 and 2 has been established, DNV Norway can move on to stage 3. Here, DNV Norway can launch the EBA concept and the EBAs can begin creating stories and publish them. It is advisory to encourage DNV Norway's employees to share this information in their private profiles, in order to reach out to their networks. This is of course voluntary, but we believe that DNV Norway should try to create an internal culture where sharing truly is caring.

Eventually, at stage 4, DNV Norway can look into the possibility of expanding the number of profiles. We believe that Twitter is a great platform for branding, so this could be DNV Norway's next step. However, we emphasise that the number of profiles should be kept to a minimum, since a larger amount of profiles will require a larger amount of resources. DNV Norway do not have a high level of resources to spare for social media purposes, and a large expansion should thus be put on hold.

6.3 Recommended measures in DNV Norway

Our recommendations are many, so we have decided to group our recommendations into three large groups: social media strategy, guidelines, and specific suggestions.

1) Social media strategy: In order for the EBA-concept to be prioritized by the DNV employees, there needs to be a good strategy behind the concept that should be formulated by the top management. We believe that the strategy must include tasks, time, and a proper structure for the EBA to work within. The framework has to be efficient. One of our respondents agreed:

“Twenty people cannot read and change the stories before they are published, it takes too long, and by the time it has been published the story is already old and uninteresting”.

The strategy must inform how the top management should show appreciation for the EBAs. In short; the strategy needs to be created at the top and implemented in every part of DNV Norway. The strategy also needs to explain how the EBAs will be organised, rewarded, and how they will be followed up.

2) Guidelines: As previously explained, specific guidelines have to be formulated, that will insure that no compromising information will be published on social media. This is so that DNV Norway can continue to embrace their position as a neutral third party, while still being active on social media.

3) Specific suggestions

- Profile clean-up.
- Create specific job descriptions for every EBA task and recruitment of EBAs.
- Create one Facebook profile for DNV Norway in addition to the career page for DNV Norway and deactivate all other social media profiles for DNV Norway.
- Incorporate Employer Branding through social media as a part of all trainee programs for DNV Norway. This is to stress the importance of branding at an early stage in the on- boarding process. Over time, this will lead to employees who

understand the importance of EBA tasks, which in turn might contribute to a larger amount of resources for branding at a later stage.

- Hire a fulltime social media employee. To have one employee who can focus 100% on DNV Norway's presence in social media might save DNV Norway both time and money. It could also make the organisation of the EBA concept easier; EBAs will have one point of contact for questions, stories, maintenance, etc. However, we do realise that this measure may be difficult to implement for the time being.

7.0 WHAT'S IN IT FOR DNV?

DNV is a geographically dispersed organisation that operates in a competitive market, where the struggle for talents and competence is strong. In the first section, these were some of the key factors that were introduced as vital for an organisation to develop a strong and unique identity. DNV already has a strong brand and powerful values, but due to the lack of a clear strategy concerning Employer Branding, especially through social media, DNV Norway has to some extent fallen behind in the competition for scarce talents online.

The goal of organisational identity creation is to shape both the internal organizational culture, as well as the organizational reputation, and we believe that DNV Norway, by the use of EBAs will strengthen their identity both internally and externally. The use of EBAs and the increased visibility online may result in a stronger affiliation to DNV Norway. Additionally, it will make the DNV brand more visible and available for external stakeholders, and thus enhance their reputation. A good reputation is a prerequisite for recruiting the top talents, but also in retaining current employees.

This report has had several goals. First, we have brought to attention the immense importance for companies to be visible and active online. Secondly, we have shown that in order for this to work, the entire organisation has to be involved, from the top management throughout the organisational structure. And last, but not least, this report will hopefully act as basis for the EBA-concept to evolve and develop in DNV. Both the managers and the employees are positive, so DNV Norway has the basis and the enthusiasm needed for the EBA-concept to be implemented. Now is the time for action!

8.0 CONCLUSION

For a company wanting to brand itself, social media is essential. Social media platforms hold a great potential for Employer Branding, and it is a low cost option for reaching the masses in an efficient way. In this report, we have been investigating whether and to what extent DNV Norway's employees, through social media, can function as Employer Brand Ambassadors. Here are some of the key findings from our research:

There is a vast potential in DNV Norway for engaging the employees as Employer Brand Ambassadors. Both the surveys and the focus group interviews indicate that the majority of the employees probably would embrace an ambassador role, as long as the organizational framework is in order. In addition, the majority of the managers were positive about encouraging their employees to function as Employer Brand Ambassadors. However, in order for this to work, there has to be a sound social media strategy and a thoroughly formulated framework.

One of the largest obstacles in branding online is when the path from creating to publishing becomes inefficient. We have thus made a recommendation for how DNV Norway should organise their Employer Brand Ambassadors, in order for this path to become more efficient. DNV Norway needs to find a compromise between the need for control of information, due to DNV's position as a neutral third party and their confidential projects, and the demand for social media to be dynamic and efficient. The recommendation we introduced above is one way that DNV could find this compromise.

We also suggest a four-stage plan that DNV Norway may follow. The social media sphere is vast and complex and this four-stage example could potentially give DNV Norway a head start with their social media strategy. This example illustrates our major finding; the need for a good and specific social media strategy, the need for concrete guidelines, and an easy and efficient framework.

It is our belief that all companies would benefit from creating an online strategy to attract potential employees. Employer Brand Ambassadors is a cost-efficient way to enhance a company's awareness and visibility in a competitive struggle for attracting and retaining employees. In

addition, it is a great way to strengthen an organisational culture, as well as including the employees and enhance the company's values and identity. Employer Brand Ambassadors are essential in meeting modern challenges and opportunities.

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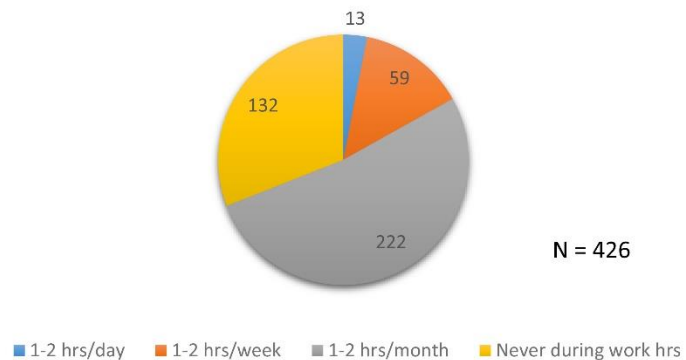
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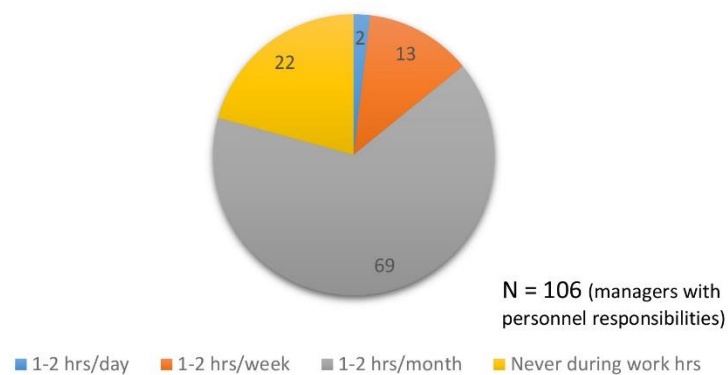
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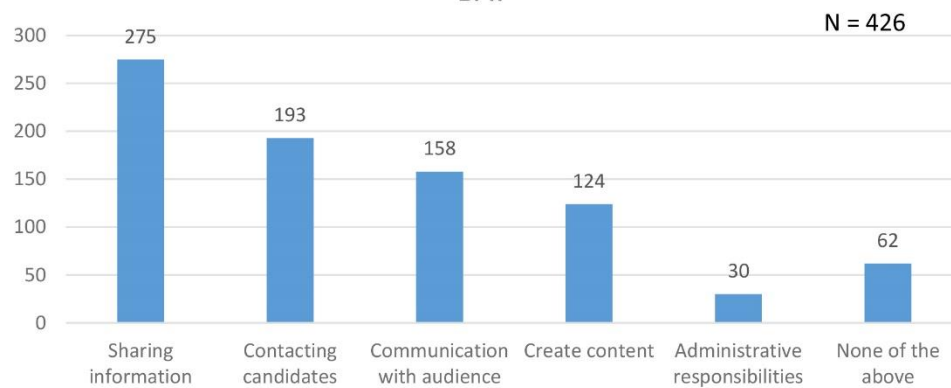
How much time would you be willing to spend on BA activities?



How much time would you be willing to let your own employees spend on BA tasks?



Which tasks would you be interested in performing as a BA?



Appendix 2: Revised mandate**Cutting Through the Clutter in Social Media - Project Mandate***DOCUMENT ORIGIN*

AUTHOR	OPERATION UNIT
Prosjektforum UiO	

CHANGE HISTORY

VERSION	DATE	CHANGES
	12 February 2013	Document created

REVIEW AND APPROVAL

COMPANY	NAME	DATE	SIGNATURE

DISTRIBUTION

COMPANY	NAME	LOCATION	ACTION	INFO
UiO	Tian Sørhaug			
DNV	Martine Hannevik			
BI	Jan Ketil Arnulf			

The Project Mandate documents the agreement between the project manager and the project Steering Committee about

ORGANIZATION

ROLES	NAME	UNIT	SIGNATURE
Client/ Customer (Project owner)	Det Norske Veritas		
Project responsible	Prosjektforum ved Universitetet i Oslo		
Project Manager	Martine Hannevik		
Project Team	Morten Sars Sandra Herlung Hanne Kristine Vederhus Irina Zubchenko Linn Mikkelsen Mentor: Jan Ketil Arnulf, Dean Associate Professor, BI		

Project Description

In which ways can DNV use internal Brand Ambassadors to increase the awareness of DNV's employer value proposition through social media, with the aim of attracting new employees?

Background

In 2011, the programme “Securing Future Talent” was initiated by Group HR, with the aim of addressing common principles, processes and practices for employer branding, recruitment and on boarding.

Research showed that while the competition DNV is facing in retaining and attracting employees is intense, DNV is underemphasizing its unique purpose, vision and values in its branding to existing and potential employees. Hence, one of DNV’s main goals is to strengthen their reputation as a desirable place to work. One of the main focus areas is to increase the awareness of DNV's employer value proposition, “Opportunities beyond business”, externally.

In 2012, Gambit completed a digital communications and marketing review, which revealed that DNV's key audience is online, and that various social media platforms have strong potential and opportunities for employer branding and recruitment.

Moreover, existing employees have expressed that DNV is a great place to work and that they take pride in working for DNV. Thus, DNV wishes to use internal brand ambassadors to reflect the company’s values, and to increase potential employees’ awareness of both personal and professional opportunities in DNV, through social media.

This project is a collaboration between DNV and the University of Oslo. Master students from the program Organization, leadership and work gain experience and knowledge from working with real-life projects.

Business oriented goals

- Attract new employees
- Support reduction of employee turnover through:
 - Further building on employee's pride in working in DNV
 - Increase employees' awareness of the opportunities for personal, professional and career development in DNV
- More coordinated adverts and other marketing related activities
- A stronger and more visible reputation as a great place to work
- Use internal Brand Ambassadors to transmit DNV's values externally

Project Oriented Goals

- Map engineers' social media behaviour to find out how to get the message through to them
- Map whether DNVs existing employees are interested in becoming Brand Ambassadors
- Increase DNVs visibility in social media
-

Scope

- A survey will be undertaken, as well as focus groups and in-depth interview to map the following:
 - Engineers' behaviour in social media
 - When, where and how
 - Is there any difference between juniors and seniors?
 - Existing employees' interest in becoming Brand Ambassadors
 - Who are they?
 - What will inspire them to act as Bas?
 - What is a Brand Ambassador and does he/she do?
- Applicable theory will be included in the report

Deliverables

- A minimum of three feasible suggestions, ready for implementation
- Monthly project updates
- An oral presentation in April

- A report will be delivered in May

Assumptions

DNV will implement a stronger and more active social media strategy.

Limitation/ Risks

- Earlier presentation than originally planned
- The project's main contact person, Martine Hannevik, is leaving at the end of April
- Group conflicts

Challenges And Success criteria

There must be a strong desire and a willingness to invest the resources necessary to be present and active in social media.

Internal project organization/ Responsibilities

Project leader: Morten Sars

Product leader: Linn Mikkelsen

Research: Irina Zubchenko

Meeting and conference; Sandra Marie Herlung

Communication: Hanne Kristine Vederhus

Change Management within Project

All Change Requests have to be documented and approved by Project Manager. All changes have to be evaluated with regards to their impact on cost (including resources), time and scope. Any change that has implication on above factors needs to be approved by client, before implemented.

Project TimeFrame

Start date	End date
17 January 2013	07 June 2013

Major milestones

Milestone	Original plan
1. When revised mandate has been delivered and approved	
2. When research has been completed and analysed	
3. Midway evaluation of project	
4. When oral presentation is prepared and rehearsed	
5. When the report is finalized and project is closed	

Budget estimates

N/A

Date/Sign < Client /Client Project Responsible >

Date/Sign < Project Manager >

Appendix 3: Research guides

A 3.1. Focus group interview guide

Bakgrunnsvariabler: Navn, kjønn, alder, antall år i DNV, stilling (stillingsprosent)

Litt om sosiale medier

1. Utgangspunkt sosiale medier- aktivitet:
 - a. Hvilke sosiale medier benytter du deg av?
 - b. Hvor aktiv er du på sosiale medier? (Hva legger du i aktiv?)
 - c. Følger du noen av DNV sine profiler på sosiale medier?
2. Har du noen tanker om DNV sin tilstedeværelse på sosiale medier?
 - a. Hva tenker du om DNV sin synlighet på sosiale medier?
3. På hvilke måter tenker du at DNV bør operere på sosiale medier (gjøre annerledes)?
 - a. Har du lagt merke til andre tilsvarende bedrifter/selskaper som gjør en god profil på sosiale medier?
 - b. Dersom ja; hvem, og hvordan?
 - c. Forslag til konkrete tiltak DNV kan gjøre?
4. Er det en spesiell sosial media-plattform du føler du behersker bedre enn andre?

Introdusere brand ambassadors

En Brand Ambassador er en ansatt som jobber aktivt med å promotere selskapet som «merkevare», i dette tilfellet «merkevaren» DNV. Brand Ambassadoren skal være bedriftens ansikt utad, hvor han/hun formidler og kommuniserer bedriftens image, identitet og verdier. På sosiale medier vil dette tilsi å jobbe aktivt for generelt å øke synligheten til og oppmerksomheten rundt DNV, særlig med det formål å tiltrekke seg potensielle nye ansatte.

Vårt formål er ikke å rekruttere konkrete BA's, men å kartlegge hva disse bør og kan gjøre, hvilke ansatte som kan passe til en slik rolle, samt hvilke incentiver som bør ligge til grunn. Vi vil altså hovedsakelig kartlegge muligheten, villigheten og tilbøyeligheten for Brand Ambassadors i DNV og utforme et forslag som vi vil bringe videre til ansvarlige for Employer Branding i DNV for vurdering om implementering.

BRAND AMBASSADOR

5. Hva ser du for deg at en BA gjør?
 - a. På hvilke sosiale medier tenker du at en BA bør være mer eller mindre synlig?
 - b. Hva ville du personlig kunne tenke deg å gjøre i en slik rolle?
6. Tror du mange på DNV ville ha vært interesserte i en slik rolle?
 - a. (Hvis ja og hvis nei)
7. Tror du det er stor forskjell mellom juniorer og seniorer (ang. villighet)?

INSENTIVER

8. Hva skal til for at du ville tatt på deg en slik rolle?
 - a. Opplæring/workshop
 - b. Ville arbeidsoppgavene eller tittelen være tilstrekkelig?
 - c. Lønn, avspasering?

- d. Kurs, foredrag, seminarer?
- e. Annet?

TID/OMFANG

- 9. Med tanke på rapporterings- og faktureringsystemene hos DNV, hvor mye tid ville du ha vært villig til å bruke på en Brand Ambassador-rolle?
 - a. Månedlig, ukentlig, daglig
- 10. Sett bort ifra faktureringsystemene, hva ville ha vært en ideell tid å bruke på en slik rolle?
- 11. Når ser du for deg å arbeide som BA: Alene/sammen med andre? I arbeidstiden/utenfor arbeidstiden?
- 12. Hvor lenge tenker du er en ideell lengde på et Brand Ambassador «engasjement»?

OPPGAVER

- 13. Hvilke oppgaver ser du for deg at en BA har?
 - a. For eksempel: svare på spørsmål fra potensielle arbeidssøkere? Legge ut informasjon, bilder, filmsnutter og lignende fra DNV? Være moderator på en profil som for eksempel Facebook eller Twitter? Søke etter og innhente informasjon, nyhetssaker etc. for å poste dette på sosiale medier?

SOSIALT

- 14. Kunne du tenke deg å..
 - a. samarbeide på tvers av kontorer/avdelinger?
 - b. arbeide individuelt?

AVSLUTNINGSVIS

- 15. Kunne du eventuelt tenke deg en rolle som Brand Ambassador?
 - a. Hvis nei- hvorfor?
 - i. Hva kunne ha fått deg til å endre mening?
 - b. «Hvis ja og dersom du ønsker kan du skrive navn, eposten din og telefonnummer her dersom dette skal gjennomføres»

A 3.2. External survey

The aim of this survey is to map engineers' use of social media.

This survey is a part of a larger project at the University of Oslo that focuses on social media and employer branding in engineering companies. It does not matter if you are currently working in an engineering company or not, your answers will equally helpful.

Your anonymity is guaranteed, and the survey will take approximately 90 seconds.

For questions regarding this survey, please contact mortesar@student.sv.uio.no

Thank you for participating!

Demographic questions

1. What is your highest completed education?
 - Civil engineer
 - Engineer
 - I am studying to become a Civil engineer or engineer.
 - I am not an Engineer.
 - Other?
 - _____
2. Gender:
 - Female
 - Male
3. Age:
 - -24
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - + 65

Social media practice

4. In which social media platforms are you active?
 - Facebook
 - Twitter
 - LinkedIn
 - Youtube
 - Instagram
 - Google+
 - Blog
 - Other
 - a. which? _____
 - I don't use social media

PLEASE NOTE: multiple answers possible

5. To what extent do you use social media to...

(graderinger)

- Follow people or companies
- Share others information (videos, pictures +)
- Find information
- Post information (updates, tweets, blog posts +)
- For social reasons
- Other
 - _____?

PLEASE NOTE: multiple answers possible.

6. Do you use social media to share....

- Videos
- Personal pictures
- Tweets/comments
- Job vacancies
- Information about your own employer
- Information about other companies
- Articles, news, chronicles
- Fun stuff
- Your own events
- Other info – What?

- _____
- I don't share anything in social media.

PLEASE NOTE: Multiple answers possible.

7. Have you ever used social media platforms to find information about potential employers/ companies?

- Yes
- No
- Not sure

8. If yes, where did you find this information?

- Facebook
- Twitter
- Youtube
- Instagram
- LinkedIn
- Google+
- Blogs
- Other

- If other: where?

PLEASE NOTE: Multiple answers possible.

9. How often do you visit your current company/employer's social media platforms?

- Never
- Less than once a month

- Monthly
- Weekly
- Daily

10. Are you satisfied with your company's appearance in social media?

- Not satisfied
- Somewhat satisfied
- Satisfied
- Very satisfied
- I have never visited my company's social media platforms

11. When do you normally use social media platforms?

- In the morning
- In the afternoon
- In the evening
- At night
- Several times throughout the day

PLEASE NOTE: Multiple answers possible.

12. Which device(s) do you use to visit social media platforms?

- Personal computer
- Work computer
- Mobile phone
- Tablet

PLEASE NOTE: Multiple answers possible.

13. Any comments or suggestions?

(open response)

Thank you for your answers!

A 3.3. Internal survey

* There have been some changes in the survey as it was additionally formulated in Questback before released.

Below is TEXT for email to the survey recipients and/or for the first step of the survey:

At DNV, we are now more than 10,000 colleagues in 100 countries who share a meaningful vision: to make a global impact for a safe and sustainable future. In order to continue to make the impact we strive for, we are dependent on attracting and keeping top qualified people who share our values. Therefore, DNV has recently increased the focus on how we are branding and communicating DNV as an attractive place to work.

A Brand Ambassador is a current employee who promotes his/her company as a «brand». A Brand Ambassador promotes the company's image, identity, and values. In social media, a Brand Ambassador can actively increase the awareness of both personal and professional opportunities in DNV through his/her own networks.

This survey aims to collect insight into how we can improve the use of social media for attracting and retaining colleagues. We would appreciate a few minutes of your time to get your feedback on this.

Your answers are confidential.

PLEASE NOTE: By adding your e-mail address at the end of the survey, confidentiality no longer remains.

If you are not active on social media platforms, your answers are still very valuable to us!

Background information

The first questions about background information are important for statistical purposes.

1. Gender
 - a. Male
 - b. Female
2. Age
 - a. Under 24
 - b. 25-34
 - c. 35-44
 - d. 45-54
 - e. 55-64
 - f. Older than 65
3. Number of years' total professional work experience (netrekksmeny)
4. Number of years working in DNV (netrekksmeny)
5. Main office location (nedtrekksmeny) (Multiple answers possible)
 - a. Høvik
 - b. Bergen

- c. Bodø
- d. Florø
- e. Fredrikstad
- f. Førde
- g. Harstad
- h. Haugesund
- i. Mo i Rana
- j. Måløy
- k. Sandefjord
- l. Stavanger
- m. Stord
- n. Tromsø
- o. Trondheim
- p. Ulsteinvik
- q. Ålesund
- r. Other

6. Nationality (netrekksmeny alle DNV-nasjonaliteter i Norge)

7. DNV Division /region (nedtrekksmeny)

Use of social media

The next few questions are related to your use of social media in private and work related.

8. On what social media platforms do you have a profile?

(Multiple answers possible)

- a. Facebook
- b. Twitter
- c. LinkedIn
- d. YouTube
- e. Instagram
- f. Google+
- g. Blog
- h. None
- i. Other
 - i. Where? (Open response)

9. How often do you share information on <Facebook, Twitter...>?

- a. Never
- b. Yearly
- c. Monthly
- d. Weekly
- e. Daily
- f. Several times daily

10. Do you share work related content through <Facebook, Twitter...>?

(Route to questions 11 if yes).

- a. Yes
- b. No
- c. Not sure

11. How often do you use <Facebook, Twitter...> to share work related content?

- a. Never
- b. Yearly
- c. Monthly
- d. Weekly
- e. Daily
- f. Several times daily

12. What kind of work related content do you share?

- a. Job vacancies
- b. Links/News/Blogs
- c. Corporate photos/videos
- d. Work related photos/videos from travels, social arrangement etc.
- e. Hash tags
- f. Other
 - i. What? (Open response)

Brand Ambassadors

The following questions are related to being a Brand Ambassador* for DNV.

*A Brand Ambassador is a current employee who promotes his/her company as a «brand». A Brand Ambassador promotes the company's image, identity, and values. In social media, a Brand Ambassador can actively increase the awareness of both personal and professional opportunities in DNV through his/her own networks.

13. Do you consider yourself an active 'Brand Ambassador' for DNV today?

- a. Yes
- b. No
- c. Not sure

14. (if NO on question #13) Would you be interested in being a more active brand ambassador on behalf of DNV?

- a. Yes
- b. No
- c. Not sure

15. (only if NO on question #14 and route directly to question #19) What is your main reason for not being interested in being a more active Brand Ambassador on social media platforms? (multiple answers possible)

- a. I do not have a profile on any social media platforms
- b. My social media network is not big enough
- c. Time consuming
- d. Want to keep social media platforms private

- e. I do not understand the benefits
 - f. Uncertain about DNV's guidelines for social media
 - g. Other?
 - i. Why? (Open response)
16. How much time would you be willing to spend on Brand Ambassador activities on social media platforms?
- a. 1-2 hours per day
 - b. 1-2 hours per week
 - c. 1-2 hours per month
 - d. Never during work hours
17. Picture yourself as a Brand Ambassador for DNV on social media platforms, which tasks would you be interested in performing?
(Multiple answers possible)
- a. Sharing information (e.g. job vacancies, links, news, photos, video)
 - b. Taking an active and creative part in creating content (e.g. status updates, news, photos)
 - c. Communicating with the audience (e.g. answering questions, posting comments)
 - d. Contacting possible candidates you know for positions in DNV
 - e. Take administrator responsibilities for DNV's social media platforms
 - f. Not interested in performing any of the above tasks
 - g. Other
 - i. What? (Open response)
18. When and where are you willing to act as a Brand Ambassador through social media platforms?
(Multiple answers possible)
- a. During working hours, at the work place
 - b. During working hours, outside of the work place
 - c. Outside working hours, at the work place
 - d. Outside working hours, outside of the work place
 - e. Anytime, anywhere
19. What would motivate and help you becoming a more active Brand Ambassador on social media platforms?
(Multiple answers possible)
- a. No incentives needed
 - b. Support from your manager or HR representative
 - c. Courses, lectures, and/or seminars to help me understand what I can do
 - d. Relevant information, materials and tools to share about DNV
 - i. Please give examples: (Open Text field)
 - e. Allowed dedicated time for promoting DNV
 - f. Brand Ambassador work registered as chargeable hours
 - g. Other incentives?

i. What? (open response)

20. Are you a manager with personnel responsibilities? (If yes, route to question 21, 22 and 23)
- Yes
 - No
21. What do you think about encouraging and engaging DNV employees as Brand Ambassadors with DNV?
- Excellent idea!
 - Good idea
 - I don't mind
 - Bad idea
 - Very bad idea
22. How much time would you be willing to let your own employees spend on Brand Ambassador activities on social media platforms?
- 1-2 hours per day
 - 1-2 hours per week
 - 1-2 hours per month
 - Never during work hours
23. Are you interested in becoming an active Brand Ambassador for DNV?
If yes, please type your email address here: (Open response)
24. Are you interested in participating in a focus group interview regarding DNV's work within encouraging and engaging employees as Brand ambassadors?
If yes, please type your email address here: (Open response)