



Employer Branding for Oceanário de Lisboa

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Dissertation written under the supervision of Professor Rute Xavier, with the collaboration of industry expert Inês Pinto Coelho at Oceanário de Lisboa.

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Abstract:

Attracting and retaining top talent in the competitive landscape of human resources, employer branding is one of the key factors to a successful execution. This Consulting Project dissertation explores, understands, and refines the employer branding of Oceanário de Lisboa, to make it more appealing to the candidates in the area of management, both internationally as well as locally. The paper digs deep into the topic of employee value proposition, employer branding, employee experience as well as the compensation structure in order to understand what the key influencing factors are to the job seekers market.

The study aims to identify what the strengths and opportunities are for Oceanário to enhance their employer branding strategy. It also pinpoints the weaknesses of the organization, like the challenge of the company being perceived as an activity center, and not as a potential workplace. Besides this, it also addresses the deficiencies from an employer perspective, like incomplete job advertisements. To ensure comprehensive job description and clear communication to draw in new talent, different strategic recommendations were made.

In conclusion, the consulting project serves as a guide for Oceanário to refine and enhance its employer branding strategy by utilizing some of the recommendations given to attract top talent, foster a positive work culture and position itself as a top employer in the competitive job market.

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Resumo:

Atraindo e retendo os melhores talentos no cenário competitivo de recursos humanos, a marca do empregador é um dos principais fatores para uma execução bem-sucedida. Esta dissertação de Projeto de Consultoria explora, compreende e aprimora a marca do empregador do Oceanário de Lisboa, tornando-a mais atraente para candidatos na área de gestão, tanto internacionalmente quanto localmente. O trabalho aprofunda-se no tema da proposta de valor ao empregado, marca do empregador, experiência do empregado, bem como na estrutura de compensação, a fim de entender quais são os principais fatores de influência no mercado de candidatos.

O estudo visa identificar quais são as forças e oportunidades para que o Oceanário aprimore sua estratégia de marca do empregador. Também destaca as fraquezas da organização, como o desafio de ser percebido como um centro de atividades e não como um local de trabalho potencial. Além disso, aborda deficiências sob a perspectiva do empregador, como anúncios de emprego incompletos. Para garantir uma descrição abrangente do trabalho e comunicação clara para atrair novos talentos, foram feitas diferentes recomendações estratégicas.

Em conclusão, o projeto de consultoria serve como um guia para o Oceanário aprimorar sua estratégia de marca do empregador, utilizando algumas das recomendações fornecidas para atrair os melhores talentos, promover uma cultura de trabalho positiva e se posicionar como um empregador de destaque no mercado de trabalho competitivo.

Título: Marca do Empregador para o Oceanário de Lisboa

Autor: Enikő Ecséri

Palavras-chave: Proposta de Valor o Colaborador, Marca do Empregador, Experiência do Empregado

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1. Introduction

1.1. Oceanário: Exploring the World Beneath the Waves

Oceanário de Lisboa is located in Lisbon, the capital city of Portugal. It is not only an impressive architectural construction but also a symbol to the union of human creativity and a commitment to the preservation of the environment. In 1998 on the Lisbon Specialized Expo (Expo '98) a well-known architect Peter Chermayeff laid the grounds of the institution. The Oceanário consists of two main buildings. One is the Oceans Building, which houses a stunning main aquarium and carefully designed marine ecosystems, and the other is the Sea Building. The former is considered as a tribute to Lisbon's maritime history, while the latter is a modern addition that opened its doors in 2011. Together, these tell a compelling story of the deep connection between humanity and the world's oceans. As of today, the Oceanário remains open to the public throughout the week, providing the opportunity to experience some of Europe's most precious marine life.

In addition, Oceanário's vision is firmly rooted in its commitment to ocean sustainability and marine life conservation. This dedication is shown through various initiatives for conservation, hosted educational programs, research collaborations and awareness-building efforts. The Oceanário aims to inspire a global movement that is dedicated to the conservation of the oceans and the well-being of sea life. It symbolizes a responsibility to protect and value the incredible diversity of marine life.

The Oceanário de Lisboa thrives as an energetic hub of activity. It is driven by a dedicated and skilled workforce distributed across various specialized divisions. Besides the management team and the customer service personnel, the workforce includes professionals such as marine biologists, educators, and conservationists. Collectively, 78 full-time employees and 8 interns, of which 60% have a life science background. These individuals work harmoniously together to create a rich collection of experiences tailored to engage a wide range of visitors, regardless of age and interests. These divisions operate together to uphold the institution's devoted commitment to education, conservation, and the propagation of responsible environmental practices.

Within the Oceanário de Lisboa, each division plays a cardinal role in the realization of its complex mission. Marine biologists are not only ensuring the well-being of the aquatic species residing within the institution, but also engaging in comprehensive research.

Educators organize engaging programs and workshops that capture visitors' curiosity and provide in-depth knowledge of marine ecosystems. Experiences like “Nature Experiences” or “Guided Tours”, where they create the opportunity to embark on a Tagus River tour to see dolphins and observe them in their natural habitat. Meanwhile, the dedicated customer service professionals serve as welcoming ambassadors. They are ensuring that every visitor's experience is seamless, informative, and memorable, by providing insights into the wonders of the ocean. Special initiatives like "Birthday parties" and the thrilling opportunity to "Sleep with sharks" provide unique experiences for younger audiences. The institution also offers cultural experiences like "Fado for Kids" which makes the visit even more memorable for children. Conservationists are at the lead of environmental protection, actively participating in local and global conservation efforts to address crucial issues such as climate change and the protection of endangered species. Oceanário has a “Manta Conservation Experience” where divers can actively participate in marine conservation efforts. This program allows divers and researchers to work together to make a meaningful contribution to the conservation of manta rays and the overall health of the ocean ecosystem. The divers can participate in hands-on research activities, by this they can gain valuable insights into the lives of manta rays and help the preservation of these sublime creatures and their habitats.

To sum up, the Oceanário de Lisboa can't be considered as a mere aquarium; it is an institution where human passion, scientific knowledge, and an unshakable commitment to the ocean meets. The dedicated team propels Oceanário's mission forward, inspires a deep appreciation for marine life, conservation, and responsible environmental stewardship.

1.2. Problem Statement

The Oceanário has recognized a challenge in the recruitment of new talent and is actively seeking to understand how it can enhance its employer branding to effectively address this issue. Recognizing the importance of a strong employer brand, especially in the competitive job market, the organization is committed to finding solutions. The identification of this challenge reflects Oceanário's proactive approach to ensuring its ability to attract and retain top talent, both in the field of life sciences and within the management domain.

By addressing this issue, Oceanário aims to strengthen its position as an employer of choice, fostering a work environment that appeals to skilled professionals in various disciplines. This strategic initiative underscores the organization's commitment to continuous improvement

and adaptability, ensuring its sustained success in recruiting and retaining high-caliber individuals who contribute to the institution's mission and objectives.

1.3. Research Questions

1RQ: How is Oceanário currently perceived as an employer, and what attracts or deters potential candidates?

2RQ: What are the best practices in employer branding employed by other organizations in the market, and what can Oceanário learn from them?

3RQ: Which specific attributes and characteristics can Oceanário emphasize to increase its appeal to prospective employees and strengthen its employer branding?

2. Literature Review

2.1. Introduction

Human Resource Management (HRM) is a constantly changing area. However, there are the correlated topics that can be highlighted: Employer Branding, Employee Experience, and Compensation. These areas are majorly important for organizations that are looking to attract and then retain top talent. Besides that, motivating the existing talents is also something to mention here. This literature review combines research from various sources, to provide a comprehensive understanding of these parts of HRM. It also offers insights for organizations to easily handle the challenges of building a robust employer brand, to enhance the employee experience and to optimize their compensation strategies.

2.2. Employer Branding

Employer Branding has become a pillar of Human Resource Management (HRM). It focuses on the creation of a compelling image of an organization as an employer. Backhaus and Tikoo (2004) have laid a solid foundation for understanding employer branding by introducing various theoretical perspectives. Their research includes the Resource-Based View (RBV) theory, internal and external marketing, psychological contract theory, and brand equity theory. Their thoughts highlight the significant impact of employer branding on many aspects: on organizational identity, employee engagement and productivity. This confirms the need for balanced information and accurate brand messages to shape employee expectations.

In 2010 Edwards expanded on this perspective. He emphasizes the connection between employer branding and the psychological contract literature. The psychological contract plays a crucial role in shaping an organization's employment brand. This was outlined by Rousseau (1989, cited by Edwards, 2010). It distinguishes between relational and transactional psychological contracts. While doing this it is also aligning with an organization's characteristics, thereby influencing employee identification.

Leekha and Sharma (2014) contribute to this research by identifying key organizational attributes that employees value. These values are corporate culture, opportunities for training and development, and the quality of relationships with supervisors. Besides that, there are factors recognized as critical in upholding a positive employer brand. These factors include employee empowerment, a sense of belonging within the company, and opportunities for recognition and appreciation.

To summarize, the mentioned perspectives confirm the need of employer branding. Besides that, organizational success is also highly impacted by them. Furthermore, they highlight that a strategic approach is necessary to manage employer-employee relationships. Understanding and leveraging these concepts can significantly contribute to both attracting and retaining talents and to keep them engaged on the long term.

2.3. Employee Experience

The association between employer branding and Employee Experience (EX) is underlined by Eccles et al. (2007). For modern job seekers an organization's reputation matters a lot, but also work culture, and career advancement opportunities are important factors as well when evaluating their future potential employers. To achieve to a positive EX, a strong employer brand and a clear Employee Value Proposition (EVP) is necessary. This positive EX enhances individual and organizational performance.

Furthermore, an inclusive leadership plays a crucial role in maintaining a positive EX. This was explained by Panneerselvam and Balaraman (2022). These leaders prioritize people, constantly ask for feedback, and create a culture of trust and inclusion which creates a sense of belonging among employees. This aligns with attributes that were identified by Leekha and Sharma (2014). According to their research, having supportive and encouraging colleagues and a culture of open communication greatly contributes to the above-mentioned qualities.

2.4. Compensation

Compensation stands as a fundamental component of HRM. Recent researchers have identified several noteworthy trends and research areas to underline this importance. Attention to individualization became a significant trend, which results in two specific research directions. Researchers examine the effects of personal characteristics on individual employees' reactions to different compensation systems. These characteristics consist of personality, gender, and group status. This extends beyond the traditional examination of

average employee responses to pay practices (Fulmer & Shaw, 2018). The goal is to understand how each pay system interacts with individual differences to attract or repel certain types of employees.

This reflected in research that considers a secondary focus: individualized pay structures. HR systems that are strategically differentiating among employee types have been explored over time. The use of individualized work arrangements also has been studied. These are often initiated at the employee's request (Rousseau et al., 2006).

Recent studies highlight the widespread of idiosyncratic work arrangements (Rosen et al., 2013). Field research has also begun examining the case of exceptions that were made for certain employees to prevent excessive demotivation (Maltarich et al., 2017). Alongside those research, related investigations were made into other employees' reactions to such exceptions (Abdulsalam et al., 2021). In summary, research for individualization has expanded to explore many aspects of individualized pay structures and their implications in HR.

Additionally, it is important to disclose the compensation system in place, and the procedures related to pay communication. This research highlights the importance of providing accurate information to employees about their pay and ways to increase it, as well as addressing some of the societal concerns about pay inequality. Research in this area explores the impact of pay communication and transparency practices on social comparisons of wages. These are categorized into various categories such as transparency of pay outcomes, transparency of pay processes, and level of restriction on employee pay communication (Arnold & Fulman, 2019; Colella. et al., 2007).

There is a noticeable shift in research regarding retirement, health, and work-life benefits. Historically, employee benefits did not get much attention, but recent research has expanded the exploration of work-life and health-related benefits. While earlier research primarily concentrated on employee satisfaction with benefits as individuals, recent studies have put much more focus on examining the strategic implications of offering such benefits at the organizational level.

Some research has found that offering supplemental retirement plans can lead to lower property and liability insurance premium costs, potentially due the fact that such plans attract higher-quality employees (Werner et al., 2016). There is also growing research on health-related benefits, particularly examining employee reactions to healthcare benefits and the

impact of wellness programs on worker health and productivity (Pfeffer et al., 2020; Gubler et al., 2018).

Furthermore, research in the field of work-life benefits focuses on family related matters as well. They observe employee reactions to various work-life policies, seeking to understand the outcomes of work-family supports and family-friendly policies. These studies often consider outcomes like work-family conflict, job attitudes, and individual differences such as gender, marital status, and parental status. However, the literature also highlights that the effects of work-life benefits can be mixed or nonsignificant in some cases. This indicates that there's still a need for improvement and further investigation. (Masterson et al., 2021).

Lastly, although compensation and benefits related research have often been studied separately, it also makes sense to take a look at them as one combined unit. Some recent studies have started to explore total rewards, combining both pay and benefits, to better understand how employees perceive these as a bundle and how they affect the attractiveness of the organizations (Tetrick et al., 2010). Since this is also an emerging trend more comprehensive research will be needed in this area to understand the interplay between different components of total rewards and their impact on employees' decisions and organizational outcomes.

2.5. The Interconnected HRM Landscape

Employer Branding, Employee Experience, and Compensation are closely intertwined in the HRM landscape. Firstly, Employer Branding plays a significant role in shaping the image of an organization and influencing the way employees identify with its values. (Backhaus & Tikoo, 2004) Secondly, Employee Experience assures that the employer branding aligns with the actual workplace culture and opportunities for growth. (Eccles, R. G., Newquist, S. C., & Schatz, R., 2007) Finally, Compensation strategies aim to contribute to a positive work environment. (Fulmer & Shaw, 2018)

In the current competitive job market, it is essential to maintain a strong employer brand, while having a positive employee experience. Besides this having an effective compensation strategy in place can add to the success. These combined is the key for organizations to manage top talent. Companies that can successfully integrate these elements, have the advantages to easier overcome the challenges and take the opportunities. (Universum Report,

2023). The research presented in this literature review provides valuable insights for, while giving directions on optimizing the approach to the above-mentioned areas.

2.6. Employee Value Proposition

The Great Resignation has presented quite some challenges to the employers. In response to the challenges and the increasingly competitive job market, leaders often adopted a seemingly easy strategy: ask about employees' preferences and try to meet them. This strategy usually excessively concentrates on the immediate material aspects and not on the long-term benefits. Material offerings are easy to implement and are immediately appreciated. On the other hand, they are also easily replicable and only offer short-term benefits. This can easily result in a competitive race for talent. (Bonchek & Ovanessoff, 2023).

A more robust strategy involves creating a positive Employee Value Proposition (EVP) that integrates some key factors. Material Offerings, Opportunities to Develop and Grow, Connection and Community, and Meaning and Purpose. These factors include both short and long-term expectations. The only challenge is managing these components in a way that one factor should not undermine the others. To achieve a more successful retention rate, the EVP should align with the long-term needs of the employees. The article emphasizes the issues of prioritization of material offerings over other approaches, and recognizes the importance of growth, community, and purpose for long-term employee satisfaction. (Bonchek & Ovanessoff, 2023).

2.7. Conclusion

This literature review highlights the critical role of Employer Branding, Employee Experience, and Compensation in modern Human Resource Management. It emphasizes the interconnectedness of these aspects and their combined impact on talent acquisition, retainment, and motivation. Effectively balancing these elements are resulting in better positions to succeed in the competitive HRM landscape. Building a strong employer brand which is aligned with a positive employee experience, and an optimized the compensation strategy is the key for organizations. Organizations following this aspect are more likely to secure top talent, which ultimately leads to success and growth.

The insights provided in this review serve as a valuable resource for HR professionals and organizational leaders seeking to leverage these three critical components for organizational success. The key takeaway is that in the complex world of HRM, the synergy of its components is the formula for excellence.

3. Methodology Review

3.1. Introduction

After the first meeting with the client in October, it was clear that Oceanário de Lisboa is an outstanding attraction well-known for its diverse activities as well as their conservation efforts. Despite its good reputation there is a potential in the improvement of their branding strategies, in particular, the ability to position itself as an appealing workplace for management and life science professionals equally. The aim of the company is to maintain its positive image, meanwhile increasing its awareness as a potential employer. The research will inspect the factors that could make Oceanário more attractive to talent, identify suitable platforms to use for outreach as well as gain insights into the job seekers market. It's important to note that the client prefers the research to focus on the external factors, as their internal employment branding strategy is perceived to be effective.

There are several key objectives to identify when focusing on attracting management talent. For example, areas of improvement that can increase the appeal to potential employees. This can lead to strengthening the position as employer of choice. Firstly, it aims to dive into the current perception of Oceanário as an employer, exploring the factors that either attract or deter potential candidates. Simultaneously, the research will conduct a thorough review of employee preferences. This will help to identify and analyze the best practices in employer branding used by other organizations. The research aims to provide valuable insights to tailor the strategies to be more effective for talent attraction. The methodology will use a multi-phased approach, starting with secondary research. It will be followed by a qualitative focus group interview session, winding up with a quantitative questionnaire based on the findings of the focus group. Based on these insights, the goal is to conclude lessons and strategies that Oceanário de Lisboa can incorporate into the employer branding initiatives.

3.2. Secondary Research

The research will start with an in-depth secondary analysis, which will involve a thorough review of existing literature and with an exploration of modern trends around employer branding practices. The aim of this phase is to gain a solid foundation by leveraging insights from already established sources, to support the next stages of the research process. By the secondary research there will be a clear understanding of the topic, which will help to have a more focused and targeted primary research phase. There was internal secondary data provided by the company to support the research process. For example (Appendix 1), the organizational structure will be used to comprehend the management-to-life science ratio within the organization. In addition, job postings (Appendix 2) will be analyzed to understand what they are and identify potential gaps. The company has conducted internal research before with a special focus on internal employee satisfaction, these insights will be incorporated into the survey. In the quantitative survey the job posting provided by the company will be used to understand individuals' perception on the workplace after reading the position description. The aim of this approach is to gain valuable insights into how the company is perceived and to be able identify which are the areas that may need improvement.

3.3. Qualitative Research: Focus Group

The qualitative part of the research will start with a focus group session which will be scheduled for late October. The idea of the focus group session is to gain a deeper understanding of the job seekers market and any insights which will enable to have a more effective survey. When identifying diverse factors that individuals may prioritize in their search process, these insights from the interviews will be a great addition. At this phase, there will be 8 participants, who are mainly Portuguese and Hungarians. These individuals will be between the ages of 22 and 36 years old, some currently pursuing their master studies, while some have completed a bachelor's degree in the management field.

The focus group questions are categorized into different topics. There will be 8 different segments, including the Introduction and warm-up, where the participants receive the information and rules about the session. After there is a more generic topic of Employer Branding and Reputation, followed by Motivations for Work. In the next sections Factors Influencing Job Satisfaction, Benefits and Perks, Peer Influence and Review, Job Searching

Methods are discussed. Finally, there is a section about Oceanário de Lisboa as a potential workplace. (Appendix 1) provides an outline of the focus group script.

For the recruitment of the participants, personal connections will be used to gather individuals who may be related for the research. The session will be recorded and later transformed into a text format, which will include all the questions and the corresponding answers, as outlined in (Appendix 1). Due the nature of the data collection, the data will be analyzed manually, without using any computer program. The assortment of the responses will be done in a logical manner. These patterns and other findings from the discussions will serve as the foundation for the next phase.

3.4. Quantitative Research: Online Questionnaire

The above-mentioned focus group session will provide a solid foundation for building the survey to have the most relevant questions and a wide range of options to precisely understand the important factors of an ideal employer. The research continues with the quantitative phase utilizing an online questionnaire designed through the Qualtrics software. The survey will be spread through social media, online survey groups, and WhatsApp groups of the school. Also, to gain as many Portuguese citizens/ residents as possible, friends will be asked to spread it in their workplace and university. The questionnaire aims to gather structured responses from a broader international audience. It will focus on key factors influencing job seekers and aims to understand the alignment between these factors and participants' perceptions of Oceanário as a workplace. To improve the diversity of the sample, a non-probability sampling technique will be used, more specifically convenience sampling.

3.5. Data Analysis

There will be a rigorous analysis on the collected data, which will include a range of statistical methods. T-tests will be used to compare means of groups based on the demographics (male-female). ANOVA will be used to compare different clusters. Correlation analysis will support the exploration of relationships between different variables. This will give the base of the factor analysis that uncovers underlying dimensions in respondents'

perceptions. By using the cluster analysis, the aim is to create respondent archetypes (homogeneous respondent groups). Taking a thorough approach to data analysis, the idea is to dig deep and uncover meaningful insights from a mix of both qualitative and quantitative data sources. The results obtained from this methodologically diverse approach will serve as the foundation for strategic recommendations, enabling Oceanário de Lisboa to refine its employer branding strategies and cultivate a more attractive workplace for prospective employees.

3.6. Conclusion

Concluding the study, the research methodology will thoroughly explore opportunities for enhancing employer branding at Oceanário de Lisboa. By integrating secondary research, qualitative focus group discussions, and quantitative survey administration it will allow to have a more holistic understanding of job seekers' perceptions. The diverse approach will enable and serve as a foundation to give strategic recommendations to Oceanário. Given this, the company will be able to refine its employer branding strategy with the aim to be a more attractive workplace.

4. Analysis of results

4.1. Secondary Data Analysis

To creation if the secondary data analysis used a wide range of scholarly sources. It includes peer-reviewed articles and academic journals all coming from the field of Human Resource Management. To clarify key concepts related to Employer Branding and Employee Experience, the literature review includes foundational research by multiple different authors such as Backhaus and Tikoo (2004), Edwards (2010), etc. Furthermore, recent studies were used made by Fulmer and Shaw (2018), Rousseau et al. (2006), Arnold and Fulman (2019), and Masterson et al. (2021). for the examination of the Compensation trends. This approach is supported by insights from various perspectives, which ensures a robust foundation for the paper. The scientific nature of the sources increases the credibility of the information, contributing to the overall strength of the dissertation.

Both the scientific data, and information from Oceanário's HR department is included in the secondary analysis. The combination of this information provides valuable insights into Oceanário's operations and overall functionality. In addition, questions, and the corresponding answers from the HR department of Oceanário, offer a detailed understanding of their internal processes, particularly about their internship program. The close working relationship with the HR team, the regular online meetings ensure the good quality of the gathered information. This collaboration guarantees that the proposed solutions are not only accurate but also tailored to the needs of Oceanário. The direct engagement with the HR team serves multiple purposes. It gives the ability to deeply understand their challenges and enables real-time feedback for any adjustments that needs to be made quickly. The partnership between the team and Oceanário's HR department should be highlighted to showcase the depth of the research and Oceanário's commitment to address their unique needs.

4.2. Focus Group Analysis

Insights were gained from the focus group interviews, on the participants perception of what an ideal employer is. Also, it explored the influential factors in their job decisions, motivations for work and highlighted the elements that may contribute to overall job satisfaction. It explored the importance of benefits and the culture of the organization to align with the employees' values. The findings resulted that one of the most important for the respondents is that the employer values align with theirs. There was a strong emphasis on the opportunities for development and the possibility to have a great balance in the work-life. Respondents placed significant importance of the peer recommendations. Participants highlighted preferences for personal office spaces, common areas, and benefits related to healthcare and transportation. Upon considering a job, the results suggested that the organization's location was a key influencing factor. To be able to constantly develop and have opportunities to enhance skills was identified as crucial in order to have long-term commitment. Taking these findings, the information was used to create a more comprehensive survey to not only understand these factors further but also to be able to measure them more effectively.

1. **Employer Branding and Reputation:** From the results it is clear to see than an ideal employer is one who promotes personal/ professional growth and is supportive on work-life balance. There are diverse information sources that include LinkedIn, websites, news, and web searches. Some differentiators were established as well, like directness corporate structure, size, growth opportunities and work-life balance.
2. **Motivations for Work:** There were many different motivations expressed throughout the session, however the most common ones were the financial gains and the type of impact the position has on the CV. The options to work remotely were also highlighted by a few individuals. In order to commit and stay motivated in the long term, wages and support for growth were mentioned.
3. **Factors Influencing Job Satisfaction:** In this section respondents expressed their need of personal preferences and socialization. Other components encompassed extra tools, the type of office and the possibility of the common area usage.
4. **Benefits and Perks:** It was clearly expressed that the base salary is a key factor in the job search process, but other benefits related to health and transportation are also highly valued. The offered benefits are sometimes related with the way an employer is seen by the employee.
5. **Peer Influence and Reviews:** Personal connections are still highly valued when seeking for reviews and recommendations. Online reviews were seen as not always reliable as many times it may not present a balanced view on what an organization is like. Many people stated that they face a challenge navigating through the complex application processes.
6. **Job searching methods:** Primary job searching platforms included LinkedIn and local websites and social media. Job fairs were attended but not found particularly useful. Challenges in job searching included complex application processes.
7. **Oceanário de Lisboa as a Potential Workplace:** Some participants, especially those not from Portugal lacked prior knowledge of Oceanário de Lisboa. For this reason, this section was not an important add to the research. However, some people mentioned that if they were to consider Oceanário as a potential workplace, these factors would be the most important: alignment with skills, career development opportunities, and location.

4.3. Survey analysis

The Figure 1 below provides a snapshot of the profile of the 414 respondents. In terms of age, the majority falls into the 18-54 range with the highest frequency among individuals aged 18-24. The gender diversity was quite equal, with 50% identifying as male and 49.8% as female, while a small percentage identifies as non-binary or third gender. Geographically, interviewees are primarily from Portugal, making up 43.2%, followed by diverse responses from Greece, Hungary, and Italy. A significant proportion holds a master's degree (51%), with others having completed a bachelor's degree or a PhD. The respondents have a wide range of professional experience, the most common being 1-3 years. Employment status diversifies, respondents include employed, unemployed, students, and entrepreneurs, providing an extensive profile of the survey participants. Taking into consideration the circumstances of data collection and the partly exploratory nature of the research, representation cannot be conclusively asserted. Nevertheless, in terms of proportions, there appears to be a fair 50-50 ratio in male-female distribution.

Age	Under 18	0,20%
	18-24 years old	27,50%
	25-34 years old	25,10%
	35-44 years old	24,40%
	45-54 years old	22,70%
Gender	Male	50,00%
	Female	49,80%
	Non-binary / third gender	0,20%
Country	Portugal	43,20%
	Others	56,80%
Education	High School	1,00%
	Bachelor's Degree	45,70%
	Master's Degree	51,00%
	PhD or equivalent	2,40%
Experience	No professional experience	17,40%
	1-3 years of experience	23,40%
	4-6 years of experience	22,20%
	7-10 years of experience	18,60%
	More than 10 years of experience	18,40%
Employment	Employed	28,00%
	Unemployed	25,80%
	Student	26,10%
	Entrepreneur	19,80%
	Retired	0,20%

Figure 1: Demographic Data (Source: Survey Data)

Regarding organizational preferences the results shows a mix of interests. A high number favoring stability and global opportunities of large corporations, but on the other hand the agility of medium-sized enterprises is preferred as well. Local businesses also attract attention. Furthermore, there is a notable interest in socially impactful work, as indicated by the preference for NGOs.

Figure 2 indicates diverse job search habits. Company websites are popular, with frequent and consistent use of 70%. Job search sites like Glassdoor and Indeed see varied but with a substantial usage of 49.5%. LinkedIn is consistently used with a percentage of 64.9. In opposition, Facebook is rarely used, meaning only 0.5% use the platform to look for jobs frequently. Twitter and TikTok show low engagement 0.2% and 0.5% of the survey respondents using them respectively. With 46.4% word of mouth remains influential. Overall, individuals use a mix of online and offline sources in their job search, with LinkedIn and company websites being prominent platforms.

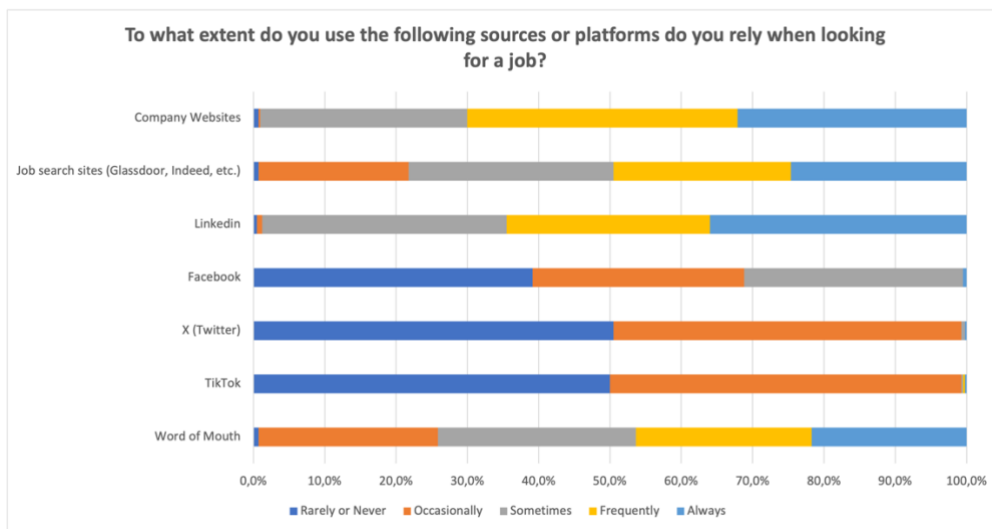


Figure 2: Job searching platforms (Source: Survey Data)

The survey reveals that the opinions of the employees in the organization are given different importance. A substantial portion considers these opinions very or extremely important. Another group perceives them as moderately important. Lastly, a lower percentage finds the opinions slightly important or not important at all. Overall, the data indicate a remarkable emphasis on valuing colleagues' perspectives within the organizational context. Table 1 shows that one sample t-test was conducted to find out how important is the opinions of the people working in the organization. From the results, it is confirmed to be important as the mean (3.90) is significantly higher than 3.5.

There are many challenges that job seekers face in their search for opportunities. Creating an impressive resume is a common hurdle, while navigating online job boards and preparing for an interview are cited as significant challenges. Building professional connections, as well as researching potential employers, also presents obstacles. These challenges collectively contribute to the complexity of the job search process.

The results of the survey show that potential job seekers know Oceanário de Lisboa to a different degree. Almost half of the respondents, consisting of 44.7%, not only recognized the oceanarium but had also visited the attraction. Another substantial group, accounting for 46.4%, demonstrated awareness of Oceanário de Lisboa without having visited it. A smaller proportion, 8.9%, indicated no prior knowledge of the attraction. Overall, these findings highlight a notable level of awareness and engagement with Oceanário de Lisboa. Among the surveyed individuals, a significant number having experienced the attraction firsthand.

To validate the hypothesis that a substantial portion of potential job seekers are familiar with the oceanarium even further, a one-sample proportion test was conducted. The statistical analysis, that is presented in Table 2, confirms that the percentage of individuals unfamiliar with Oceanário de Lisboa is less than 15%, with a p-value of less than 0.001. Consequently, the hypothesis was confirmed, indicating that a significant majority of potential job seekers, more than 85%, know this employer. This insight underscores the widespread recognition of Oceanário de Lisboa within the target demographic. This could potentially influence job seekers' perceptions and preferences.

The task of the responders is to provide descriptors that best capture the essence of Oceanário. From the answers a word cloud was generated to visually represent their responses. Notably, the outstanding associations that emerged from the word cloud indicate that individuals most commonly associate Oceanário with positive attributes such as

acknowledging transportation benefits, receiving fair pay, and fostering personal development were among these factors. Participants rated each factor on a scale of 1-7 with 1 being “Not Important” and 7 being “Extremely Important”. This revealed a preferential hierarchy of their priorities in job considerations uncovering the most influential elements. The result is a clear image of what matters most in employment decision-making.

The matrix table presented below provides a detailed analysis of user perceptions. On the X axis the importance when searching for a job is shown, while on the Y axis, the satisfaction levels associated with various aspects of the job opportunities at Oceanário. In Table 3 (See Appendix) each row represents a different aspect, with the columns indicating the importance for people and the satisfaction of the attributes by the job listing of Oceanário. The average importance and satisfaction scores stand at 4.30 and 4.48 on a scale of 1-7, where 1 being the least important / satisfactory, and 7 being the highest.

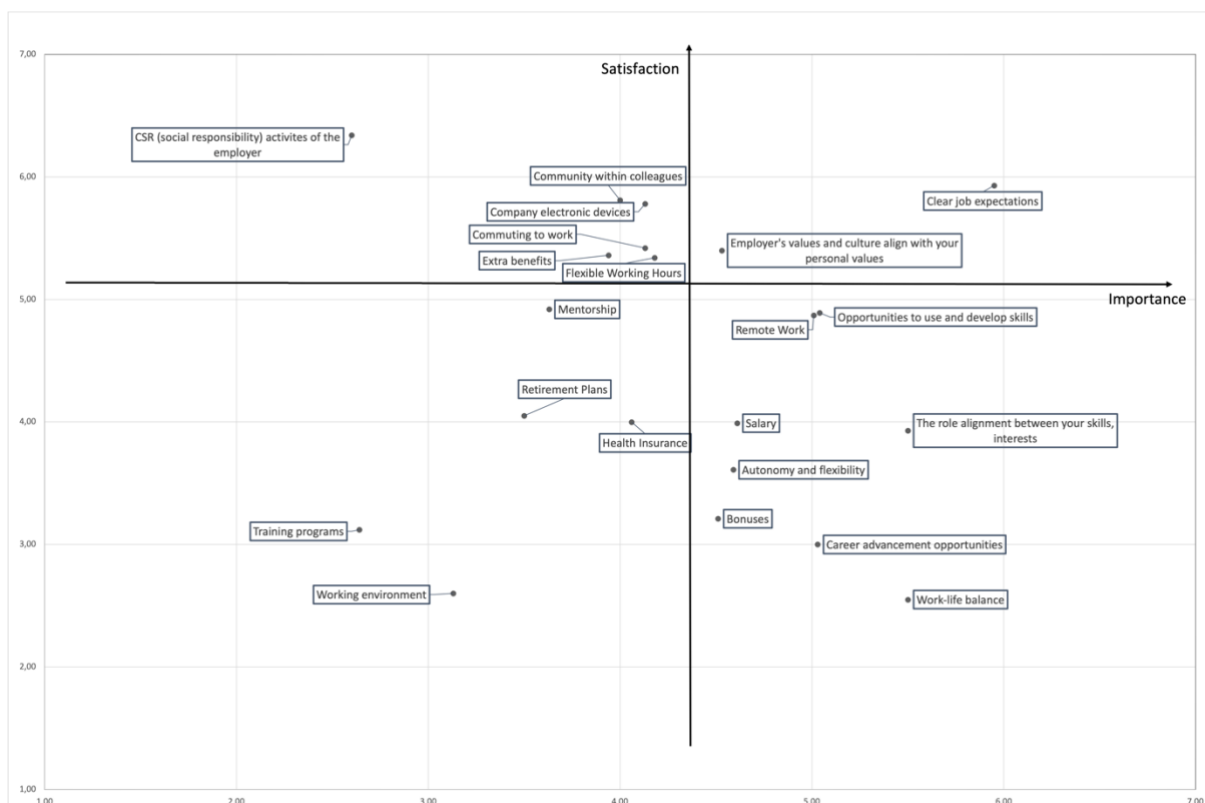


Figure 3: Importance-Satisfaction Matrix (Source: Survey Data)

Clear job expectations receive the highest importance rating at 5.95. This indicates that it's crucial to have well-defined roles when it comes to choosing a job. The satisfaction score for this aspect is also notably high, at 5.93. This suggests that Oceanário is effectively meeting the expectations in this regard.

Just like the clear job expectations, work-life balance, and the alignment of the role with skills and interests are perceived as highly important (both receiving an importance score of 5.50). However, there is a considerable gap in satisfaction levels, with work-life balance having a low satisfaction score of 2.55 and role alignment with a score of 3.93. Based on this, there is clearly opportunity for improvement in these areas to better align with the potential employees.

Community within colleagues, and alignment of employer values with personal values all exceed the average satisfaction score, indicating strengths within the company. Although, CSR is not a very important factor, Oceanário is still perceived as strong in the area.

Several factors like commuting to work, extra benefits, flexible working hours, as well as the provision of company electronic devices are of moderate importance. However, it is noteworthy that the job listing provided by Oceanário does not mention explicit details on these aspects. Despite the lack of concrete information, there is a perception among individuals that these elements contribute to the strength of the company. It is important to recognize that this perception may be misleading, as people may associate Oceanário primarily with an activity center and do not consider it in the context of a conventional workplace.

Aspects such as autonomy and flexibility, bonuses, career advancement opportunities, and salary, are considered important, although fall below the average satisfaction score. This suggests that these areas may need attention to enhance employee satisfaction to better meet expectations.

In summary, the analysis reveals both strengths to maintain and opportunities for improvement for Oceanário. While the company excels in certain aspects of the work environment, it is important to address the identified gaps. It is crucial to aligning the workplace experience more closely with the perceived importance of these factors because this could highly contribute to enhanced employee satisfaction and retention.

4.4. Factor analysis

Exploratory factor analysis was performed (EFA) through the following steps:

1. Examination of the suitability of the data: The null hypothesis of the Bartlett's spherical test, that there is no correlation between the initial variables, could also be rejected, since the significance value is less than 0.05, i.e. according to the Bartlett's test, the initial variables are suitable for factor analysis, as there is a correlation between them. The KMO value is 0.591, so the variables are suitable for fact analysis. Overall, KMO values and the significant Batlett test confirm that the variables are suitable for factor analysis.

2. Determining the number of factors: By considering the Kaiser criterion (which uses the eigenvalue and says to consider only those factors with an eigenvalue of at least 1), 5 factors can be defined.

3. Rotation of the factors: to have a simpler and more understandable factor solution, the varimax method was used. This being an orthogonal rotation, it results in factors that do not correlate with each other.

After rotating the factors, the rotated factor weight matrix is checked, which gives the correlation between the variables and the factors.

	Component				
	F1	F2	F3	F4	F5
CSR (social responsibility) activities of the employer	0,567				
Training programs	0,477				
Mentorship	0,474				
Working environment	0,454				
Autonomy and flexibility	0,441				
Salary	0,369				
Clear job expectations		0,601			
Remote Work Options		0,491			
Career advancement opportunities		0,471			
Work-life balance		0,41			
The role alignment between your skills, interests			0,561		
Community within colleagues			0,556		
Employer's values and culture align with your personal values			0,446		
Commuting to work (distance)			-0,363		
Company electronic devices				0,573	
Opportunities to use and develop skills				-0,507	
Health Insurance				0,475	
Bonuses				-0,393	
Flexible Working Hours					0,559
Retirement Plans					0,52
Extra benefits (gym pass, cafeteria)					-0,359

Figure 4: Factors (Source: Survey data)

F1: "Holistic Work Experience" factor, components such as CSR activities, training programs, mentorship, working environment, autonomy, and salary converge to portray a comprehensive view of the work environment.

F2: "Professional Development and Well-being" factor encapsulates remote work options, career advancement opportunities, work-life balance, and alignment with individual skills and interests, emphasizing the importance of nurturing both professional growth and overall employee well-being.

F3: "Cultural Alignment and Connectivity" factor underscores the significance of workplace culture, interpersonal connections, alignment of values, and practical considerations like commuting and access to electronic devices.

F4: "Employee Well-being and Flexibility" factor, the focus is on elements crucial for employee satisfaction, including opportunities for skill development, health insurance, and performance-related bonuses.

F5: "Financial Security and Perks" factor centers around financial aspects and additional perks such as flexible working hours, retirement plans, and extra benefits like gym passes or cafeteria provisions. This nuanced analysis provides strategic insights for organizations aiming to tailor their practices to meet employee expectations and cultivate a workplace environment conducive to satisfaction and productivity.

4.5. Cluster Analysis/ Personas

In the next step of our research, employee clusters were and characterized them as follows. Two-step cluster analysis (TwoStep Cluster) was performed using the 5 factors set up earlier, and the Silhouette coefficient was 0.2 (fair). With this method, it was possible to form a cluster, which is why they are significantly different from each other in terms of the variables (the factors) that serve as the basis for the differences.

This broad analytical method provides a deeper insight into understanding the differences between employee groups as well as the dynamics within the workforce. The identified groups not only illustrate diversity but serve as a basis for further analysis. This makes it possible to draw meaningful conclusions about the correlations of factors influencing

employee characteristics. During the detailed examination of the unique characteristics of the clusters, valuable information is revealed, based on which, it is possible to make strategic decisions and introduce personalized measures in order to generally increase organizational efficiency.

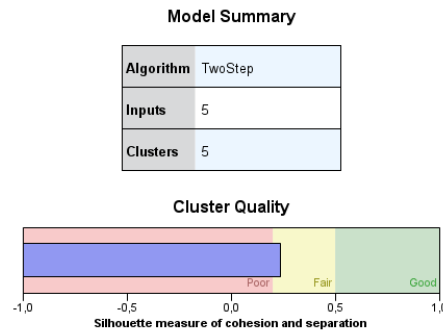


Figure 5: Cluster Quality Index (Source: Survey Data)

	1	2	3	4	5
F1	0,06	0,30	-0,43	-0,40	2,74
F2	-0,88	-0,25	0,60	0,39	0,23
F3	0,29	-0,46	0,35	-0,39	0,71
F4	0,39	-1,25	-0,19	0,52	0,46
F5	-0,31	0,20	-0,90	0,79	0,45
Cluster sizes	103	74	97	118	22

Figure 6: Clusters (Source: Survey Data)

Cluster 1: Innovative Specialist - Miguel (28-38):

Miguel is a professional between the age of 28 and 38. Having 4-7 years of experience and a niche skillset, Miguel specializes in cutting-edge projects. Driven by career advancement, skill development and a balanced work-life, Miguel actively participates in networking opportunities to keep up with the industry trends. Miguel brings innovation and expertise to the field of business.

Cluster 2: Versatile Trailblazer - Maria (25-30):

Maria is an ambitious professional with the age of 25 to 35. She completed a BSc degree in Marketing, and she worked for 1-5 years in the industry. Maria constantly explores different career paths focusing on continuous career growth, skill development and mentoring. Maria wants to broaden her professional horizons and goes the extra mile to contribute meaningfully to the evolving landscape.

Cluster 3: Global Strategist - Ana (35-50):

Ana is a professional aged 35 to 50. Completed an MSc and having 7-10 years of proficiency, in the management arena. Ana thrives in international business and is motivated by leadership roles and the opportunity to share expertise through mentoring. Seeks to establish global collaborations, contributing to the global perspective within the industry.

Cluster 4: Collaborative Luminary - João (40-55):

João is an achiever aged from 40 to 55. He has over a decade of experience and holding degrees in BSc, MSc, and Ph.D. He is actively seeking leadership opportunities and fostering business growth. João is dedicated to sharing his wide expertise through mentorship. With his experience in networking, he always tries to create impactful collaborations. By doing so, he is leaving a permanent mark on the industry and on the next generation of professionals.

Cluster 5: Strategic Visionary - Alex (30-45):

Alex is an experienced professional between the ages of 30 and 45. Armed with 7-10 years of industry experience, Alex is driven by an unwavering commitment to innovation. He consistently delivers complex projects that can serve as industry benchmarks. He focuses on advancing his career, developing his skills while maintaining a healthy work-life balance. Alex actively seeks networking opportunities to stay ahead in the constantly changing landscape of management frameworks.

5. Recommendations

While Oceanário, as a workplace, demonstrates commendable strengths such as clear job expectations, a strong sense of community, and a commitment to corporate social responsibility (CSR) (See Figure 3), an opportunity exists to improve its employer branding

strategy. Oceanário can become the company that will not only attract top talent, but also create and foster workplace where employee satisfaction is given special attention. When digging deep into the complexities of employer branding, it is important to consider practices already used by other organizations. Employer branding is a complex factor that consists of the opinions that current and future employees associate with the company as an employer.

Beyond the tangible benefits, it encapsulates intangible elements such as organizational values, culture, and the overall employee experience. A robust employer brand has multiple positive impacts. It can serve as a magnet for top talent and can be a great addition to enhance employee satisfaction and foster retention. There exists a unique opportunity to build upon its existing strengths of Oceanário while strategically addressing areas for improvement. This will ultimately result in a compelling employer brand that resonates with the aspirations of the contemporary workforce.

5.1. Leverage LinkedIn and Attend Career Fairs

Given the focus group and survey results (Figure 1) indicating LinkedIn as the most widely used platform among potential candidates, Oceanário should strategically concentrate its communication efforts on this professional network. LinkedIn enable Oceanário to connect with global talent. To do so, it is recommended to do regular updates to the company profile, create engaging content, and participate actively in relevant industry discussions. With its emphasis on attracting talent from overseas, the platform offers an effective channel for the organization to tap into an international talent pool. Oceanário could demonstrate cultural sensitivity and broaden its appeal to candidate from different linguistic backgrounds by adopting bilingual approach in the communications. This could position Oceanário as a forward-thinking and inclusive employer, reinforcing its commitment to fostering diversity and leveraging a range of perspectives within the organization. In summary, LinkedIn's professional focus, coupled with its global reach and communication features, makes it an indispensable tool for companies like Oceanário seeking to enhance their visibility and attract top talent from around the world.

5.2. Improve job listing

In response to survey findings indicating that potential candidates often overlooked job

listings due to missing information on benefits and work schedules, Oceanário should enhance its LinkedIn job postings. Taking insights from the secondary data, as well as from the survey and focus group analysis, Oceanário should be more transparent about their compensation and a commitment to work-life balance in its job listings as this is one of the first things people look at when seeking for employment.

Compensation

First of all, to increase its transparency and appeal to potential candidates, the company should provide more details on compensation and benefits in its job postings. The importance of the following factors is ensured by the focus group, the matrix table (Figure 3), and the secondary data. These are the following: compensation range, benefits, health insurance, commuting support, home office cost support, meal allowance, and wellness benefits. Based on the results these elements are crucial considerations for potential employees, yet the current information provided by Oceanário is lacking the expected information. One way to fill this gap is to offer more detailed insights into its compensation structure, including the range and types of compensation. Along with this, a breakdown of benefits such as health insurance coverage, commuting support, home office cost assistance, meal allowances, and wellness benefits is highly appreciated. By addressing this issue, Oceanário would appear as more transparent company, which aligns with the candidate preferences. This would place the company in the position of an employer committed to meeting the needs and expectations of its workforce. By following and implementing these recommendations will likely contribute to an improved recruitment strategy and increased attractiveness to potential candidates seeking clarity on compensation and benefits.

Work-life balance

A compelling job advertisement should resonate with potential candidates. Emphasis on the company's commitment to employee well-being and work-life balance is an important factor. The listing should go beyond the traditional focus on compensation and responsibilities. Commitment to a workplace where collaboration, mentorship, and personal growth are valued, showcases a supportive work environment. In addition, to support work-life balance, flexible working hours are also mentionable. This allows the employees to customize their schedules to accommodate personal needs. The second most recognized part of the work-life balance is the inclusion of home-office or remote work option. This shows the company's adaptability to the evolving nature of work. By collectively including these elements

attracting diverse candidates becomes easier and the job satisfaction raises. Along with a boost in productivity the company can differentiate itself in the market. Ultimately, the job listing is a powerful tool to prioritize employee well-being.

Ensuring that these listings provide comprehensive details, including benefits, work schedules, and any additional perks, will address the concerns raised by candidates. This strategic improvement not only increases the likelihood of attracting qualified talent but also enhances transparency, enabling candidates to make informed decisions about applying to Oceanário. Monitoring application rates and candidate feedback on the completeness of job listings will serve as critical KPIs to evaluate the success of these refinements.

5.3. Enhance Website Visibility

The online presence is a key in today's world. To appear right and to ensure an optimal user experience, a detailed and user-friendly career page is essential. This involves a comprehensive redesign of the current website. Main pillars of the design should include easy access to available job opportunities while displaying the organizational values, culture, and employee experiences. To support the importance of a well-designed and functional website, the survey results are a great basis. They emphasize the frequent use of company websites for information which overall This the importance of aligning the website with the organization.

In addition to a redesigned career page, a chatbot integration can significantly enhance the user experience. It can address quick queries and concerns that potential candidates may have, providing instant and relevant information. This real-time interaction adds an extra functionality to the website and contributes to a positive impression of Oceanário as an employer.

Individuals often visit company websites to gather information even when no specific job openings are available. Oceanário should consider implementing a "Future Opportunities" button. This feature allows visitors to express their interest and submit their profiles for consideration in future hiring processes. This proactive approach not only engages potential candidates in a more dynamic way but also builds a talent pool for future recruitment needs.

Monitoring the engagement levels on the new career page, tracking the utilization and effectiveness of the chatbot, and assessing the number of profiles submitted through the "Future Opportunities" button are key performance indicators for these website

enhancements. Regularly analyzing these metrics will provide valuable insights into the success of these strategies and guide ongoing improvements in website visibility.

5.4. Develop a Program to Attract University Talent

Oceanário aims to attract university talent, therefore they can consider different innovative approaches. One of them can be inviting universities from overseas to participate in study trip workshops. For this they should build a program that brings international students to Oceanário. for immersive experiences and workshops. By doing so it can enhance the organization's global visibility, and also positions it as wanted employer on an international scale. This initiative can be structured to offer students insights into Oceanário's unique work environment, corporate culture, and career opportunities. Hosting such workshops, the organization can establish direct connections with potential talent which also contributes to knowledge exchange and cultural diversity. To track the success rate of this initiative key performance indicators should be used. These include tracking the number of applications and hires from universities abroad, assessing the feedback from international participants, and measuring the impact of these workshops. A more complex KPI is measuring Oceanário's global employer brand recognition.

Developing a targeted program to attract university talent, similar to L'Oréal's Brandstorm, can be a game-changer for Oceanário. This tailored program can provide students with hands-on experiences, fostering a connection between their academic studies and real-world applications. This initiative not only attracts top-tier talent but also positions Oceanário as an innovative and forward-thinking employer.

5.5. Leverage social media

Review of Employees - Video Creation

Given the survey results people place a high importance on the opinion of the employees of the organization to where they seek to apply to. A marketing campaign centered around the employee reviews is recommended. This could amplify Oceanário's employer brand and provide potential candidates with an authentic insight into the organizational culture. Part of this campaign is asking current employees to share their firsthand experiences, perspectives,

and thoughts about Oceanário in a video compilation. This places the organization to be more human centric and establishes a relatable narrative for potential candidates. The video can highlight diverse roles, career growth stories, and the unique aspects that make Oceanário a great workplace. Using these methods and employee testimonials the campaign tends to build trust and credibility, offering an invaluable resource for those considering joining the organization.

Promotion of Job Openings Through social media

In tandem with the employee review campaign, Oceanário should strategically promote its job openings through various social media platforms. Given the survey results indicating high social media usage among potential candidates, using platforms such as LinkedIn, Instagram, and Facebook become important in the rapidly changing trends. Each platform needs different types of content, since each one functions differently. In the future it is important to observe which contents function best with the target audience, to be able to tailor the content according to their needs. Regularly updating job listings and highlighting achievements as well as communicating organizational news will keep the audience engaged. To further improve visibility, paid advertising can be used. Social media serves as a dynamic space where along with broadcasting job opportunities companies can also to interact with the audience. This can foster a sense of community. The success of this recommendation can be measured through engagement metrics on social media, including likes, shares, comments, and the conversion of social media interactions into job applications.

5.6. Brand Activation for Workplace Perception Enhancement

Oceanário faces the challenge of being primarily perceived as an activity center rather than a potential workplace. To alter this perception the diverse career opportunities should be communicated, and an integrated brand activation strategy is recommended.

Oceanário can organize a signature event designed explicitly to raise awareness about its status as a workplace. This event could offer a behind-the-scenes look into a day at Oceanário. This could showcase the dynamic roles and career paths within the organization.

Attendees can gather a firsthand experience of the work environment. Oceanário can bridge the gap between its popular identity as an activity center and the reality as an employer.

This event should incorporate interactive elements, such as guided tours, presentations from employees, and perhaps even workshops to highlight the skills required for different roles across various departments. Utilizing multimedia resources, such as videos and presentations, the organization's values, workplace culture, and the potential for personal and professional growth could be effectively communicated.

To measure the success of Oceanário's brand activation event, like previously, key performance indicators, can be used. Event attendance and engagement can be tracked to assess reach and interest. With follow-up surveys and social media metrics - including post reach and engagement – the changing perceptions of attendees can be traced. These KPIs aim to quantify the effectiveness of the event.

6. Conclusion

In conclusion, to refine Oceanário's employer branding they must understand both of their internal strengths and external possibilities. The organization's commitment to a positive work environment is a solid foundation, but the challenge lies in effectively communicating these strengths to potential candidates. By enhancing website visibility, optimizing job postings, leveraging LinkedIn, attending career fairs, and forming strategic partnerships with universities, Oceanário can elevate its employer branding strategy. Aligning internal satisfaction with external communication will create a holistic narrative that attracts top talent, fosters a positive workplace culture, and positions Oceanário as an employer of choice in the competitive job market. Regularly monitoring KPIs will provide valuable insights into the effectiveness of these initiatives and guide ongoing improvements in the employer branding strategy.

Upon presenting the findings and proposing improvement ideas to Oceanário, we reached a consensus. The goal is to implement the concepts introduced in January step by step to ensure a unique user experience on the platform. Additionally, the suggestion to incorporate video testimonials, was well-received, as it is perceived as a valuable addition.

Oceanário already employs interns, however the proposal to institute a challenge targeting university students to enhance awareness, gained favorable consideration. Substantial

contribution to the organization's outreach efforts can be achieved with this initiative. Besides, it also harnesses the enthusiasm and the innovative perspectives of young professionals.

Limitations

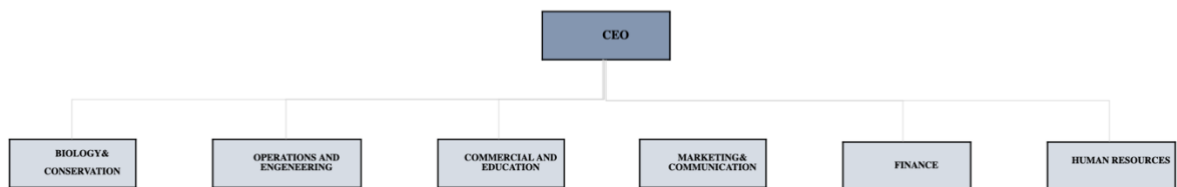
The thesis encounters certain limitations that need to be highlighted. Due to a limited respondent pool of only 414 individuals (some lacking prior knowledge of Oceanário), some of the findings may not be totally precise. A potential area of improvement could be the creation of two distinct surveys that build upon each other, to gain more specific responses. This was not possible due to a lack of time given to complete the assignment.

Some bias was noted in some of the assessments as due to the existing familiarity of Oceanário, people often first perceive it as solely an activity center. Due to this, many individuals rated Oceanário based on their experiences as an activity center rather than considering it as a potential workplace.

Despite all these limitations, the thesis offers valuable insights for Oceanário. Since the company wants to attract talent from abroad, the internationality of the responses provides advantageous feedback on how to cater the needs of an international audience in the context of job opportunities. Regardless of the scope of the survey, by exploring the results, Oceanário can gain a thorough understanding of potential improvements from a global standpoint. The complex study provides a strong foundation to fill in the gaps, while also maintaining the importance of aligning strategies to attract international talent.

7. Appendices

Appendix 1– Organizational Structure



Appendix 2 – Original Job listing of Oceanário



O Oceanário de Lisboa está a reforçar a sua equipa de Comunicação e procura um/a Digital Communication Specialist.

OBJETIVO DA FUNÇÃO

- Garantir o desenvolvimento, criação, gestão e monitorização do plano digital nas várias plataformas (website e redes sociais).

RESPONSABILIDADES

- Responsável pelo planeamento, desenvolvimento e implementação da comunicação digital nas diversas plataformas (website, e-mail e redes Sociais);
- Gestão da relação com parceiros de media paga e performance a fim de garantir a efetividade das campanhas promocionais e de posicionamento;
- Colaboração com o departamento comercial a fim de garantir o alcance dos objetivos de anuais através dos meios de comunicação digital;
- Trabalhar em colaboração com o responsável de marca, elementos de várias áreas da empresa (conservação, educação e biologia), equipa de direção e parceiros, a fim de identificar oportunidades e criar conteúdo digital para apoiar plano de atividades;
- Gestão e monitorização da presença em todos os canais de social media (como Facebook, Youtube, Instagram, LinkedIn e Tiktok) garantindo alinhamento com o posicionamento *etone of voice* da marca e através da análise de indicadores de performance, adotar plano de melhoria nas várias plataformas;
- Criação de conteúdos criativos (copy, foto e vídeo);
- Potenciar *engagement* e conversão nas diversas plataformas digitais;
- Desenvolver a notoriedade da marca no canal digital;
- Apoiar à direção de comunicação de forma a atingir os objetivos delineados;
- Gestão do website.

COMPETÊNCIAS

- Licenciatura em marketing, gestão, jornalismo ou outro relevante;
- Mínimo de 3 anos de experiência profissional;



- Experiência no desenvolvimento, implementação e monitorização de campanhas de comunicação no canal digital;
- Experiência na gestão de comunidades em várias plataformas digitais (Facebook, Instagram, LinkedIn, Youtube, Tiktok...);
- Experiência na criação e desenvolvimento de conteúdos para campanhas digitais;
- Experiência na monitorização de métricas digitais e definição de planos de melhoria;
- Conhecimento de SEO, keyword research and Google Analytics;
- Boa capacidade de comunicação e de escrita, em português e inglês

Appendix 3- Questions

Oceanário de Lisboa - Employer Branding Project Questions & Answers

October 1st, 2023

- 1. Could you please confirm how many people work in Oceanário de Lisboa as of October 2023?**
- 2. How is Oceanário de Lisboa hierarchically organized in terms of its internal divisions?**
- 3. How is the Management Board set up?**
- 4. What is the ratio of management and life science professionals?**
- 5. How do you intend to recruit people? Could you send us a job posting example for management and life science as well?**
- 6. What is the compensation package for both management and life science positions from an entry-level perspective? What about senior positions? How is the career progression | within the company?**
- 7. Do you focus on hiring recent graduates (with little experience) or do you prefer to hire professionals with more experience? Does that depend on the fields?**
- 8. Is the entry salary for a Life Science/Management role aligned with the Portuguese market in general?**
- 9. Regarding internships, do you hire according to any specific cycle (e.g. summer internships)? What is the retention ratio (number of interns that receive an offer at the end of the internship)? What is the benefits package do you offer in terms of benefits? Do you hire Interns both for technical fields and Business roles or only for one of these areas?**
- 10. How frequently do you go to job fairs in universities? To which Universities do you go; what do you do in those job fairs, and how frequently do you go? If you don't go, why is that?**
- 11. Do you partner up with any Universities to promote your job vacancies and recruiting needs?**
- 12. What is the difference between the approach to management and life sciences graduates/professionals when Oceanário is attracting new talent?**
- 13. On an average basis, how long does the recruitment process take? How many steps are within it?**
- 14. Do you look for people and contact them directly with an offer (for instance on LinkedIn)?**

Appendix 4 – Table 1- T-test Importance of Opinion

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
How important is the opinion of those working in the organization?	414	3,90	1,091	,054

One-Sample Test
Test Value = 3.5

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
How important is the opinion of those working in the organization?	7,432	413	<,001	<,001	,399	,29	,50

One-Sample Effect Sizes

	Standardizer	Point Estimate	95% Confidence Interval	
			Lower	Upper
How important is the opinion of those working in the organization?	Cohen's d	1,091	,365	,465
	Hedges' correction	1,093	,265	,464

a. The denominator used in estimating the effect sizes.
Cohen's d uses the sample standard deviation.
Hedges' correction uses the sample standard deviation, plus a correction factor.

Appendix 5 – Table 2-One-sample proportion test

One-Sample Proportions Confidence Intervals

Interval Type	Successes	Observed Trials	Proportion	Asymptotic Standard Error	95% Confidence Interval	
					Lower	Upper
Have you heard of Oceanário de Lisboa/Have you visited it already?" = No, I haven't heard of it	37	414	,089	,014	,065	,121
Agresti-Coull	37	414	,089	,014	,065	,121
Jeffreys	37	414	,089	,014	,066	,121
Wilson Score	37	414	,089	,014	,066	,121

One-Sample Proportions Tests

Test Type	Successes	Observed Trials	Proportion	Observed - Test Value ^a	Asymptotic Standard Error	Z	Significance	
							One-Sided p	Two-Sided p
Have you heard of Oceanário de Lisboa/Have you visited it already?" = No, I haven't heard of it	37	414	,089	-,061	,014		<,001	<,001
Mid-p Adjusted Binomial	37	414	,089	-,061	,014		<,001	<,001
Score	37	414	,089	-,061	,014	-3,455	<,001	<,001

a. Test Value = ,15

Appendix 6 – Table 3-Importance-Satisfaction

	Importance	Satisfaction
Autonomy and flexibility	4.59	3.61
Bonuses	4.51	3.21
Career advancement opportunities	5.03	3.00
Clear job expectations	5.95	5.93
Community within colleagues	4.00	5.81
Commuting to work (distance)	4.13	5.42
Company electronic devices	4.13	5.78
CSR (social responsibility) activities of the employer	2.60	6.34
Employer's values and culture align with your personal values	4.53	5.40
Extra benefits (gym pass, cafeteria)	3.94	5.36
Flexible Working Hours	4.18	5.34
Health Insurance	4.06	4.00
Mentorship	3.63	4.92
Opportunities to use and develop skills	5.04	4.89
Remote Work Options	5.01	4.87
Retirement Plans	3.50	4.05
Salary	4.61	3.99
The role alignment between your skills, interests	5.50	3.93
Training programs	2.64	3.12
Working environment	3.13	2.60
Work-life balance	5.50	2.55
AVERAGE:	4.30	4.48

Appendix 7 – Table 4- Demographics

Age	Under 18	0,20%
	18-24 years old	27,50%
	25-34 years old	25,10%
	35-44 years old	24,40%
	45-54 years old	22,70%
Gender	Male	50,00%
	Female	49,80%
	Non-binary / third gender	0,20%
Country	Algeria	0,20%
	Austria	0,50%
	Canada	0,20%
	Denmark	6,00%
	Ecuador	0,20%
	Egypt	0,50%
	Finland	4,60%
	Germany	3,10%
	Greece	6,30%
	Hungary	6,30%
	India	0,20%
	Italy	6,50%
	Netherlands	4,60%
	Norway	4,60%
	Portugal	43,20%
	Spain	5,60%
	Sudan	0,20%
	Switzerland	0,20%
	United Kingdom of Great Britain and Nc	6,30%
	United States of America	0,50%
Education	High School	1,00%
	Bachelor's Degree	45,70%
	Master's Degree	51,00%
	PhD or equivalent	2,40%
Experience	No professional experience	17,40%
	1-3 years of experience	23,40%
	4-6 years of experience	22,20%
	7-10 years of experience	18,60%
	More than 10 years of experience	18,40%
Employment	Employed	28,00%
	Unemployed	25,80%
	Student	26,10%
	Entrepreneur	19,80%
	Retired	0,20%

Appendix 7– Focus Group Script

Employer Branding and Reputation:

1. When you think of an ideal employer, what qualities and characteristics come to mind?
2. What attributes or aspects of an employer's reputation would make it attractive to you?
3. What sources or platforms do you rely on to gather information about potential employers and their reputations?
4. How crucial is it for you that an employer's values and culture align with your personal values and professional aspirations?
- 5.. Can you provide examples of companies that you believe excel in this regard? Why?
6. When evaluating potential employers, what differentiates one from another in your eyes?

Motivations for Work:

1. What personal and professional motivations drive your choices in employment?
2. To what extent does an organization's workplace culture and environment impact your motivation, job satisfaction, and commitment to your work?
3. Are there elements of a positive workplace culture that resonate with you?
4. Looking ahead, what factors do you believe would contribute to your long-term commitment to an employer or motivate you to recommend that employer to others?
5. Describe what's the impact of work-life balance as a mindset while working for a company?

Factors Influencing Job Satisfaction:

1. What specific elements of your job or workplace environment contribute the most to your overall job satisfaction?

2. How do these factors relate to your motivations for work and your sense of fulfillment?
3. In your opinion, are there areas where employers, in general, could make improvements to enhance job satisfaction and employee motivation?

Benefits and Perks:

1. Among the various benefits and perks that employers typically offer, which ones do you find most appealing or valuable?
2. What do you think are the most important, tangible, or intangible benefits while working for a company? (provide examples if needed)
3. How do these benefits influence your choice of employer or your satisfaction in your current job?
4. Can you provide examples of how certain benefits and perks have positively impacted your work-life balance, job satisfaction, or overall well-being?
5. What role do these benefits play in your motivation to work for a particular employer?

Peer Influence and Reviews:

1. How much weight do you give to recommendations and insights from peers and colleagues when considering potential employers?
2. Have you ever been influenced by the experiences and reviews of others in your career decisions?
3. Do online reviews, testimonials, or ratings about employers influence your perception of those organizations?
4. Can you share experiences where online information has affected your consideration of an employer?

Job Searching Methods

1. What are the primary platforms or methods you use when searching for job opportunities?
2. To what extent do you use social media platforms like LinkedIn, Facebook, or Twitter for job searching and networking?
3. Have you attended job fairs, career events, or expos as part of your job search strategy? Do you find these events useful for discovering job opportunities?
4. What are the challenges or obstacles you encounter when searching for job opportunities? Are there specific aspects of the job search process that you find particularly daunting?

Oceanário de Lisboa as a potential workplace:

1. Have you heard of Oceanário de Lisboa as an employer before this discussion?
2. If no...
 - a. Were you unaware that it is possible to work at Oceanário?
 - b. Is it because they are not familiar with the roles available at Oceanário?
 - c. Any other specific reason?
3. What do you think Oceanário would be like as an employer?
4. What were your initial perceptions or thoughts about Oceanário de Lisboa as a potential employer? What influenced these perceptions?
5. When considering a job or employer, what are the key factors that typically influence your decision? Are there specific aspects that you prioritize in your job search?
6. If so, how did you come across information about the organization's employment opportunities?
7. What, if any, challenges, or concerns might deter you from considering Oceanário de Lisboa as a workplace? Are there any perceived obstacles that come to mind?

8. Can you describe what you know or have heard about Oceanário de Lisboa as an employer? How does its reputation, values, or culture impact your perception of the organization?
9. When evaluating a job opportunity, how important is the alignment between your skills, interests, and the specific responsibilities of the role? How does this relate to your consideration of Oceanário de Lisboa as an employer?
10. How significant are opportunities for career growth and professional development when choosing an employer? Have you found information about Oceanário de Lisboa's commitment to employee development?
11. To what extent does the organization's location impact your decision to consider it as an employer? How do these factors relate to your perceptions of Oceanário de Lisboa?
12. Are there specific changes or improvements that you believe Oceanário de Lisboa could make to enhance its attractiveness as a potential workplace?

Appendix 8- Survey Questions

Ideal Employer

1. In which type of organization would you prefer to work? (Select one or more)
2. What industries are you most interested in working in? (Select one or more)
3. When choosing a workplace, to what extent are the following factors important in the decision-making process?

Successful reach

4. To what extent do you use the following sources or platforms do you rely on when looking for a job?
5. How important is the opinion of those working in the organization?

6. What are the challenges or obstacles you encounter when searching for job opportunities? Are there specific aspects of the job search process that you find particularly daunting?

Oceanário

In this section you will find some questions about the Oceanário de Lisboa as a potential employer.

7. Have you heard of Oceanário de Lisboa/Have you visited it already?"

On the following page you will see a job posting of Oceanário de Lisboa for a Digital Communication Specialist role. Please read it briefly!

8. To what extent do you think the following statements apply to the position described above?
9. Are there specific changes or improvements that you believe Oceanário de Lisboa could make to enhance its attractiveness as a potential workplace?
10. What three words or phrases do you think Oceanário should emphasize to describe its workplace culture and environment?

Demographics

11. How old are you?
12. What is your gender?
13. Which country are you from?
14. In which country do you currently reside?
15. How many years of professional experience do you have?
16. What is your current employment status?

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