

Appendix Thesis

Appendix A

HHE's recruiter interview.

Name: Irene Stabili

- Which are the countries in which the company recruited more candidates during the colder season?
 - During the winter season we mainly focus our research in Greece and Italy. We also open few offers in Spain and Portugal, but the first two countries gave better results.
- What are the most frequently asked questions by candidates during interviews?
 - The candidates mostly asked about the cost of life in the Netherlands and also about accommodation terms.
- What characteristics do you consider most important for the selection of a new country for the candidate's recruitment?
 - There are many factors that we consider when we open a job offer in a new country, such as minimum wage salary for the position offered, presence of Touristic schools on the territory, cost of life, level of English spoken.
- Among the following types of recruitment channel, which ones do you think the company should focus on, and why?

Job Boards: this is the most important tool used

Company career page: We also have a dedicated section in our website, but we did not get as many good candidates as wished for – most of them apply from outside EU countries

Employee referrals: not used much

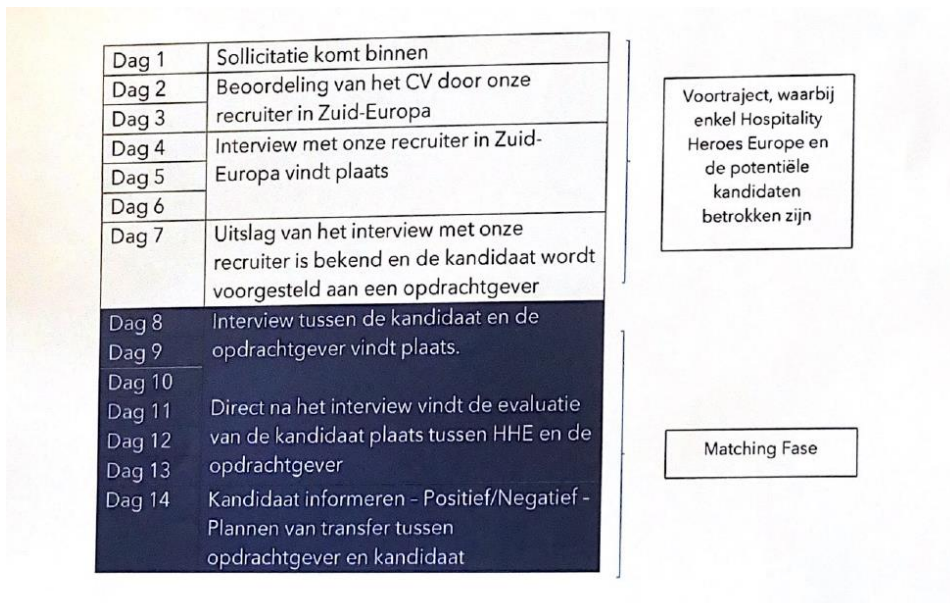
Social Media: We tried a couple of time, but Social Media are definitely not a tool for recruiting

Candidate rediscovery: not used.

- What is the number of candidates selected by you during the cold and warm season?
 - During cold season we got more applicants as most of them work seasonal and mainly in holidays destinations, they were over 200. In warmest season we noticed a drop in the number of applicants, less than 150
- Between indeed and LinkedIn which is the tool that recruits the most qualified candidates?
 - LinkedIn is a good tool but only for very qualified people, such as management positions or highly specialised people, such as Chef and Head chef. It is mostly used by people living outside the EU countries. On the contrary through Indeed we could find a bigger number of applicants per day and for less qualified positions, such as waiter or housekeeping. There are some parts of the website itself that can be improved, for example the location of the job offers, the location of the job advertisement and the number of countries where we can post. But I find that in general Indeed is a good channel for recruiting.

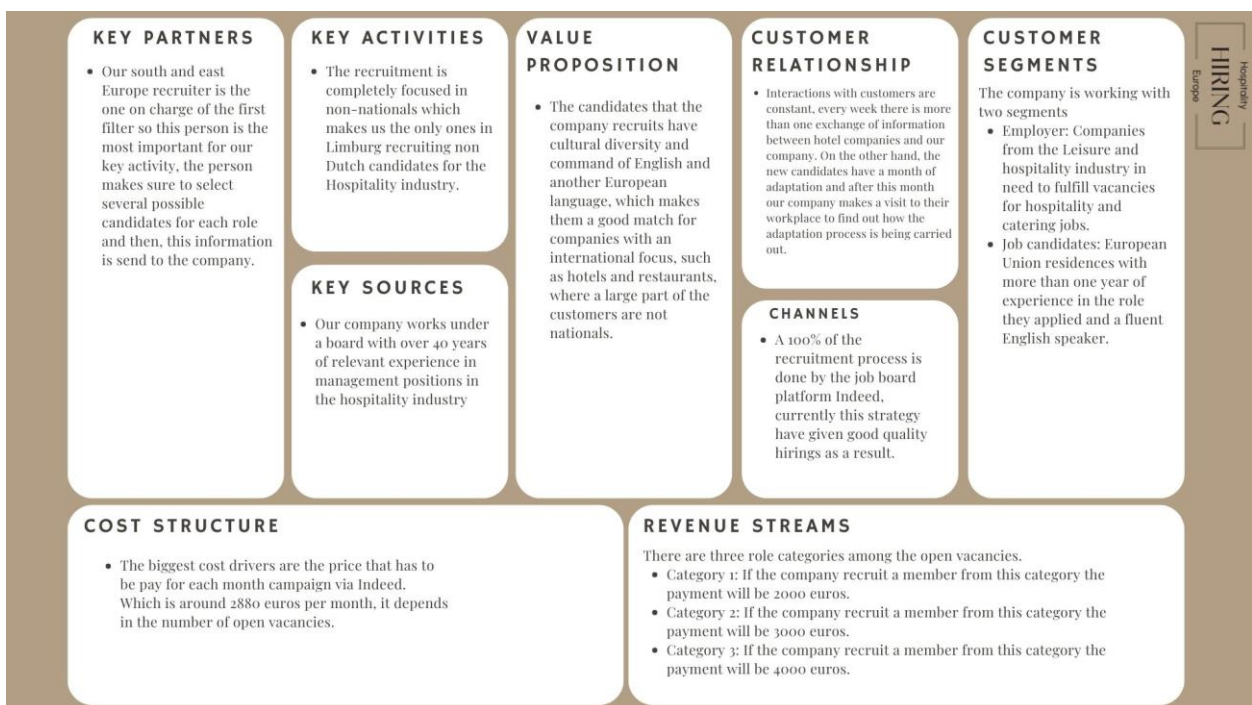
Appendix B

HHE's recruitment process



Appendix C

HHE's Business Model Canva (All the information in the graphic was provide by the company's office manager).



Appendix D

Office manager interview

Name: Remi Peeters

- What do you think about the Performance of the company since it was created?

I personally think that the company has developed a lot since it was created. When it was created, we were really pioneering as we were and still are doing something that no other company is doing (in that form) in the Netherlands. Therefore, we really had to find out what the most efficient way of working is. In every stage of the process, from application to placement, we have improved our way of working. I am not stating that it is perfect just yet, however we have made big steps and have very much increased efficiency.

- Do you think the company has competitors?

As mentioned in my answer above, we are doing something that no other company is doing in the Netherlands. Of course, there are a lot of regular recruitment agencies that could be seen as competition, but I really believe that we stand out in what we are doing as we are focusing on just one industry on a specific region with very qualified people as our employees are concerned. Moreover, they all have a lot of experience in the industry we are recruiting for as well as in the field of recruitment and that forms a golden combination.

- What is the plan for the company website in the future?

I think there is a lot to improve on our website. However, until now it has never been a priority as we were focusing on the candidates as well as our clients first. In the future we would like to incorporate a database on the website where candidates can upload their

information and where our clients can find candidates based on their cv's. We are currently developing this and we are hoping to launch it soon.

- Do you consider LinkedIn is important for the company's marketing strategy?

Well, as our employees at our head office all have a big amount of years of experience in the hospitality industry and therewith a very big network and a lot of connections on indeed in this industry, I am sure that LinkedIn can give our marketing a boost when we are targeting (new) clients. In the future it would also be good that our company creates some brand and name awareness on LinkedIn itself, so that also candidates can be marketed and targeted at on LinkedIn.

- What is the daily budget per job used by HHE on Indeed?

Currently we have set our budget on €4,00 per online job offer. We work with general job offers per department in different regions. Most of the time we have around 15-25 job offers open per day which will cost us between 60 and 100 euro's per day.