

UNIVERSIDAD DEL ROSARIO



International recruitment: Recruitment alternatives for the hospitality industry in the Netherlands

Trabajo de Grado

Marynella Sanchez Díaz

Netherlands

2022

UNIVERSIDAD DEL ROSARIO



International recruitment: Recruitment alternatives for the hospitality industry in the Netherlands

Trabajo de Grado

Marynella Sanchez

Vivian Heijmans

International Business Management

Netherlands

2022

Table of contents

List of figures	6
List of Tables	7
List of Illustrations	8
List of Abbreviations	9
Resumen Ejecutivo	10
Abstract	11
1. Research Set Up	12
1.1 Introduction	12
1.2 Company Profile	12
1.2.1 Company organization.	13
1.3 Problem Statement	14
1.3.1 Current situation	14
1.3.2 Desired	15
1.3.3 Gap	15
1.4 Company Goals	15
1.5 Researcher Goal and Research Questions	15
1.5.1 Research goal.	16
1.5.2 Research questions.	16
1.6 Justification of Methods	17
1.6.1 Literature research.	17
1.6.2 External analysis.	18

1.6.3	Internal analysis.....	20
2.	Literature Review.....	21
2.1	Laboral Market in the South of the Netherlands.....	22
2.2	Outlook of the Hospitality Industry in the Netherlands.....	23
2.3	Consequences in the Hospitality Industry after Covid 19 in the Netherlands.....	25
2.4	Chapter Conclusion.....	27
3.	External Analysis.....	27
3.1	Recruitment Countries Characteristics.....	28
3.1.1	Minimum wages in EU countries.....	31
3.1.2	Net migration rate.....	31
3.1.3	Population.....	32
3.1.4	English proficiency index.....	34
3.2	Cost of Life.....	35
3.3	Cultural Differences.....	38
3.4	Types of Recruitment Channels.....	42
3.5	Recruitment Channels Prices.....	45
3.6	Most Used Job Boards per Country.....	47
3.7	Competitors Analysis.....	48
3.8	Opportunities and Threats.....	52
3.9	Chapter Conclusion.....	53
4.	Internal Analysis.....	54

4.1	Strengths and Weaknesses	54
4.2	Target group	56
4.2.1	Candidates	56
4.2.2	Clients	58
4.3	Recruitment Process	60
4.4	Recruitment Campaign Expenses	62
4.5	Revenue Streams	63
4.6	Chapter Conclusion	64
5.	Conclusions	65
6.	Strategies Options	66
6.1	Indeed Strategy	67
6.2	Profesia.sk Strategy	69
6.3	Strategies Conclusion	69
7.	Financial Underpinning	71
8.	Recommendations and Prototype	73
9.	References	75

List of figures

Figure 1 HHE Organizational chart.	13
Figure 2 HHE recruitment panorama	14
Figure 3 revenue index of the hospitality industry in the Netherlands	24
Figure 4 Business confidence by sector	26
Figure 5 Minimum wages European Union	31
Figure 6 Net migration rate	32
Figure 7 Countries Population,	33
Figure 8 EPI per country	34
Figure 9 Cost of Life,	36
Figure 10 Average rent difference	37
Figure 11 Hofstede theory description	39
Figure 12 Hofstede’s comparison Netherlands	40
Figure 13 Hofstede’s comparison recruitment countries	40
Figure 14 Most used job boards per country	47
Figure 15 Job boards fees	48
Figure 16 HHE website landing page	50
Figure 17 Target Group characteristics,	58
Figure 18 HHE clients; picture	59
Figure 19 Recruitment Process	61
Figure 20 Analysis of the costs from an Indeed recruitment campaign	62
Figure 21 HHE Revenue Streams	64
Figure 22 Strategic option short-term	68
Figure 23 Strategies equations	72

List of Tables

Table 1 Literature research	18
Table 2 External Analysis	20
Table 3 External Analysis	21
Table 4 Types of Recruitment channels	44
Table 5 Recruitment Channels Prices.....	46
Table 6 Competitor's analysis	50
Table 7 Competitor's website Layout	51

List of Illustrations

Illustration 1 Countries Must have	29
Illustration 2 Opportunities and Threats.....	52
Illustration 3 Strengths and Weaknesses	55
Illustration 4 Candidates.....	57
Illustration 5 Vacancy distribution	68
Illustration 6 Hospitality Industry environment	70

List of Abbreviations

HHE: Hospitality Hiring Europe.

BLH: Black Labels Hospitality

Indeed: Indeed.com

CPH: Cost per hired

Resumen Ejecutivo

Hospitality Hiring Europe es una empresa creada en 2021, cuyo objetivo es la contratación de candidatos cualificados para el sector de la hospitalidad en los Países Bajos. Actualmente se encuentran reclutando en Italia, Grecia, España y Portugal. El objetivo de esta investigación es estudiar el sector de la hospitalidad en otros países de la Unión Europea que tienen el potencial de exportar candidatos cualificados a los Países Bajos.

Palabras clave: Marketing, hospitalidad, contratación, escasez, Europa, Países Bajos.

Abstract

Hospitality Hiring Europe is a company created in 2021, whose focus is recruiting qualified candidates for the hospitality industry in the Netherlands. They are currently recruiting in Italy, Greece, Spain, and Portugal. The purpose of this research is to study the hospitality industry in other countries within the European Union that have the potential to export qualified candidates to the Netherlands.

Keywords: Marketing, Hospitality, recruitment, shortage, Europe, Netherlands.

1. Research Set Up

1.1 Introduction

The following work is focused on analysing the activities from a new international recruitment company in the hospitality industry in the Netherlands.

The first chapter introduces the company in which this research will be focused (Hospitality Hiring Europe) and its structure. Then the problem statement will be explained, the chapter continuous with the company's goal and, research's goal and questions.

1.2 Company Profile

HHE is a newly established company in Limburg (south Netherlands) with focus in business-to-business, its functions are focused on recruiting staff from across Europe for third parties, specifically in the hospitality sector.

As it is highlighted above HHE is a new company, its foundation date is September 2021, and currently their business focus is to hire people from outside the Netherlands due to the shortage of staff in the industry after covid-19. The company is only focus on recruiting within the European Union.

This year will be the first time the company will face the recruitment panorama during the warmer season. HHE was used to the results during the cold months, now they will have to learn to adapt to the different seasons.

1.2.1 Company organization. Hospitality Hiring Europe was created within Black Labels Hospitality, although HHE is an independent company now it still relies on BLH for the accountant and HR departments. HHE only counts with two official employees, the office manager, and the recruiter, though the intern division was included in the organizational chart.

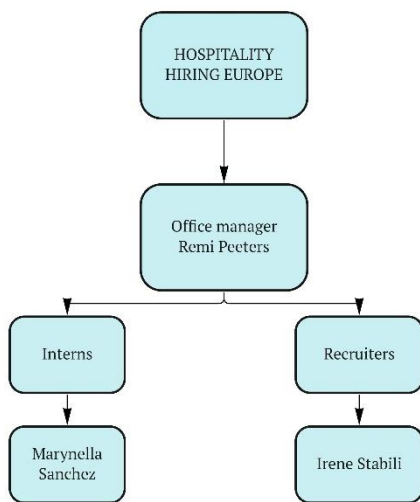


Figure 1 HHE Organizational chart.

Source: Author's own work

1.3 Problem Statement

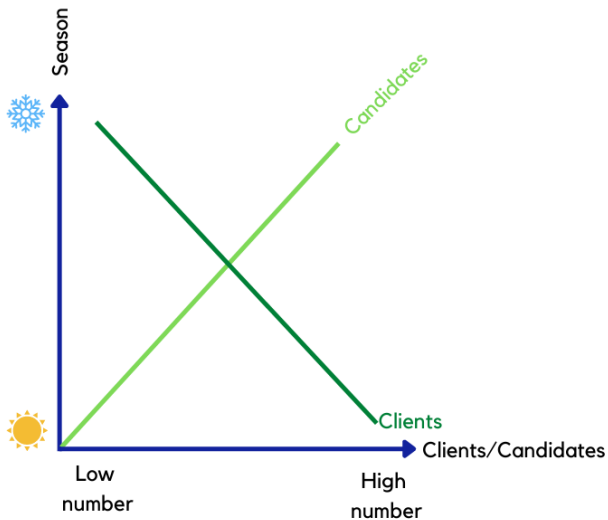


Figure 2 HHE recruitment panorama

Source: Author's own work

The figure explains how the number of clients and candidates varies throughout the year, the graph is not exact, it is only a representation of the problem.

1.3.1 Current situation. HHE is a company focused on hiring personnel for third parties specifically in the hospitality industry. Since the rate of Dutch people interested in working for this sector is low, the company decided to look for interested personnel in other countries (Only countries members of the EU or EEA). Currently, HHE has only recruit people from Italy and Greece, but the company has also tried in fewer occasions opening vacancies in Spain and Portugal.

The following figure is not at scale nor strict, but it illustrates the recruitment panorama.

During the colder months the company has more candidates, but less clients. In the warmer months the company has less candidates, but more clients. HHE needs to create a different strategy for the warmer months, which will help them attract candidates, since their current method is not giving results.

1.3.2 Desired. HHE desires to grow their client's network by keeping a continuous flow of candidates, during the warm and cold seasons.

1.3.3 Gap. HHE needs to study the cultural and economic background from different European countries, select the countries with recruitment potential and the best channel to reach their audience.

1.4 Company Goals

Develop a recruitment strategy by July 2022 with at least 2 countries that can increase a 50% in the quantity of candidates selected per month during the summer season.

1.5 Researcher Goal and Research Questions

1.5.1 Research goal.

Collect information from countries within the European Union on economics, culture, and the hospitality industry, in order to identify countries with recruitment potential, for jobs in the Netherlands.

1.5.2 Research questions.

1.5.2.1 *Literature review.*

- How is the labor market in the south of the Netherlands?
- What is the current outlook for the hospitality industry in the Netherlands?
- What consequences did covid-19 leave for the hospitality industry in the

Netherlands?

1.5.2.2 *External analysis.*

- What are the characteristics that the countries where HHE seeks to start recruiting need to have?

Sub-questions

- What are the minimum salaries in the European Union?
- Which European countries attract the most immigrants?
- What is the population from the selected European countries?
- What is the EPI per country?
- What is the cost of living in other European Union countries in compared to the Netherlands?
- What are the cultural differences that should be considered?
- What are the types of recruitment channels?
- What prices do the different recruitment channels have?

- What are the most used job boards?
- What are the company's competitors?
- What are the company's Opportunities and Threats?

1.5.2.3 *Internal Analysis.*

- What are the company's Strengths and Weaknesses?
- What is the company target group?
- What is HHE recruitment process?
- What are the expenses of the company in a recruitment campaign?
- What are the company (HHE) revenue streams?

1.6 Justification of Methods

1.6.1 Literature research.

The literature research information was obtained by desk research in totally.

Research Question	Research Method	Source
How is the labor market in the south of the Netherlands?	Desk research	(EURES, 2020) (NL Times, 2022) (Arnold, 2022)

What is the current outlook for the hospitality industry in the Netherlands?	Desk research	(Statista, 2021) (Vidovic, 2022) (NL Times, 2021)
What consequences did covid-19 leave for the hospitality industry in the Netherlands?	Desk research	(Statistics Netherlands, 2022) (Vieira Perachi, 2021)

Table 1 Literature research

Source: Author's own work

1.6.2 External analysis.

For the questions related to the external analysis, the use of a single methodology -field research- was recurrent, since it was the one that would provide the most information, updated and in the shortest time. The first question was the exception, because to select the characteristics it was considered what the company looks for in the employees, this question will be explained in greater depth in its respective chapter.

Research Question	Research Method	Source
What are the characteristics that the countries where HHE seeks to start recruiting need to have?	Field research	Appendix A Appendix C

What are the minimum salaries in the European Union?	Desk research	(Eurostat, 2022)
Which European countries attract the most immigrants?	Desk research	(Dacey, 2018)
What is the population from the selected European countries?	Desk research	(World Bank, 2020)
What is the EPI per country?	Desk research	(EF, 2021)
What is the cost of living in other European Union countries in compared to the Netherlands?	Desk research	(Numbeo, 2022)
What are the cultural differences that should be considered?	Desk research	(Corporate Finance Institute, 2022) (Hofstede Insights, 2021)
What are the types of recruitment channels?	Desk research	(Lee, 2021)

What prices do the different recruitment channels have?	Desk and Field research	(Carney, 2022) (Organ, 2022) Office Manager
What are the most used job boards?	Desk research	(Similarweb, 2022)
What are the company's competitors?	Desk research	undutchables.nl/about-us abroad-experience.com adamsrecruitment.com
What are the company's Opportunities and Threats?	Desk research	(HUB International, 2022)

Table 2 External Analysis

Source: Author's own work

1.6.3 Internal analysis.

In contrast to the literature review and external analysis, the internal analysis was mostly field research because many of the questions were obtained during conversations with the office manager and the recruiter. The conversations were not officially interviews; however, they were always for the purpose of gathering more information for the research.

Research Question	Research Method	Source
What are the company's Strengths and Weaknesses?		Appendix C

What is the company target group?	Field research and Desk research	Appendix C (Hospitality Hiring Europe, 2022)
What is HHE recruitment process?	Field research	Appendice (ciclo de reclutamiento) (Chamberlain, 2019)
What are the expenses of the company in a recruitment campaign?	Field and desk research	(Bika, 2021)
What are the company (HHE) revenue streams?	Field research	Appendix C

Table 3 External Analysis

Source: Author's own work

2. Literature Review

In this chapter we will collect information on the current situation of the labour market and the hospitality industry in the Netherlands, we will also study what repercussions the pandemic brought to this specific industry. The analysis is intended to understand the events that led to the creation of HHE in late 2021, and how the company is trying to solve a need in the market.

2.1 Laboral Market in the South of the Netherlands

South Netherlands comprises the provinces of North Brabant and Limburg. There were around 1.7 million salaried jobs in these two provinces combined at the end of September 2020, of which 1.2 million could be found in North Brabant and around 0.5 million in Limburg. (EURES, 2020)

One sector that is relatively small in terms of the number of jobs (84 000 jobs), but nonetheless of fundamental importance to the region, is the hotel, catering, restaurant, and recreation sector. (EURES, 2020)

The measures that the Dutch government introduced in 2020 to control the spread of COVID-19 had a significant impact on the labour market. However, this was not immediately reflected in the employment figures. (EURES, 2020)

How employment will develop in 2021 was very hard to predict for the study made by EURES (2020), due to the coronavirus measures that remained in force.

However according to DutchNews.nl (2022), there is shortage of staff, for each 133 jobs on offer there are 100 people looking for work, and the biggest raise in vacancies is in the hospitality sector, where there are now over 44,600 jobs waiting to be filled.

According to CBS chief economist Peter Hein van Mulligen the increasing staff shortages is striking. "Over 70 percent of the Dutch population between 15 and 75 currently have paid work. That has never been so high, and it is higher every month. (NL Times, 2022)

The shortage of labor in the Netherlands is not an isolated case, reports on the subject are indicating that a similar scenario exists throughout the eurozone.

Companies in the eurozone are facing an unprecedented and widespread shortage of workers, according to the latest quarterly survey by the European Commission.

About a quarter of manufacturing and service firms reported a lack of workers as a factor limiting production in January, the highest proportion since data first became available in 1982. (Arnold, 2022)

The owners of HHE foresaw this scenario and created the company for this reason, as they would need to bring in non-nationals to meet the demand for workers in the hospitality industry.

2.2 Outlook of the Hospitality Industry in the Netherlands

The revenue index of the hospitality industry in the Netherlands in the first quarter of 2019 was 105.6. Compared to the same quarter in 2018, this was an increase of roughly 5 percent. In the second quarter of 2019, the revenue index of the Dutch hospitality industry increased to approximately 136. Since the first quarter of 2020, the revenue index of hospitality industry went continually down due to the Covid19 pandemic. For the second quarter, the revenue decreased to 55.4. (Statista, 2021).

One of the most impacted industries in the world by covid-19 was Hotels, Restaurants & Leisure, according to Vidovic (2022), and Netherlands was not the exception. Many businesses in this industry were forced to close for large parts of 2020 due to the coronavirus lockdowns. 470 restaurants decided to close permanently. As did many lunchrooms, snack bars and ice cream parlours in the Netherlands. (NL Times, 2021)

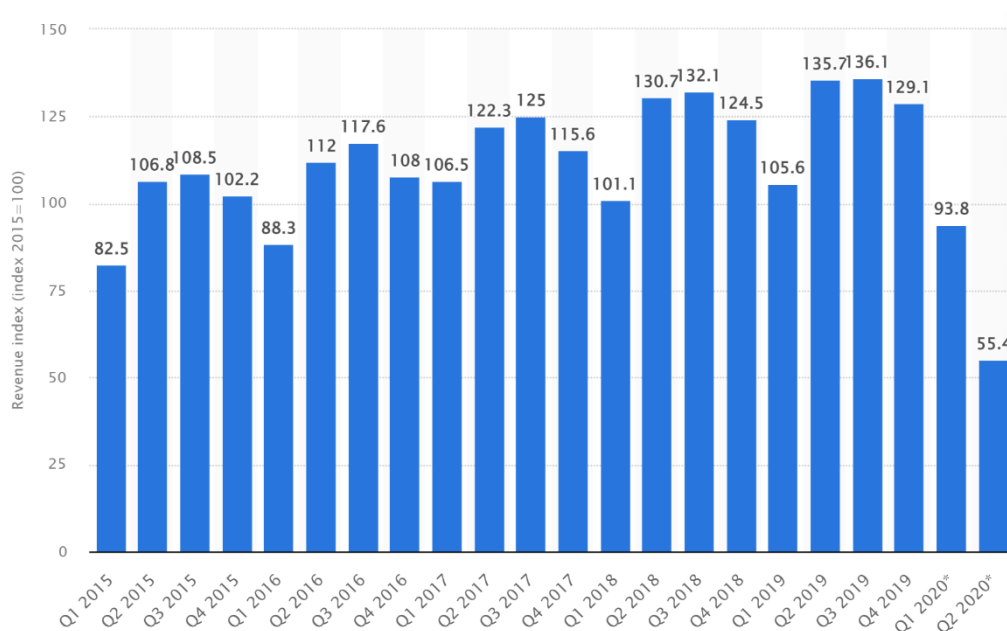


Figure 3 revenue index of the hospitality industry in the Netherlands

Source: statista.com

Vidovic (2022) assessed the impact of COVID-19 on the credit risk of industries from a probability of default (PD) perspective, and according to his study the hospitality industry, in addition to being one of the most affected, has one of the highest increases in PD, which is not positive. Hotels, Restaurants & Leisure had a change in the PD of +155%, these results are from a worldwide scope, not just the Netherlands.

2.3 Consequences in the Hospitality Industry after Covid 19 in the Netherlands

Thanks to what has been exposed in chapters 2.1 and 2.2, we can understand that the hospitality industry has been one of the most affected and that it is still vulnerable, due to the restrictions taken as a result of the pandemic. The industry does not show immediate recoveries and is highly volatile due to mistrust in this sector, since they depend heavily on tourism, and this may be affected again by a resurgence of covid-19 or by any similar situation in the future.

For the first quartile of 2022 in the Netherlands, this industry was the least trustworthy (-35.3), however for the second quartile it was the most trustworthy (40.9) among the different sectors (Statistics Netherlands, 2022). This shows an impressive recovery, but at the same time it shows the volatility of the sector.

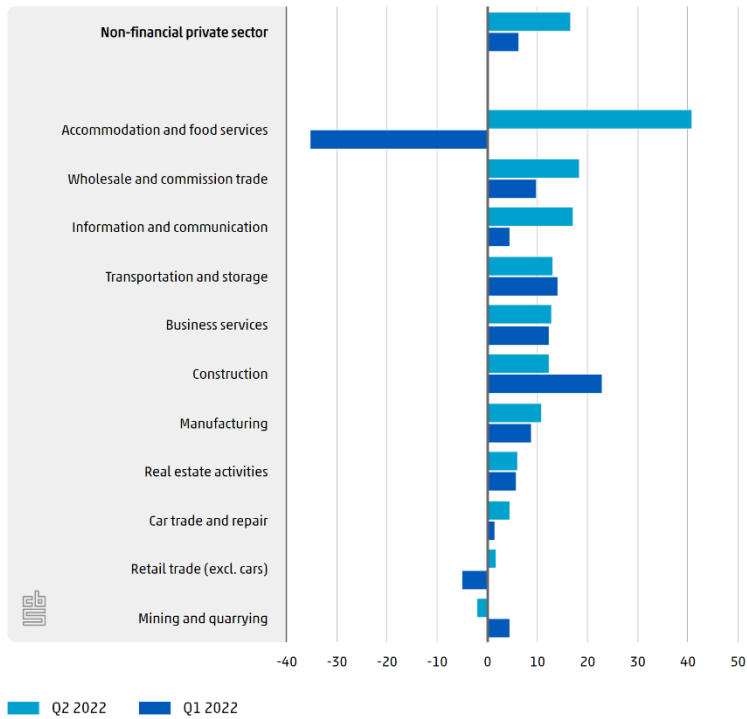


Figure 4 Business confidence by sector

Source: CBS.nl

During the covid, many staff were forced to find new jobs and 122,000 jobs disappeared, now employees who worked for the hospitality industry in the Netherlands and who lost their jobs during the pandemic do not wish to return. (Vieira Perachi, 2021)

Although it can be assured that there is desertion in the industry due to instability, the reduction of applicants during the summer in Italy and Greece is not a direct cause of the desertion.

The demand for workers for the leisure industry increases in spring and summer in countries like Italy and Greece, making it easy for people to find jobs within their countries, so there is no need to emigrate.

With this we confirm without a doubt that the need for personnel in the industry is high, and it is also an industry in which there is high distrust, because the restrictions to control covid-19 may become strict again if there is a resurgence.

2.4 Chapter Conclusion

This chapter helped us to understand the high need for labour in the hospitality industry in the Netherlands and Europe in general.

It was also possible to determine that the shortage of labour is due to the fact that many of the former workers in the industry do not want to return, because it was one of the industries that took the longest time to reopen.

It can be safely confirmed that the need to look for employees outside the Netherlands is high, although the industry is unpredictable there is room for HHE to position itself, and find more clients, but for that they must maintain a constant number of candidates recruited during the different seasons of the year.

3. External Analysis

This chapter will be directed to study the possible future countries in which HHE can venture a new recruitment strategy and their characteristics.

It also seeks to identify the communication channels and other aspects of the industry, that are relevant for HHE to remain competitive.

3.1 Recruitment Countries Characteristics

The countries that will be consider for a future recruitment strategy, should meet several characteristics. The “must have” were chosen by observation, they help identify the countries where the strategy can work. Most of them are inspired in what HHE looks for in a candidate which will be found in chapter 4.2 Target Group. Other characteristics like Net Migration rate, was chosen by the author of the thesis because it was considered that it could be a factor that affects the relocation of a candidate.



Illustration 1 Countries Must have

Source: Author's own work

Each of the “Must have” will contain an explanation of the reason why it was chosen.

- It must be a State member of the European Union: HHE is only recruiting people that has a European passport, the reason is because none of its current clients is a recognize sponsor in the Netherlands, sponsor are the only ones that can ask the government for a working permit for people outside the EU (Naturalisatiedienst, 1970). This information will be taken from European Union website.
- The minimum wage shouldn't be higher than in the Netherlands: If the minimum salary is higher it will influence in the salary expectations from the candidates, for example Luxemburg has the highest minimum salary in the European union (Eurostat, 2022), therefore people will have higher salary expectations. This information will be obtained from Eurostat (2022).

- The country must be among the European Union countries where the people emigrate the most. It will be best to focus on the countries where the statistics shows that the emigration rates are higher, since it also can be use as benchmark for the people’s willingness to move. This will follow the results shown by Dacey (2018) in the article “Which European countries attract the most immigrants?”.
- Population: This factor will join the qualities as optional, if the country has more population, it will mean that HHE has more opportunities to find candidates in that market, but it doesn’t mean that countries with smaller population has no change. Another reason why is optional is because HHE is currently recruiting in several of the most populated countries in Europe, and it limited the options. This information will be taken from (Europe Population 2022 (Demographics, Maps, Graphs), 2022).
- The country must have no less than a “Moderate proficiency” in English according to the EPI¹: This qualification is also optional, it will help to select some countries, but this index is an average, it doesn’t mean that in countries with the lowest qualification there won’t be people with a good English level. The candidates HHE’s recruits need English because is the language they will use in the role, if the company’s finds a candidate with a wide experience, but who doesn’t speak English he or she won’t be considered, so not speaking English is a deal breaker. This information will be obtained from (EF, 2021).

¹ English Proficiency Index.

3.1.1 Minimum wages in EU countries.

According to Eurostat (2022), the minimum wage in the Netherlands by January 2022 was 1725 euros, is the third highest minimum salary in the European Union, which leaves a wide range of countries where the strategy might work.

It can also be seen there are 6 countries without minimum wage: Cyprus, Italy, Denmark, Sweden, Finland, and Austria. For the rest there are 17 countries with a minimum wage lower than Netherlands. With this first filter it was possible to go from 26 countries, to 17 where the strategy might work.

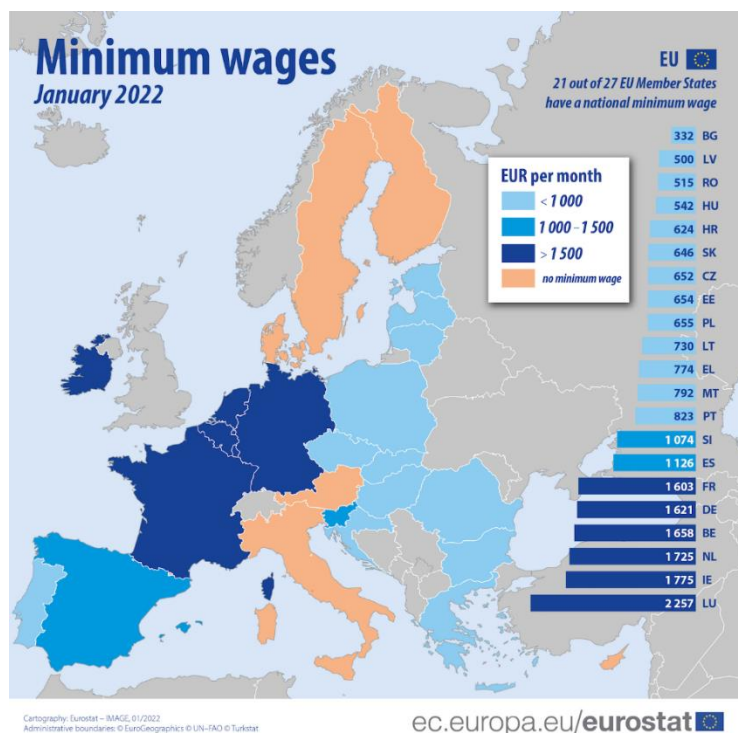


Figure 5 Minimum wages European Union

Source: Eurostat

3.1.2 Net migration rate.

According to the article from Dacey (2018), Net migration rate is the difference between the number of immigrants and emigrants, the study was carried out by region per 1000 inhabitants in

2015. The rate is positive (gray blue) if there are more people entering than leaving and negative (brown) if the opposite is true.

The findings indicates that the countries where people emigrate the most are, Lithuania, Latvia, Poland, Romania, Czech Republic, Slovakia, Slovenia, Ireland, Hungary, Croatia, Bulgaria, Spain, Greece, and Italy.

The countries filtering will continue with the countries already mentioned, except for Ireland, because the minimum salary in the country is higher than the Netherlands.

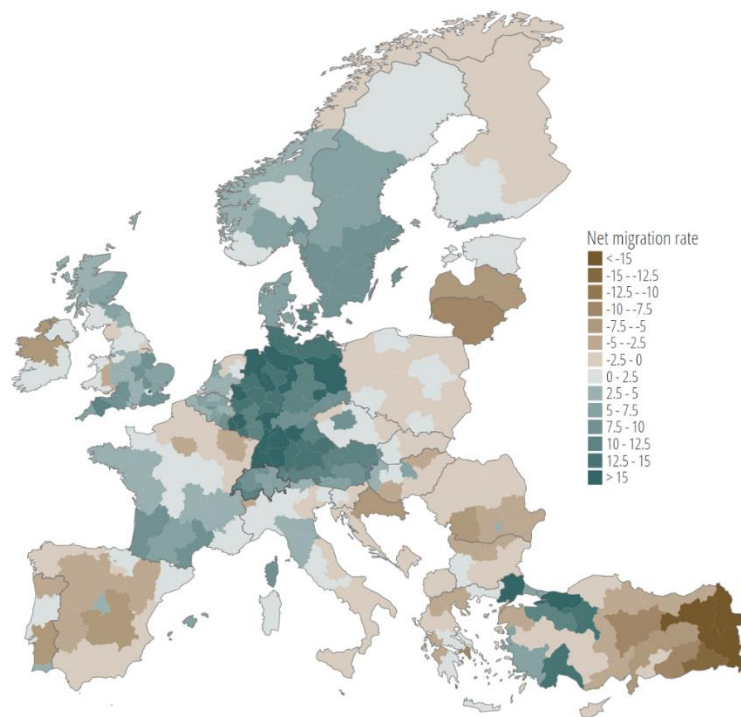


Figure 6 Net migration rate

Source: Eurostat & EuroGeographics for the administrative boundaries

3.1.3 Population.

For the population graphic the resulting countries from the net migration rate figure were considered, but as explained in the problem statement, HHE's current recruitment strategy was

focus mainly on Italy and Greece, and during summer the company does not attract the same among of candidates like in the colder months, but the two countries were kept in the graphic as a reference point, because they won't be considered as potential recruitment countries during the summer.

HHE also have opened job positions in Spain and Portugal in the past, nevertheless, they won't be used as point of reference, both Spain and Portugal can be considered as “new countries”.

The purpose of keeping countries as references is to take into account how populated are the countries where HHE is currently recruiting from, the same statement applies for the decision to keep the Netherlands.

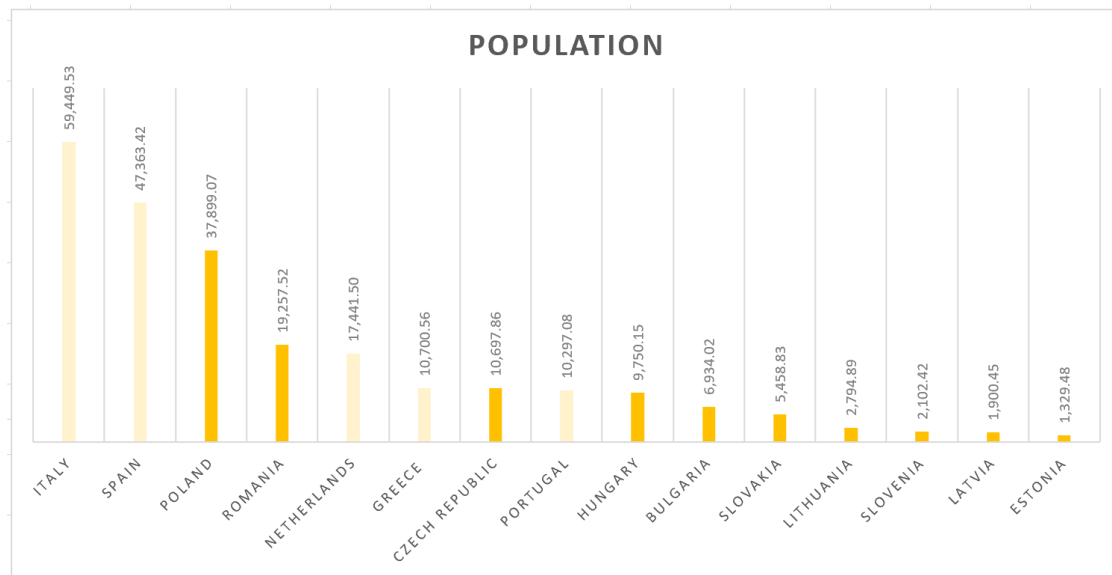


Figure 7 Countries Population,

Data source: World Bank

Design: Author's own work

Once the figure “Countries Population” was analysed, the decision was to keep the most populated countries like, Spain, Poland, Romania, Czech Republic, Portugal, Hungary, Bulgaria, and Slovakia.

According to the study from the World Bank (2020), four of the selected countries has a growing population rate, Spain, Poland, Czech Republic, and Slovakia, the other four has a decreasing rate.

3.1.4 English proficiency index.

The last characteristic that will be review is the EPI, the chart shows information from 8 countries; 6 countries have a “High proficiency”, 1 “Very High proficiency”, and 1 “Moderate proficiency. Besides the English proficiency there’s a classification, which is the ranking that goes from the country with the highest score to the country with the least.

Country	EPI	Classification
Portugal	Very high proficiency	7
Romania	High proficiency	15
Poland	High proficiency	16
Hungary	High proficiency	17
Slovakia	High proficiency	20
Bulgaria	High proficiency	23
Czech Republic	High proficiency	27
Spain	Moderate proficiency	33

Figure 8 EPI per country

Data source: nf.nl

Design: Author’s own work

None of the remaining countries has an EPI lower than Moderate proficiency, for this reason none will be discarded.

3.2 Cost of Life

Another aspect that will be analysed in detail is the cost of living in the Netherlands, in order to make comparisons with the filtered countries in chapter 3.1.

After various interviews with candidates were witnessed by the author of this thesis, it was found that, there was always a common denominator in the questions asked at the end of the interviews. The candidates always had many intrigues about how different the cost of life really was compared to their countries.

Since the Cost of Life could be a factor that makes the candidates decide whether to come to the Netherlands or not, the countries will be analysed, and only those whose costs of life do not vary much in compared to the Netherlands will be kept in the research.

Single person estimated monthly costs without rent		
Country	Cost	In compare to the Netherlands
Romania	479.62 €	48.70% lower
Hungary	493.85 €	47.37% lower
Bulgaria	497.89 €	45.00% lower
Poland	521.65 €	46.88% lower
Portugal	541.87 €	37.76% lower
Slovakia	573.44 €	39.80% lower
Czech Republic	606.70 €	34.59% lower
Spain	623.55 €	30.34% lower

Figure 9 Cost of Life,

Data source: numbeo.com

Design: Author's own work

The information was obtained from Numbeo (2022), the Cost of Life was calculated from the sum of the prices of different products and services that are considered important consumption, for example food, health insurance, gasoline, among others.

The information gathered by Numbeo (2022) does not take the rent into consideration because the website manages a separate study for it.

In the figure "Cost of Life", the countries are organized in ascending order, those countries with the highest cost are at the bottom of the table. The figure has three columns, the first one is the country's name, second cost in euros, and third is the percentage difference in the cost of living in compared to the Netherlands.

In this chapter, the countries that will be selected are those in which the percentage is not greater than the average of the percentages in Figure 9. The average of the percentages in figure 9 is 41.3%.

It was decided to choose the average among the countries studied because, referring to a percentage difference as high or low is relative. Therefore, for this specific chapter, it was decided that those percentages greater than the average, will be the ones labelled with as high percentage differences.

Countries with the least variation are those whose “Cost of life” is lower than 41.3% in compared to the Netherlands, those countries are Portugal, Slovakia, Czech Republic, and Spain.

The separate study about rent will also be important to back up the countries’ selection that has already been done.

Average rent difference compared to the Netherlands	
Country	Cost
Bulgaria	70.67% lower
Romania	70.20% lower
Hungary	65.11% lower
Poland	57.25% lower
Czech Republic	42.88% lower
Slovakia	39.80% lower
Portugal	36.30% lower
Spain	34.59% lower

Figure 10 Average rent difference

Data source: Numbeo

Design: Author’s own work

In the "Average rent difference" figure, the average percentage is 52.1%, the 4 countries selected before are again the ones with lower variation.

As an extra comment for this chapter, it is necessary to mention that the author of this thesis considers, that the Average cost of Life information in euros, is not the most accurate for people who do not have a car, do not have to use public transport every day, do not eat outside often, but the percentage differences for Cost of Life and Rent can be accurate information, when comparing the countries.

3.3 Cultural Differences

Once we know which are the countries that we will be focusing on, the following step will be study their -the countries- Business Culture, we need to consider all the aspects than can play an important role for the formulation of a new strategy.

For this sub-chapter we will be using Hofstede's Cultural Dimensions Theory, according to the Corporate Finance Institute (2022), the theory is a framework used to understand the differences in culture across countries and to discern the ways that business is done across different cultures. There are six categories in the theory, Power distance, Individualism, Masculinity, Uncertainty avoidance, long term orientation and indulgence.

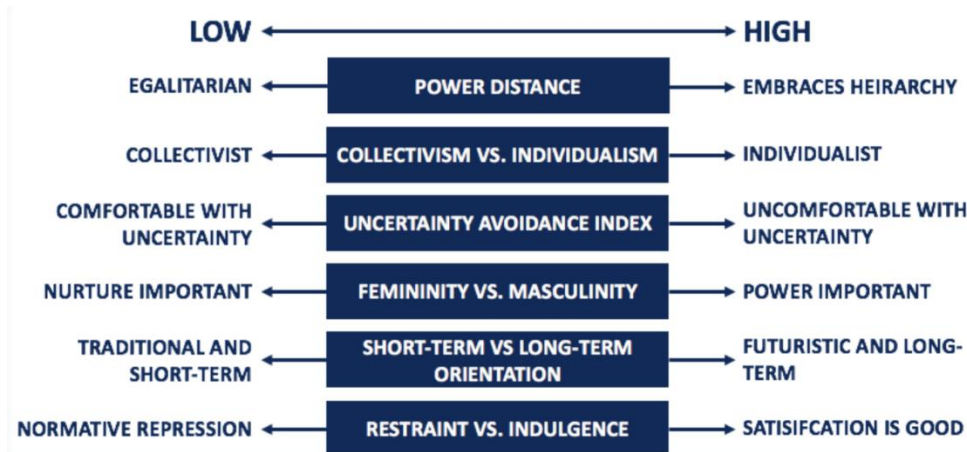


Figure 11 Hofstede theory description

Source: Corporate Finance Institute (2022)

We will be comparing each country with the Netherlands and the results will be analysed, the first country will be Netherlands. To study the Cultural Dimensions Theory two figures were presented, the first figure will show the Netherlands, and the second the 4 remaining countries from the study, this division is due to the fact that the platform used to obtain the results of each country can only create graphs with maximum 4 countries.

According to figure 11, each score in the different dimensions can be classified as low or high. For this study, those countries with less than 50 points will be related to the characteristics indicated in the low category.

Countries with scores greater than 50 points will be related to the characteristics indicated in the high category.

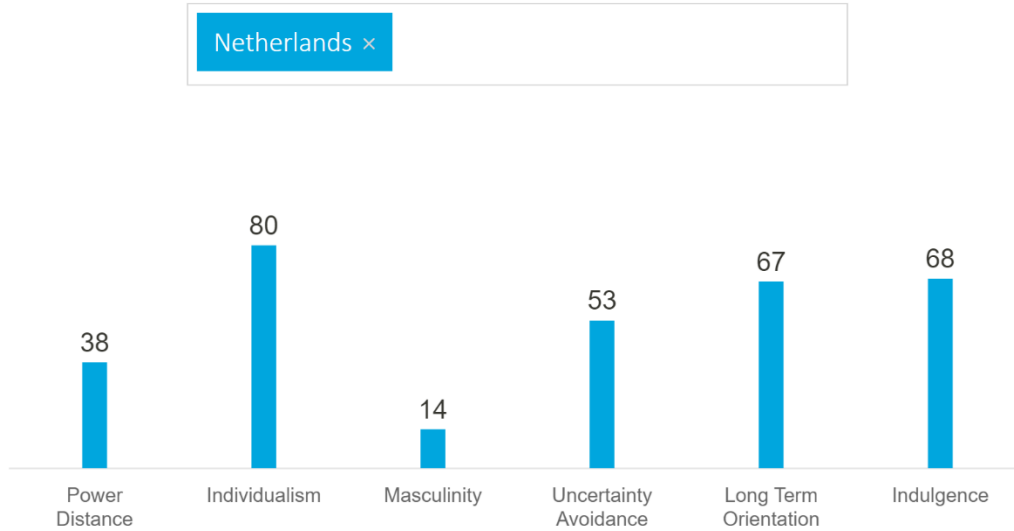


Figure 12 Hofstede’s comparison Netherlands

Source: Hofstede Insights, 2021

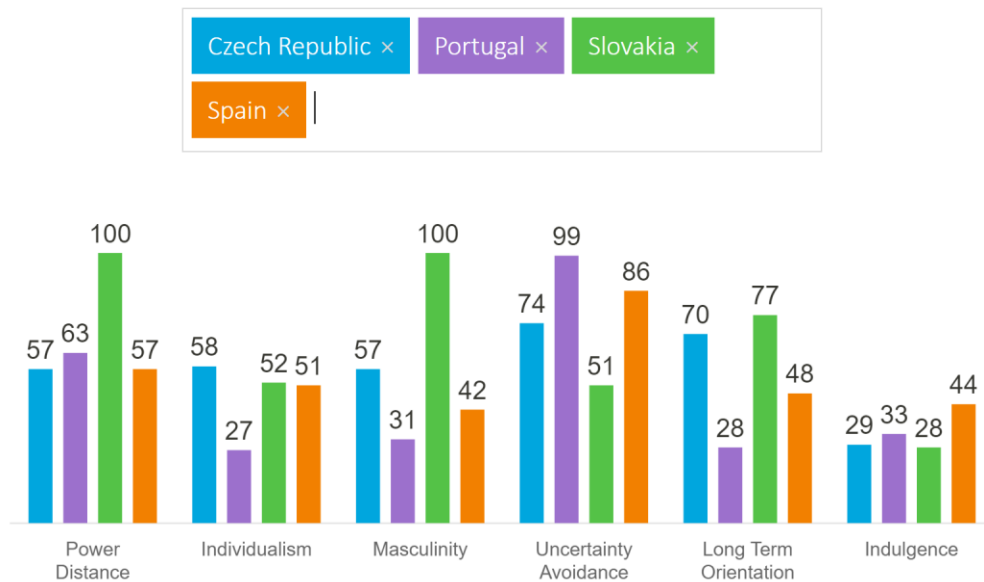


Figure 13 Hofstede’s comparison recruitment countries

Source: Hofstede Insights, 2021

Now we will analyse each dimension between the Netherlands and the 4 chosen countries.

Power distance: The Netherlands is the only country that is below 50 points, it means that the culture prefers equality, the other 4 countries prefer hierarchy. For this reason, the Netherlands has no similarities in this category with any of the 4 countries.

Individualism: 3 of the 4 countries studied have more than 50 points, which means that they identify more with individualistic environments instead of collective ones. The Netherlands is also individualistic, but its tendencies are stronger, for this reason it cannot be said that it is similar in this category to any of the 4 countries.

Masculinity: Czech Republic and Slovakia are the countries that prefer power the most. Spain and Portugal prefer learning just like the Netherlands. However, Portugal is the only country that has a score close to that of the Netherlands, and therefore the one with the greatest similarity.

Uncertainty avoidance: In this category, all 5 countries are similar since none of them feel comfortable with uncertainty. The one that bears the greatest resemblance to the Netherlands is Slovakia.

Long Term orientation: Spain and Portugal prefer short-term strategies. The Czech Republic and Slovakia prefer long-term planning, as does the Netherlands, and the scores of the three countries are similar. The Czech Republic and Slovakia are similar to the Netherlands in this category.

Indulgence: The Netherlands is the only country classified as lenient. The 4 countries studied prefer behaviour to be governed by norms. Therefore, no country is like the Netherlands in this dimension.

None of the countries is like the Netherlands in all the categories, but this comparison helps us understand the differences that are most noticeable in the business culture.

3.4 Types of Recruitment Channels

Manatal.co is a company that provides recruitment solutions, in 2021 the company create an article about the top 5 of hiring channels that every company should be using. The table “Types of Recruitments Channels” is base in that article.

Channel	Description
Job boards	Platforms such as Indeed, Glassdoor, Monster, and many others provide a space for employers and candidates to discover one another. Though this discovery is often on the candidate’s side, there are quite a few job boards out there that provide hiring companies with the ability to browse through currently available talent. (Lee, 2021)

Company career page

Your website is a powerful selling point. That's the whole point of it, to be your company's digital representation (Drive attention to your website with a good SEO campaign). (Lee, 2021)

Employee referrals

Perhaps the most successful and the slowest of all these channels. Employee referrals are an employer's favourite method. As it takes very little effort and minimal costs, employee referrals can yield some of the best talent a company could recruit. (Lee, 2021)

Social media

Social media is by far the most active aspect of the digital world and the best way to connect directly and instantly with entire generations of potential candidates. (Lee, 2021)

Candidate rediscovery

Candidate rediscovery refers to the practice of revisiting your existing candidate database for a previously acquired resume

that may just fit a newly available position.

This practice serves to simplify recruitment

on a large scale. (Lee, 2021)

Table 4 Types of Recruitment channels

Source: Author's own work

Only three out of five channels will be taken into consideration for the rest of the thesis, since those can be use and improve by the company in the present.

HHE is already implementing a good system of candidate rediscovery, however rediscovering is not a good channel for the company according to the recruiter, when people get discarded is due to lack of skills or because they already find a job. Every time this channel has been tried it has not brought results, for that reason is better for the company not to waist more resources in this option.

Regarding the use of employee's referrals, it's not suitable for the company because HHE is not hiring these candidates for itself, so those employees can give referrals just about their current employer.

When it comes to job boards there's a huge scope of options, but Indeed is the one that will be referred, considering that is the only one the company has used, but also because the amount of countries that can be reached. It is also important to mention that Indeed is the biggest and most widely used job board in the world according to Polner (2022).

Social media is also important, is where the people spent most of their time online, but not all of them will be helpful for the needs of each company. For HHE case LinkedIn is the best option to engage with their audience (HHE audience will be described in the internal analysis).

According to Newberry (2022) “13. 49 million people use LinkedIn to search for jobs each week. If your company is hiring, your LinkedIn Page can be a key source of potential new employees.”

3.5 Recruitment Channels Prices

The following table shows the fees for regarding job advertising on different channels.

Channel	Prices
Indeed	Between 3-8 euros per publication and per day, the company is free to increase the budget for better results, but this range has been the one HHE has been using. This will be widely explained in chapter 4.
LinkedIn (social media)	This platform does not charge per day, but per click. For example, if you set a 30-day campaign with a daily budget of \$10, you won't be charged more than \$15 in one day or more than \$300 in 30 days. (Organ, 2022)

Website	On average, though, you can expect to pay an upfront cost of around \$200 to build a website, with an ongoing cost of around \$50 per month to maintain it. This estimate is higher if you hire a designer or developer – expect an upfront charge of around \$6,000, with an ongoing cost of \$1,000 per year. (Carney, 2022)
---------	--

Table 5 Recruitment Channels Prices

Source: Author's own work

Currently, the company is only using Indeed as a recruitment tool, due to the effectiveness that the platform has brought. HHE has a profile on LinkedIn, however the company doesn't have a marketing strategy for social media, so the posts are not constant.

The company also has a website, but it will also require reinforcement from a marketing strategy, but the company is not interested in exploit the potential from this channel in the present.

According to the office manager from HHE (Appendix D), the company wants to improve their website, but as a channel for the clients. HHE wants to create a private space on the website that only the clients can see, in this space the clients will be able to see the available candidates.

HHE would also like a feature for engaging with the candidates, but this is a plan maybe for next year.

3.6 Most Used Job Boards per Country

According to the results of Similarweb (2022), Indeed is the most visited website in the world in the category of “Jobs and employment”. There are several countries that are not part of the data collected with a similarweb, for example, Slovenia, Latvia, Estonia, among others, but all the countries that will be compared for the thesis are within similar web reach.

Country	Job Boards Ranking	Source Job board
Portugal	1. Net-empregos 2. Indeed	Similar web
Slovakia	1. profesia.sk	Similar web
Spain	1. Infojobs.net 2. Indeed	Similar web
Czech Republic	1. Jobs.cz 2. Prace.cz 3. Indeed	Similar web

Figure 14 Most used job boards per country

Data source: Similar web

Design: Author’s own work

Indeed, is in the top three of most used job boards among the studied countries, for instance It is the platform that interests us the most. Though Indeed does not work worldwide, it has no presence in Slovakia.

For Slovakia the most used job board is Profesia.sk, the monthly fee for this website is lower than Indeed. HHE can try this website once to study its behaviour, and if it generates good results for the recruitment strategy, like Indeed has done.

The company can also analyse other job boards, however, Indeed seems to be the best option for the number of people it can reach and for its price. Nevertheless, the figure "Job boards fees" will be attached to this research, so that the reader can observe the price differences on each platform.

Company	Fees/one job post	Source Job board
Profesia.sk	79€/week	Profesia.sk
	89€/14 days	
	99€/month	
Indeed	4-8€/day	Appendix D
	120-240€/month	
Infojobs.net	289€ + IVA/ 60 days	Infojobs.net
Jobs.cz	336€/month	Jobs.cz

Figure 15 Job boards fees

Source: Author's own work

The employment world online is different in every country, and a channel that is working for some countries won't work in others, for this reason it is necessary to know which are the most used job boards in the countries we are studying.

3.7 Competitors Analysis

HHE has no direct competitor because its focus is on recruiting staff within the European Union outside of the Netherlands specifically for the hotel industry. But there are recruitment agencies focused on multilingual candidates, the following companies can be replacement competitors.

Competitor Company	Description
Adams Multilingual Recruitment	Specializes in matching multilingual and near-native English speakers with job opportunities in the Netherlands. (Multilingual Recruitment in the Netherlands, z.d.)
Abroad Experience	Is an international recruitment agency, which offers unique career opportunities to multilingual job seekers. They recruit personnel for a great number of international companies that have established their European Headquarters, Customer Service and Financial Shared Service Centers in The Netherlands. (Milhau, 2022)
Undutchables Recruitment Agency	The international business recruitment pioneer in the Netherlands, has a proven

track record in international job matching and placement. (Undutchables: Recruitment Agency in the Netherlands, 2021)

Table 6 Competitor's analysis

Source: Author's own work

Although HHE is not a direct competitor of the companies already mentioned, it can learn from these companies, for example the content of their web pages.

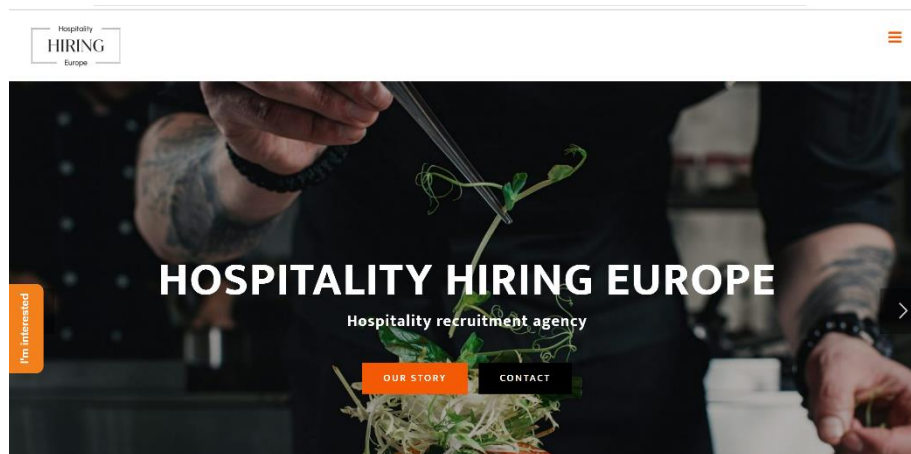


Figure 16 HHE website landing page

Source: Hospitality Hiring Europe Website

Although the company does not plan to make changes to attract candidates to the web page this year, the characteristic in the business world in the Netherlands is to plan long term. Therefore, what indirect competitors include in the design of their web pages will be studied, to give recommendations that will be relevant in the near future.

As the three companies are focused on connecting candidates with companies (just like HHE does). All three companies have something in common in their main landing pages, they all lead

the reader directly to search through the vacancies that are open. HHE's main landing page does not have this feature, and it can be something that HHE can take into consideration in the future when they decide to start using their website for their recruitment campaign.


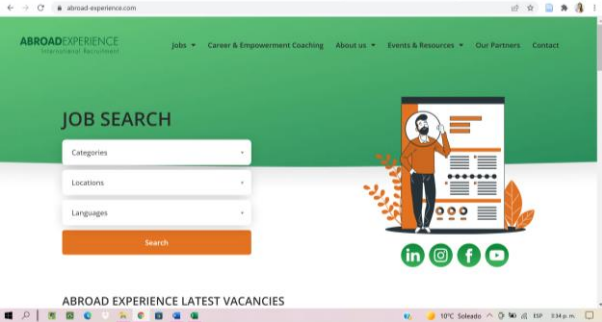
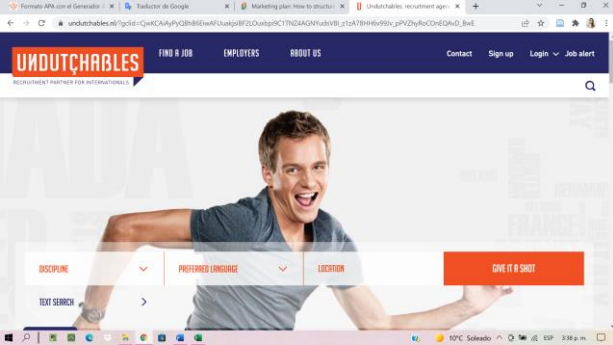
Competitor	Website Layout
Adams Multilingual Recruitment	
Abroad Experience	
Undutchables Recruitment Agency	

Table 7 Competitor's website Layout

Source: Author's own work

3.8 Opportunities and Threats

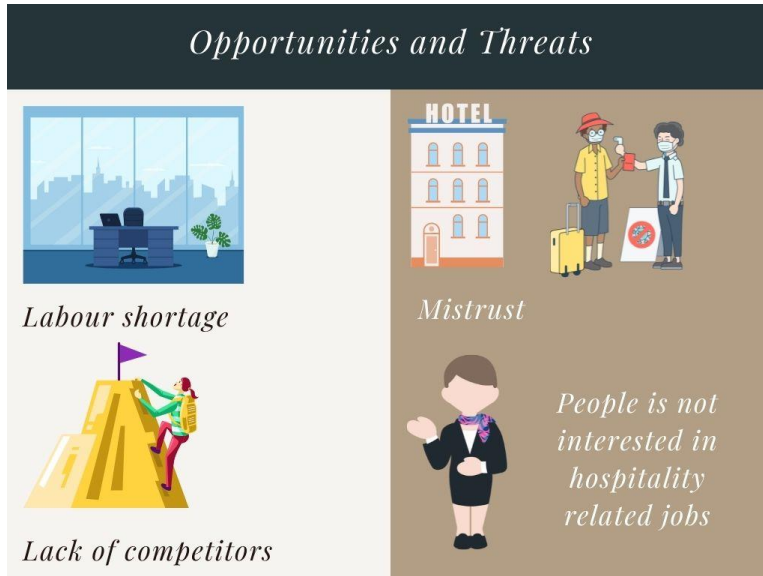


Illustration 2 Opportunities and Threats

Source: Author's own work

The biggest threats that HHE is currently facing is the volatility and mistrust of the hospital industry partly generated by the pandemic, and the scarcity of people interested in working for the hospitality industry. Another possible threat is a direct competitor with the ability to change the market, however, would not be the most worrying threat, due to the increasing number of vacancies in the country.

According to HUB International (2022) abundant labour shortage in restaurants and hotels is a threat for the hospitality industry, but not for HHE and the lack of competitors also generates an advantage.

Some of the threats to the industry such as mistrust are negative for the company's recruitment processes, but threats such as labour shortages generated a need in the market from which the company can take advantage of.

3.9 Chapter Conclusion

In conclusion to the External analysis, we have the countries with the greatest viability to apply a recruitment strategy, which are Spain, Portugal, Czech Republic, and Slovenia, although none of the countries has a business culture equal to the Netherlands, they have similarities. Additionally, they passed all the filters in the "must have" categories.

It should be clarified that the possible increases in the recruitment of candidates that these countries will bring is uncertain. It can only be proved by opening vacancies in the countries, to study how many candidates are recruited and how good is the quality of these.

On the other hand, there is Indeed, it is the best recruitment channel that the company currently has. Indeed is the most used platform internationally for job seekers, however the company must improve its digital presence on its website and profile from LinkedIn.

Other important aspect is the website design of non-direct competitors, HHE should implement a similar design in the future.

The last learning from the chapter is that a threat in the industry will not always be negative for a company.

4. Internal Analysis

In this chapter you will find information about the strengths and weaknesses of the company, the target group, description of the recruitment process, the expenses of the company in a recruitment campaign, and the revenue streams.

4.1 Strengths and Weaknesses



Illustration 3 Strengths and Weaknesses

Source: Author's own work

The biggest strength that the company has is the people. Those who created HHE have many years of experience and a wide network in the industry. According to the office manager (Appendix C), the company works under a board with over 40 years of relevant experience in management positions in the hospitality industry.

This team of experts in the area were the ones who made it possible to obtain recognized clients in the industry such as Hilton and Accord hotels. In addition, the company also has solid capital support to keep its operations running smoothly.

The most notorious weakness of the company is its recent entry into the market, it is not yet well known, and its reputation is just being created. On the other hand, the whole recruitment campaign has been thought online platforms, because it is difficult to establish contact with

candidates in physical channels due to the distance between the countries from which they are recruiting.

HHE is still a young company, but it is currently undergoing a series of improvements that will contribute to the future growth of the company. The weaknesses they currently have can be studied and improved.

4.2 Target group

The company has two target groups, the candidates, and the clients, both equally important.

4.2.1 Candidates.

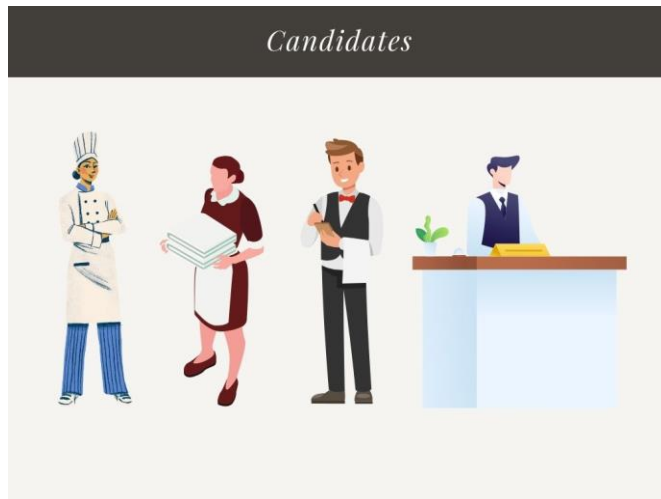


Illustration 4 Candidates

Source: Author's own work

The candidates need to meet different characteristics. The following applies only for those with experience in a role related to the hospitality industry like, front office, chefs, waiters, cooks, service employees and others.

Independent cooks and waiters are the most needed by the clients, but also the positions that take longer for finding a candidate, mostly independent cooks. Front office job post has the quickest response time, but there's no a big demand for them. (Appendix A)

For this research, “Candidates” is the most important group, because without candidates it is not possible to obtain a good performance that guarantees client retention throughout the year.

- Minimum of 1 year's work experience in a similar position (depends in the role of the publication)
- Willing to work at irregular times and in a changing schedule
- Full time availability
- With passport from one of the countries of the European Union
- Training in the field of hospitality and catering
- Speak English fluently

Figure 17 Target Group characteristics,

Source: HHE’s office manager

The characteristics mentioned are present in all the descriptions of the vacancies opened by HHE, this information was provided by the HHE’s office manager.

Besides the conditions in the figure “Target Group characteristics” the candidates need to have a neat and formal appearance in order to be highly considerate for the job.

4.2.2 Clients.

All HHE's clients fall into the Hotels, Restaurants, Cafes, and Leisure category, as the company only recruits candidates from the hospitality industry. Clients, in addition to belonging to any of the previous categories, must also ensure that they will provide the candidates with the accommodation on their arrival.

The company’s first client is Black Label Hotels which have 4 hotels in the Netherlands for which HHE looks for candidates to every new open vacancy. The open vacancies are not just for the hotels but also for the restaurants within them.

There are other clients besides the Black Label Hotels (BLH) group, but BLH is currently the main.

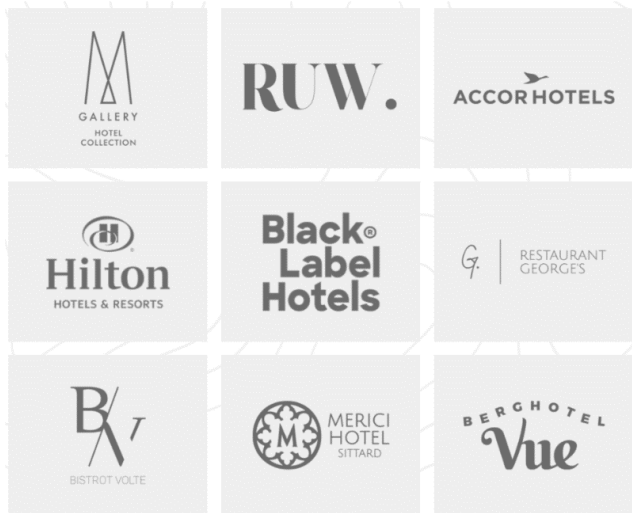


Figure 18 HHE clients; picture

Source: hospitalityhiringeurope.com

In the figure “HHE clients”, some of the main clients with whom the company works or has worked are shown, this photo can be found on HHE’s website.

The analysis in this research is not focused on getting more clients, however HHE needs to increase candidates in order to keep clients, and thus achieve sales.

HHE's profits come from the clients, as these companies pay a fee each time HHE finds employees for them. Therefore, the whole campaign to find candidates is to generate sales in the season when there are more clients.

4.3 Recruitment Process

The recruitment process has the stages shown in the “Recruitment process” figure but, the background of the recruitment process is quite simple. The company is currently using just one channel, which is Indeed. HHE opens job vacancies every month in the most requested positions by its clients, then waits for people to start applying.

The first filters are made by the recruiter, the basic filters are the passport of the European Union, English and experience, once the people who have all the basic characteristics are selected, they are invited to an interview to check their level of English and personal presentation, after the interviews they are asked to send a video presentation, which will be shown to their possible future employers.

Later the manager selects to which clients the candidates are going to be proposed, and then the client selects which is the candidate the company liked the most.

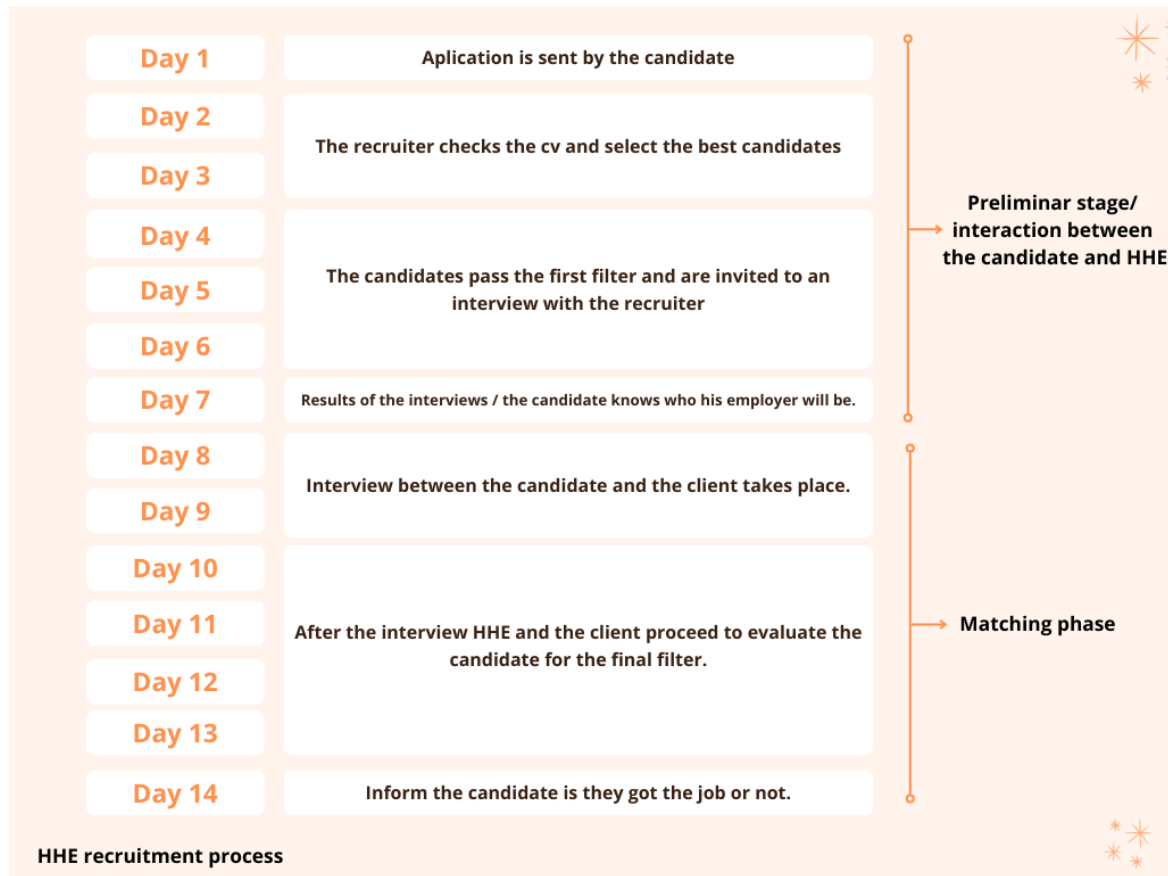


Figure 19 Recruitment Process

Source Appendix B

The recruitment process sometimes takes 14 days; however, it can also take 21 days if no client is interested in the candidate. When a candidate is presented to several clients and is not chosen, he is discarded, but the process does not exceed 21 days. According to Chamberlain, (2019), the average duration of a recruitment process in the Netherlands is 25.4 days, HHE is below average, which is positive.

4.4 Recruitment Campaign Expenses

A recent survey by the Society of Human Resource Management (SHRM) found that the average cost per hire is just over \$4,000. This number is the average across all the companies SHRM surveyed. (Bika, 2021)

However, several factors may affect each company's individual average. For example, cost per hire depends on hiring volume. The more people you hire, the lower your cost per hire will be. (Bika, 202)

HHE currently focuses its entire recruitment strategy through Indeed, and the average cost from this strategy can be seen in the following figure.

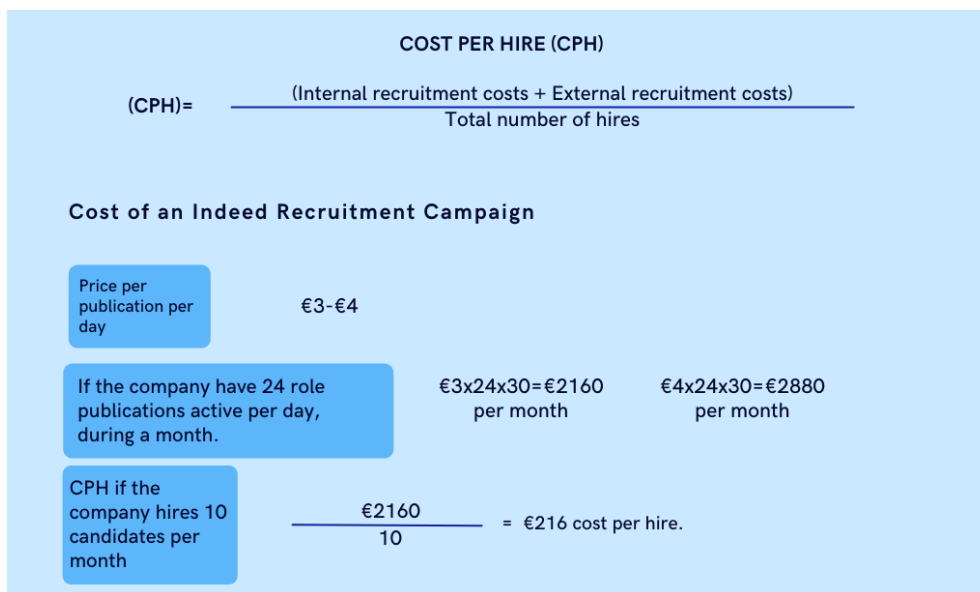


Figure 20 Analysis of the costs from an Indeed recruitment campaign

Source: Author's own work

The average cost per hire is 4000 dollars, but in euros is around 3723, however according to the approximations made in the “Analysis of the costs from an Indeed recruitment campaign”, HHE will only be spending 216 if the company manage to sell 10 candidates per month. It means that the company is 3507 euros below the average cost.

It would be important that the company accurately calculates the CPH each month, to keep a follow up with the expense’s differences during the warm and cold season. During the warm season the number of candidates decreases, it goes from an average of 200 to 150 per month, according to the company’s recruiter (Appendix A), and the price of the cost per day per publication goes from 3/4 to 10 euros.

To better track the exact number of applicants per month, the company should also open and close positions each month in the Indeed platform. HHE can also keep this information up to date in an excel document, but it would be more effective to combine these two recommendations.

Opening and closing jobs each month will help them have an accurate archive on Indeed, that allows them to check the data that will be transferred to the excel.

4.5 Revenue Streams

The following are three role categories among the candidate portfolio. When the company match a candidate with a client at first the client pays 60% of the accorded price, clients have a month to train and analyse if the candidate fits for the role. In case the candidate stays after the first month HHE gets the remaining 40% of the accorded price. The list of prices can be seen in the following figure.

Category 1 (€2000 excl. btw)	Category 2 (€3000 excl. btw)	Category 3 (€4000 excl. btw)
Employee Service	Supervisor Operation	Restaurant Manager
Chef de partie	sous chef	Chef cook
Housekeeping employee	Supervisor housekeeping	Front Office Manager
Independent working cook	Night porter	Housekeeping Manager
Washing up employee		
breakfast cook		
Front office employee		
kitchen employee		

Figure 21 HHE Revenue Streams

Source: company files.

4.6 Chapter Conclusion

This chapter allowed us to know and understand the internal panorama of the company, however one of the most important parts was to understand how the recruitment strategy works and how much expenditure it generates.

Due the fact that all the functions of the company revolve around recruitment, it is important for the company to keep track of various KPIs, such as the CPH, since with these they can

measure the operation of the company from a general perspective, because they can compare their results with the industry average and other companies.

On the other hand, it is clear that the company needs candidates to keep clients, if HHE does not maintain its flow of candidates during the warm season they will not be able to generate sales.

5. Conclusions

At this point, the research has all the necessary information to generate a recruitment strategy, financial plan, recommendations, and prototype.

The recruitment strategy will focus on the countries with recruitment potential identified in chapter 3. Although the strategy that will be proposed is not new in the sector, it is the strategy that best applies to the case of HHE, because it is realistic and achievable with the available resources. What is important to achieve is that the strategy contributes to a steady flow of candidates, in order not to lose sales during the warmer season.

While the strategy will focus on the present, the recommendations will focus on the near future.

The company needs to improve its digital presence on its website and LinkedIn profile, since they are new and small, they need to start positioning themselves in the industry through various channels, this will help them reach other audiences.

The prototype will show an example of a website main page, inspired by the website design of non-direct competitors.

6. Strategies Options

At the end of our investigation in chapter 3, we obtained that there are 4 countries with recruitment potential, which are Spain, Portugal, Slovakia, and Czech Republic.

At the beginning we explained that the company needs new countries, for the company to stop the decrease of candidates each summer.

Spain and Portugal are not new countries; however, they are countries in which HHE tried to open job vacancies on few occasions. The case for Italy and Greece is different, they were the only countries from where the company recruited, it means that HHE brought employees to the Netherlands just from those countries.

For the reason explained above, Spain and Portugal will be considered as good options for the strategy.

The recruitment channels that the company is currently using are quite simple to manage, for this reason we will recommend two strategies that can be mixed, one for Indeed and one for Profesia.sk.

On the other hand, the channel HHE should remain using is Indeed, but also must start an optimization for their website to make it a strong recruiting tool. LinkedIn is currently avoided due to the cost differences, and the quality of the candidates found with this tool (Appendix A), nevertheless the free options can be tested. Indeed, offers the same services as LinkedIn and cost less.

Currently the company has at least 20 vacancies open on Indeed. For the following strategy all countries will be considered, except for Slovakia, because Indeed does not have presence in the country.

The company must divide the vacancies it has open among the three countries. The division of the number of vacancies will depend on the population of each country. Spain and the Czech Republic are the ones with the largest population; therefore 7 vacancies will be opened in each one. For Portugal 6 vacancies will be opened.

6.1 Indeed Strategy

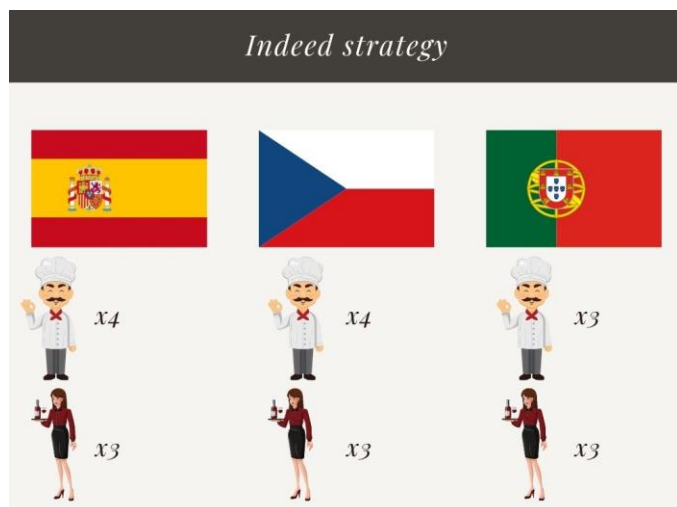


Illustration 5 Vacancy distribution

Source: Author's own work

In the case of Spain and the Czech Republic, 4 random vacancies will be opened in their most populated cities, and 3 in the second most populated city. In Portugal all will be opened in its populous city because its total population is reduced in compared to Spain and Czech Republic.

Currently the demand for cooks and waiters is at its highest, therefore, vacancies will only be opened for those roles, as will be shown in the following graph.

Country	Number of vacancies	Positions
Czech Republic	7	4 cooks, 3 waiters
Spain	7	4 cooks, 3 waiters
Portugal	6	3 cooks, 3 waiters

Figure 22 Strategic option short-term

Source: Author's own work

6.2 Profesia.sk Strategy

The second strategy is simpler and will be focused on Profesia.sk; Slovakia is the country with the lowest population of the remaining 4, it will be the first time the company is going to try this job board, however the price per month of profesia.sk is considerably lower in compared to Indeed.

The company should open a vacancy for one month within the platform to test the results of both, the platform, and the country. As it will only be a vacancy, the company can combine this Profesia.sk with Indeed.

6.3 Strategies Conclusion

Depending on the results generated by both strategies the company must modify the number of open vacancies in each country, the cities, among other things. The company should use this year's warm season to understand the industry and which countries are the best recruiting options during the season.

The information the company collects about the market this year, will help to have a better understanding of what can be done in the warmer season of 2023. Ensuring a steady flow of candidates throughout the year will guarantee sales.

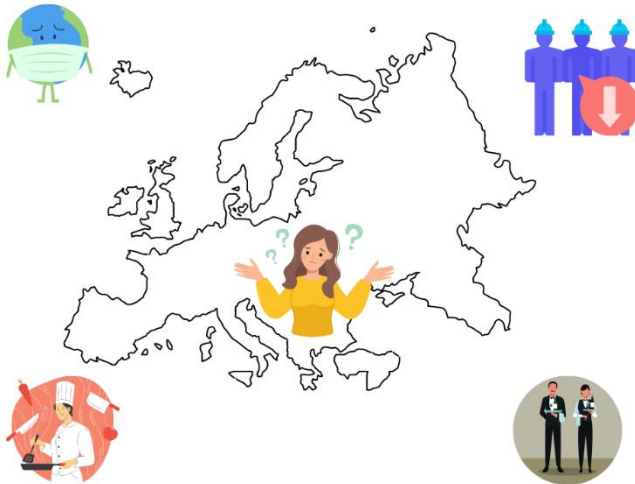


Illustration 6 Hospitality Industry environment

Source: Author's own work

Unfortunately, it is not certain that the strategy will work, due to the volatility of the industry at the moment, but the only way the company can prove it is by putting the plan into action.

In the future, the company could venture into better recruitment strategies, but currently the first thing to do is produce some profits in order to ensure HHE growth. Once the company is larger and stable, it will have greater security to develop more bold strategies.

It is important to mention that this study could have been more successful if an expert in the industry had been consulted, the expert could have had recommended sources of information

accessible to the public or offered advice on which countries have good quality in hospitality professionals. For example, countries with recognized catering schools or similar.

7. Financial Underpinning

To calculate the strategies expenses, we will create an equation for the two channels. The equations will have fixed costs, which would be the salary of the recruiter, since we do not have this information in our study, the minimum salary in the Netherlands will be used.

For variable costs we will use the cost per hire (CPH). The CPH for Indeed will be based on a campaign of 20 vacancies, in which the price per day per post is 8 euros, for 30 days, under the assumption that the company manages to hire “X” people in that period of time.

For profesia.sk the CPH will be based on a campaign with 1 open vacancy that costs 99 euros per month that manages to hire “X” people during that period of time.

The X represents the hires per month, and 2000 euros is the price pay by the clients per candidate.

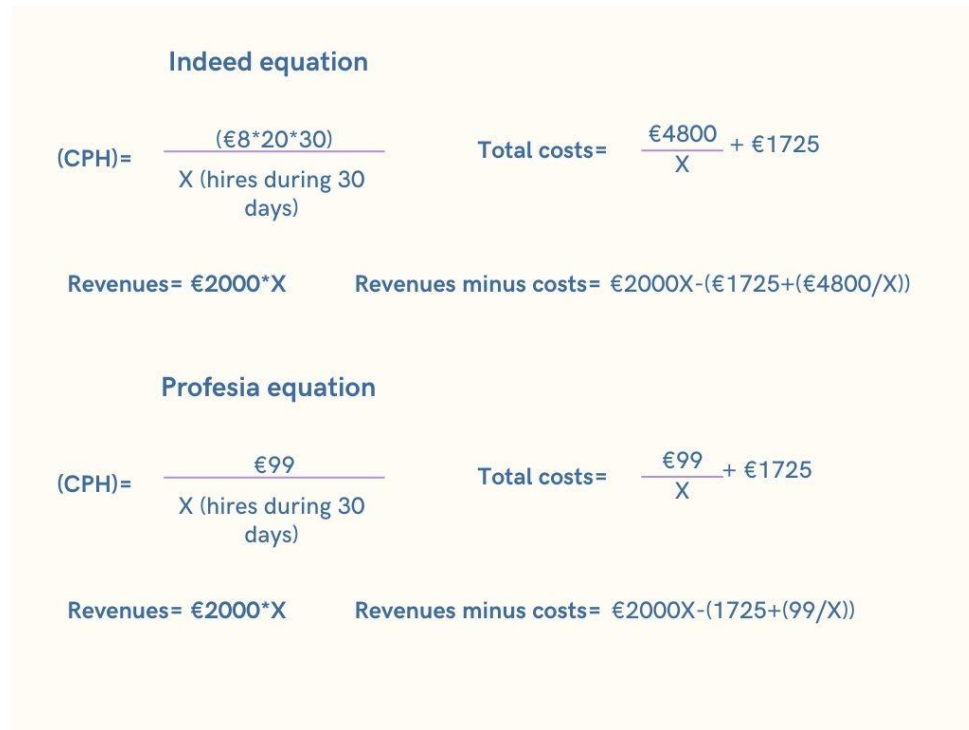


Figure 23 Strategies equations

Source: Author's own work

Now the equations will be solved, in order to know from which number "X" starts to generate profits. In other words, how many candidates the company must recruit per month to generate profits. The first equation to be solved will be Indeed's equation.

$$2000X - \left(1725 + \left(\frac{4800}{X} \right) \right) = 0$$

$$X = \frac{69 + \sqrt{66201}}{160}$$

$$X = 2,03935$$

In order for HHE to generate revenue with Indeed's strategy, the company needs to sell more than two candidates per month. If the company manages to sell three candidates recruited through Indeed per month, its revenue would be €2675.

We will now look at the results generated with the second strategy:

$$2000X - \left(1725 + \left(\frac{99}{X} \right) \right) = 0$$

$$X = \frac{345 + 3\sqrt{16745}}{800}$$

$$X = 0,916509$$

For HHE to generate revenue with Profesia's strategy, the company needs to sell more than two candidates per month. If the company manages to sell three candidates recruited through Profesia per month, its revenue would be €4242.

Both strategies are feasible for the company in the short term, and profits can be generated with few candidates. Although, Profesia's strategy generates more revenue than Indeed, it should be noted that Profesia's equation only takes into account the payment of one publication per month, Indeed's equation has 20 openings per month. On the other hand, Profesia can only be used in one country, which limits it.

8. Recommendations and Prototype

As a long-term strategy, we will advise HHE to increase the use of other platforms, Indeed is a good recruitment platform, however it is not a tool to interact with the audience.

In the case of the website, the company can improve its homepage, the person who enters the website must understand from the first moment that HHE is a company dedicated to recruitment.

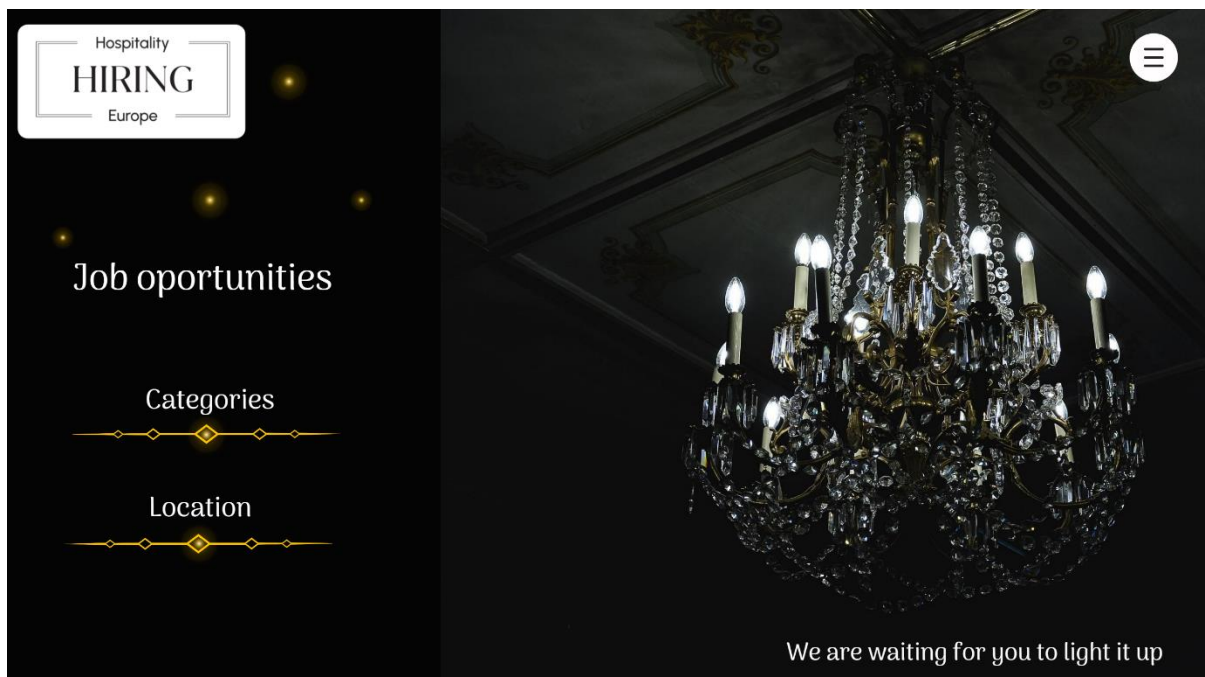


Figure 24 Website landing page prototype

Source: Author's own work

The design chosen for the main page is simple, provides a slogan for the company, and maintains an elegant style.

As for the LinkedIn profile, although it has been discarded as a recruitment tool, its use to interact with one of their audiences, be they clients or candidates, is not ruled out, since is a good channel for networking.

9. References

- Arnold, M. (2022, February 1). *Eurozone jobless rate hits record low of 7% as worker shortages spread*. Financial Times. <https://www.ft.com/content/fc3d94f1-9c6c-4f5e-8536-9db90ff221cc>
- Bika, N. (2021, November 19). *Recruiting costs FAQ: Budget and cost per hire*. Recruiting Resources: How to Recruit and Hire Better. <https://resources.workable.com/tutorial/faq-recruitment-budget-metrics#:~:text=A%20recent%20survey%20by%20the,hire%20depends%20on%20hiring%20volume>.
- Carney, L. (2022, January 26). *How Much Does a Website Cost in 2022? (Full Breakdown)*. Website Builder Expert. <https://www.websitebuilderexpert.com/building-websites/how-much-should-a-website-cost/#:~:text=On%20average%2C%20though%2C%20you%20can,cost%20of%20%241%2C000%20per%20year>.
- Chamberlain, A. (2019, October 17). *How Long Does it Take to Hire? Interview Duration in 25 Countries*. Glassdoor Economic Research. <https://www.glassdoor.com/research/time-to-hire-in-25-countries/>
- Corporate Finance Institute. (2022, April 21). *Hofstede's Cultural Dimensions Theory*. <https://corporatefinanceinstitute.com/resources/knowledge/other/hofstedes-cultural-dimensions-theory/>
- Dacey, T. F. F. B. J. (2018, October 3). *Which European countries attract the most immigrants?* SWI Swissinfo.Ch. https://www.swissinfo.ch/eng/migration-series_europe-s-immigration-balance-sheet/42495760

- DutchNews.nl. (2022, May 17). *Shortage of staff begins to bite, 133 vacancies for every 100 unemployed*. <https://www.dutchnews.nl/news/2022/05/shortage-of-staff-begins-to-bite-133-vacancies-for-every-100-unemployed/>
- EF. (2021). *EF EPI 2021 – EF English Proficiency Index*. <https://www.ef.com/wwen/epi/>
- EURES. (2020). *Labour market information: Netherlands*. EURES. https://ec.europa.eu/eures/public/living-and-working/labour-market-information/labour-market-information-netherlands_en
- European Union. (n.d.). *Country profiles*. European Union. https://european-union.europa.eu/principles-countries-history/country-profiles_en?page=0
- Eurostat. (2022, January 28). *Out now: First 2022 data on minimum wages in the EU*. <https://ec.europa.eu/eurostat/web/products-eurostat-news/-/ddn-20220128-2>
- Hofstede Insights. (2021, June 22). *Compare countries*. <https://www.hofstede-insights.com/fi/product/compare-countries/>
- Hospitality Hiring Europe. (2022, March 2). *Home | Hospitality Hiring Europe | Hospitality recruitment agency*. <https://hospitalityhiringeurope.com/>
- HUB International. (2022). *Hospitality Industry Outlook 2022 | HUB International*. <https://www.hubinternational.com/insights/outlook-2022/hospitality/#:%7E:text=Business%20income%20coverage%20is%20expected,terms%20and%20seeking%20rate%20increases.&text=HospitalityNet%2C%20%E2%80%9CReport%3A%20Hotels%20Projected,%2C%20%E2%80%9D%20September%2015%2C%202021.&text=HospitalityNet%2C%20%E2%80%9CU.S.%20Market%20Recovery%20Monitor,%2C%20%E2%80%9D%20June%2019%2C%202021>

Lee, S. (2021, July 20). *Top 5 Hiring Channels you Should Already be Using*. Manatal.

<https://www.manatal.com/2020/11/18/top-5-hiring-channels/>

LinkedIn Video and LinkedIn Live: How to Get Rolling. (2020, March 3). LinkedIn Marketing

Blog. <https://www.linkedin.com/business/marketing/blog/linkedin-ads/video-marketing-linkedin-video>

McCormick, K. (2022, February 7). *15 Ways to Make Your Website More Visible*. WordStream.

<https://www.wordstream.com/blog/ws/2020/11/17/website-visibility>

Milhau, M. (2022, January 24). *Abroad Experience Recruitment Agency*. Abroad Experience.

<https://abroad-experience.com/>

Multilingual Recruitment in the Netherlands. (n.d.). Adams Multilingual Recruitment.

<https://www.adamsrecruitment.com/>

Naturalisatiedienst, I. E. (1970, August 22). *Work*. Immigration and Naturalisation Service

(IND). <https://ind.nl/en/work/Pages/default.aspx>

Newberry, C. (2022, April 7). *37 LinkedIn Statistics Marketers Should Know in 2022*. Social

Media Marketing & Management Dashboard. [https://blog.hootsuite.com/linkedin-](https://blog.hootsuite.com/linkedin-statistics-)

[statistics-](https://blog.hootsuite.com/linkedin-statistics-business/#:~:text=49%20million%20people%20use%20LinkedIn,LinkedIn%20are%20even%20more%20important.)

[business/#:~:text=49%20million%20people%20use%20LinkedIn,LinkedIn%20are%20even%20more%20important.](https://blog.hootsuite.com/linkedin-statistics-business/#:~:text=49%20million%20people%20use%20LinkedIn,LinkedIn%20are%20even%20more%20important.)

NL Times. (2021, March 9). *Record number of NL businesses closed last year*.

<https://nltimes.nl/2021/03/09/record-number-nl-businesses-closed-last-year>

NL Times. (2022, February 15). *Record number of vacancies as staff shortages in Netherlands*

grow. <https://nltimes.nl/2022/02/15/record-number-vacancies-staff-shortages-netherlands-grow>

- Numbeo. (2022). *Cost of Living*. Numbeo. <https://www.numbeo.com/cost-of-living/>
- Organ, C. (2022, February 21). *How Much Does It Cost To Post A Job On LinkedIn? Everything You Need To Know*. Forbes Advisor. <https://www.forbes.com/advisor/business/linkedin-job-posting-cost/>
- Polner, E. (2022, March 25). *The 10 Best Job Search Websites of 2022*. The Balance Careers. <https://www.thebalancecareers.com/top-best-job-websites-2064080>
- Ram, A. (2021, March 31). *9 Great Content Ideas for LinkedIn (Without the Broetry)*. The Social Journal. <https://www.zoho.com/social/journal/Content-ideas-for-LinkedIn.html>
- Similarweb. (2022, March). *Top Websites Ranking*. <https://www.similarweb.com/top-websites/>
- Statista. (2021, September 23). *Revenue index of the hospitality industry in the Netherlands 2015–2020*. <https://www.statista.com/statistics/624424/revenue-index-of-the-hospitality-industry-in-the-netherlands/>
- Statistics Netherlands. (2022, May 18). *More businesses experience shortages of staff and materials*. <https://www.cbs.nl/en-gb/news/2022/20/more-businesses-experience-shortages-of-staff-and-materials>
- Undutchables: recruitment agency in the Netherlands*. (2021, July 2). Undutchables. <https://undutchables.nl/about-us>
- Vidovic, L. (2022, February 11). *Industries Most and Least Impacted by COVID-19 from a Probability of Default Perspective - January 2022 Update*. S&P Global Market Intelligence. <https://www.spglobal.com/marketintelligence/en/news-insights/blog/industries-most-and-least-impacted-by-covid-19-from-a-probability-of-default-perspective-january-2022-update>

Vieira Perachi, R. (2021, October 6). *Hospitality industry has 14,000 jobs available in major shortage of staff*. The Holland Times. <https://www.hollandtimes.nl/2021-edition-7-september/hospitality-industry-has-14000-jobs-available-in-major-shortage-of-staff/>

World Bank. (2020). *Population, total | Data*. World Bank. <https://data.worldbank.org/indicator/SP.POP.TOTL>