

MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

HIGHER NATIONAL SCHOOL OF MANAGEMENT-ENSM-
UNIVERSITY POLE OF KOLÉA



**A Mémoire Submitted in Candidacy for the Degree of Master in
Human Resource Management**

**Research on the Implementation of a Human Resource
Marketing Strategy to Retain Top Talent for Company
Case Study: GAM Assurances**

Elaborated by:

CHERIFI Karim

Supervised by:

Pr. BOUCHENAK KHELLADI Sidi Mohammed

Year: 2018

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Abstract:

There are many theories used to retain talents, among them HR Marketing which is a holistic approach that seeks to retain and develop talents. So nowadays, the companies are confronted to the phenomenon of talent drain which is very expensive for them.

Since the organisations are not spared from this problem of talent turnover, as we have noticed it through our informational interviews within our company object of research, because of this, our research subject aims, through a qualitative method, to show the importance of adopting the techniques of HR Marketing so that to retain its talented employees.

Key Words: HR Marketing, HR Customer, talent, talent retention, HR Benchmark, HR segmentation and targeting, HR positioning, Marketing-mix the 4Ps, Talent Management,

Résumé :

Plusieurs théories existent pour la fidélisation des talents, parmi elles on peut évoquer l'approche holistique Marketing RH qui sert comme outils de fidélisation et développement des tops talents. Vu le phénomène fuite des talents auquel sont confrontées les entreprises aujourd'hui, le turnover alors leur revient plus cher.

Puisque les compagnies ne sont pas épargnées de ce problème de roulement de la catégorie cadres talentueux, qu'est soulignée par les dirigeants lors des entrevues exploratoires de notre recherche, de ce fait, la finalité de ce travail est de mettre en exergue, à travers les techniques de la démarche qualitative, l'importance de s'orienter vers le Marketing RH dans le but de fidéliser ses meilleurs clients talentueux.

Mots clés : Marketing RH, clients RH, talent, fidélisation des talents, Benchmark RH, segmentation et ciblage RH, Positionnement RH, Marketing mix les 4Ps, Gestion des Talent.

ملخص:

المعروف أنَّ هناك تعدد في نظريات الولاء و الإحتفاظ بالموهب النادرة، يعتبر منهج تسويق الموارد البشرية من أهم هذه النظريات التي تهدف الى الولاء و الإحتفاظ بالموهب البشرية المفقودة وكذا تنميتها. في ظل تفاقم ظاهرة هجرة المواهب في عصرنا هذا، نتيجة لتزايد وتعدد إحتياجات العملاء الداخليين، جعل من مشكل.... عبء على ميزانية المؤسسات التي تعاني منه.

إذا ما دام أنَّ المؤسسات ليست في منى عن هذا المشكل و الذي هو تنقل العملاء، كما سبق لنا و أن إستنبطناه من خلال مقابلتنا الإستكشافية لدي المؤسسة المستهدفة بالدراسة، فإنَّه ومن خلال موضوع دراستنا على الطريقة النوعية، والذي هو تسويق الموارد البشرية كمنهج جديد للإحتفاظ بالموهب، فإنَّنا نهدف إلى تبيان أهمية التوجه نحو هذه الطريقة المبتكرة في ميدان تسيير الموارد البشرية من أجل ولاء و بقاء العملاء الأكثر موهبة لدي المؤسسة.

كلمات مفتاحية: تسويق الموارد البشرية، عميل الموارد البشرية، الموهوب، الإبقاء و ولاء المواهب، تجزئة و إستهداف الموارد البشرية، المزيج التسويقي ، تسيير المواهب.

Agzul:

Ggten tızra yerzan a asekdı n tezdarin, gar-aset tazrı n usenzi n teybula talsanin yuyalen d allal n usekdı n tezdarin d unserni-nsent. Inig n tezdarin d ugur ameqqran d-ttmagarent termisinass-a, zdat n teswıet, tirmisin ttserefint tadrımt tmeqqrant, iwakken ad maggarent ayen ttehwıgen d wayn d-suturen imahalen-sent.

Imi tirmisin ur ten-tyezgil ara umussu-a n yinig n yikataren uzdiren, d ayen d-wekkden imasayen nmugger deg unadi-nney, yef aya iswi n umahil-agi d abeggen , s wallalen n titikniyin n taddit tamerkidı, azal n usenzi n teybula talsanin ilmend n usekdı imsayen-ines uzdiren d-yufraren.

Tugriwin: Azenei n Teybula talsanin ; amsay n teybula talsanin, asekdı n tezdarin, atafes d usnicen n teybula talsanin, asaddud n teybula talsanin, azenzi imegrew n teybula talsanin, asefrek n tezdarin.

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List of Abbreviations

Abr.	Title
BP	Business Partner (HRBP)
CEO	Chef Executive Officer
CI	Competitive Intelligence
CLM	Customer Loyalty Management
CRM	Customer Relationship Management
ECP	Emerging Capital Partners
ERM	Employee Resources Management
HR	Human Resources
HR Marketing	Human Resources Marketing
HR Tools	Human Resources Tools
HRC	Human Resources Customer
HRD	Human Resources Department
HRIS	Human Resources Informational System
HRM	Human Resources Management/Marketing
ICT	Informational and Communications Technologies
ID	Identification
IG	Interview Guide
JORADP	Journal Officiel de la République Algérienne Démocratique et Populaire
KPI	Key Performance Indicators
KSF	Key Success Factor
M&A	Merger and Acquisition
MENA	Middle East North Africa
MH	Multi-Home insurance
MIS	Management Information System
PI	Persons Insurance
PwC	Price water-house Cooper
ROI	Return On Investment
SBU	Strategic Business Unit
SWOT	Strengths, Weaknesses, Opportunities and Threats
TM	Talent Management
Vs.	Versus

INTRODUCTION

In times when organisations are confronted with constant dynamics change regarding their working conditions, managers understand that human resources are an important driving factor for the overall company's performance.

The retention of the actual employees inside the organisation mainly those considered as top talent is, therefore, an issue which is of broad interest for general management as it plays an increasing role to reach company's aims hence, achieving a competitive advantage thanks to its valorised human capital. However, in order to create this kind of retention as a strategy of employer, the establishment of a sustainable process of retaining employees remains a necessity and KSF [Key Success Factor] for the entity.

In the field of employees' retention, in human resource management, many theories exist among them we can cite briefly the five most important:

1. Equity approach ;
2. Social exchange approach ;
3. Citizen behaviour approach ;
4. Human capital approach ;
5. The last but not the least, marketing approach.

In our work, we will deal with the last one i.e. the use of the marketing techniques in the field of Human Resource Marketing [HRM] to retain high-quality employees. DIONE, Lucie Ngane (2013)¹.

In fact, regarding the evolution of the labour market for instance, the reversal of the law of offer and demand for the most critical talents, or the new needs and expectations of these talents and the importance to acquire them, the companies started to adopt, more or less consciously, HR Marketing, but generally from a restricted side like communication or employer brand... while this approach is more complex than just a simple communication strategy.

¹ DIONE, Lucie Ngane (2013), contribution à la mise en place d'actions de fidélisation des agents de la direction du budget, mémoire DESS en Administration et gestion, Institut-ISMEO- CESAG, supervised by COLY, Jean Martin.

Nowadays, the tendency, in the HRM field, goes straight to the marketing in order to be inspired; as a result, reinventing new models in HR retention, since it is confronted with the changing environment and shortage of qualified employees, and seeking for new methods to best manage employer/employee relationship. However, the approach destined to retain top talent is just a part of this holistic system with a panoply tools: HR Marketing.

Yet, the HR Marketing goes from analysing the labour market mainly internal one by identifying the collaborators' expectations and needs; to strategic HR offers by segmenting and targeting the staff through applying the marketing-mix. In this context, many authors supported this new state of mind as a new way to manage human capital among them: LIGER Philip, PANCZUK and POINT and more recently BRILLET Franck and GAVOILLE Franck. They argue that HR Department can be develop employer brand to attract new candidates; also and not the least through marketing techniques, applied in the field of HRM, a number of authors affirm that the main issue of HR Marketing consists of developing a retention management with respect to key competences and to maintain a sustainable engagement.²

However, a minority of authors rejects this concept of HR Marketing by stating that the notion has a pure commercial aspect that we cannot apply in Human resources; among these authors le GALL Jean Marc, cited by LIGER Philip (2016), who noticed that the employer/employee relationship is not easily identifiable as it is about subordination relationship by unequal definition.

In this environment described as being a war for talent, this current research is undertaken to study the contribution of HR Marketing approach in retaining top talent. The choice of our theme is due mainly to the Algerian context influenced by the globalisation phenomenon and as a result the increasing number of multinational companies located in Algeria. Consequently, the increased demand on skilled employees and the rarity of these latters led companies to adopt this new approach in their strategy of managing the human

² These authors developed the different aspects of HR Marketing approach like communication, employer brand and so on.

capital, mainly the top talented ones. By the way, this tendency knows its beginnings within the Algerian organizations; the evidence, dated on 13th and 14th March of the year 2018 held the first national forum on HR Marketing, organized by the University of Biskra. From these facts comes the necessity of implementing an HR Marketing approach as a new strategy to retain existing employees³.

In this perspective, our research object is an insurance company, named the “Générale Assurances Méditerranéenne” GAM Assurances that is an insurance Joint-stock company in July 2001 by the Ministry of Finance under the Algerian law. It was bought in 2007 by the US investment fund, Emerging Capital Partners ECP. The choice of the company GAM Assurances was after a long quest to find an adequate place to treat our theme. Another reason for this choice is due to the fact that the HR Marketing is generally known in large groups, but our purpose is to know if it is applicable in simple companies.

Nevertheless, our orientation to the study of the HR Marketing as a research subject is due mainly to the reasons cited previously in the Algerian context; for instance globalisation and rarity of some competences; add to this the openness of insurance field to competitiveness; as a result, GAM Assurances knows a rate of turnover amongst its top talent. That is why the mediatisation of the HR Marketing by the employer is justified by the rarefication of profiles in the labour market and the war for talent.

Finally, the objective of this study is to describe the HR Marketing within a case study: GAM Assurances for which the main aim and issue is to retain its top talents. In other words, this work has an empiric and descriptive vision regarding the problem inside this company. In fact, the implementation of an HR Marketing approach is still an unknown phenomenon for the majority of companies, mainly when they seek to retain their top talents. That is why our research is a part of a research of process which aims to put in evidence the way our object of study behaves and works; then our role is to bring a plus in terms of the most innovative retention practices for managers and decision-makers.

However, our research work will be limited to the study of the retention of internal top talent/customers through an HR Marketing Strategy.

³ University of Biskra. (2018). تسويق الموارد البشرية: الملتقى الوطني السادس حول تسيير الموارد البشرية. (p. 799 pages). Biskra: University of Biskra
https://drive.google.com/file/d/1VG_n_8cERD0ZI9AqI43d8IUAr8MOmpc/view?usp=sharing

According to the objective of this research work, a problematic is here to be answered: **How could a Human Resource Marketing [HRM] strategy be a lever for retaining the top talent for the company?**

To answer our problematic, we will deal with the following sub-questions, which easily respond to our main question.

1. What are the fundamentals of HR Marketing?
2. How to elaborate an HR Marketing plan so that to retain top talent?
3. Why HR Marketing focuses on talent retaining? And through which HR managers proceed to realise it?
4. Is there a possibility and advantage in implementing an HR Marketing strategy within GAM Assurances?

In order to give answers to the problematic and the sub-questions, we have adopted the qualitative method that fits our subject study i.e. description and interpretation of the phenomenon through introducing an Interview Guide as a tool to collect data, of course with observation to link what is said by our interviewees and their behaviours. However, the technique of inductive qualitative approach is more suitable to analyse the data collected, through identifying different axes or thematic.

The final work will include three chapters as follows:

- The first chapter will discuss the fundamentals of the HR Marketing; so it encompasses the concept of customer on which it is based this approach of HR Marketing, then the definition of HR Marketing, to finish with the role and issues of HR Marketing.
- However, the second chapter it is about the elaboration of HR Marketing plan that treat the three dimensions of this innovative approach namely: strategic dimension that includes the market research techniques, operational dimension and finally, the main tools used by HR managers to develop more innovative retention practices.
- The last but not the least, the third chapter which is divided into three sections: the first one deals with introduction of our case study. Besides, the second section concerns the data research method. Finally, we will present, in the last section, the data analysis and findings.

**CHAPTER ONE: THE
FUNDAMENTALS OF HR
MARKETING**

HR Marketing is effectively and generally confused with a kind of communication proposed by a company while it constitutes a veritable strategic approach for the success of the Human Resource Function and by extension the company's strategy. This strategic approach finds its origins in the approach of the customer. Hence, the question of HR Marketing poses implicitly the question of the key actor in the organisation: Customer in analogy with Marketing.

To consider HR Marketing approach is to inspire from marketing techniques. For that, it is useful to develop in this chapter the concept of the customer in HR Management (Section one) then to deal with the definition and role of HR Marketing (Section two) to finish with the issues of HR Marketing (Section three).

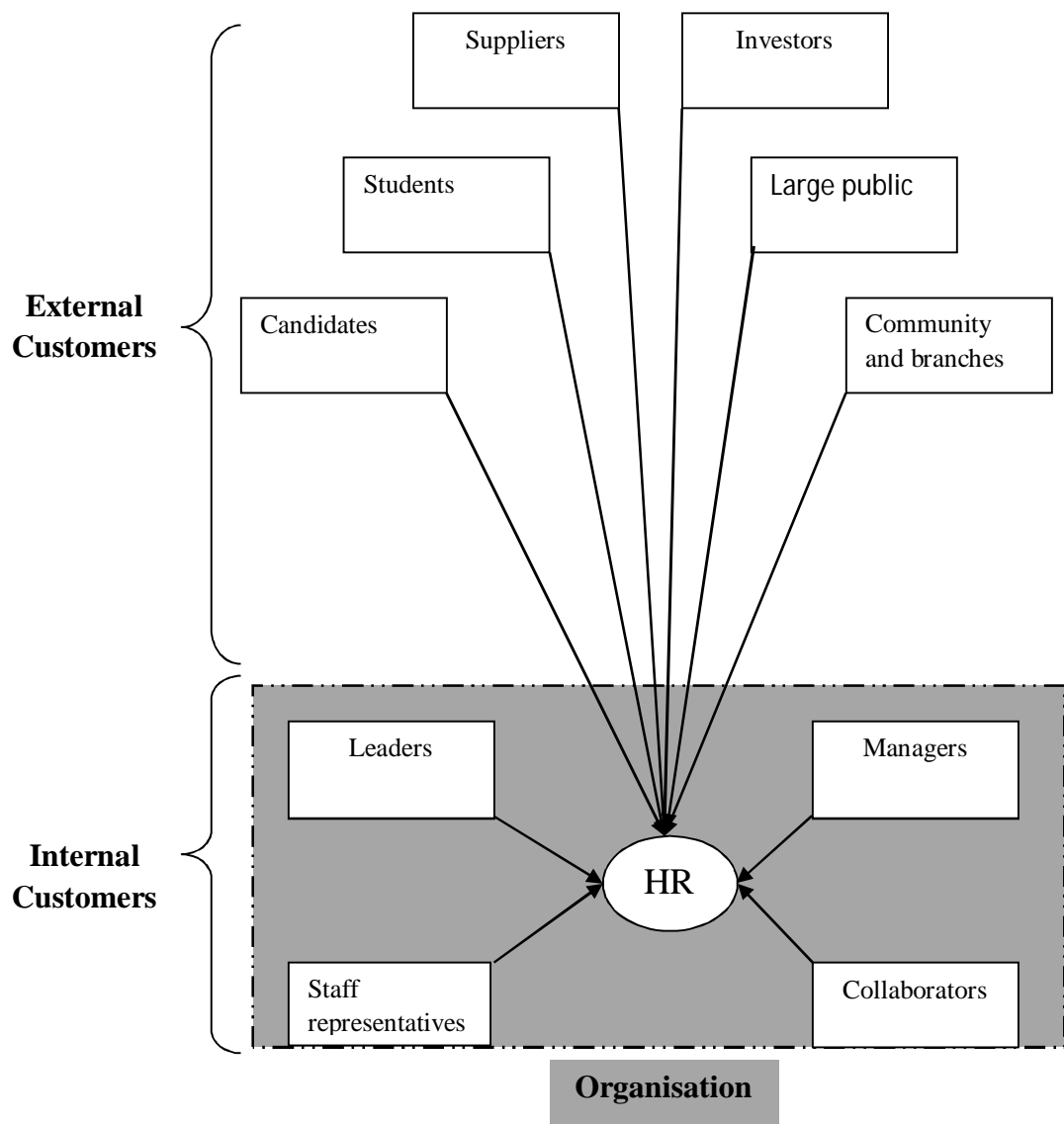
Section one: Concept of Customer in HRM

The Human Resource Marketing [HR Marketing] focuses on the behaviour of individuals considered as customers in relation to the organisation for which they work or could work in the future. However, HR Marketing is based on a triptych: needs, customers and Human Resources Tools [HR Tools]. The introduction of the customer concept means implicitly that Human Resources Management will be interested in the satisfaction of their needs and their expectations and this lead it to identify its current and/or potential customers. Therefore, it will be important to develop and offer a range of plural HR services F. BRILLET, F. GAVOILLE, (2017)⁴. According to BRILLET et al. (2017), talking about "customer" in HRM context may seem to be counter-intuitive and upsets an ideological point of view. Furthermore, BRILLET et al. (2017, p.15) go far they said: *«In fact, the word customer is referred to a commercial function with the idea of providing, in the face of competition, the good product and/or a good service delivery in order to encourage the purchase and satisfaction of expectations.»* Yet, the analogy with the HRM makes sense since there are the same components as in the commercial function; so there is a market which is employment, with a job offer and job request and finally customers referred to the candidates' companies are looking for to attract and employees they aim to retain as long as possible, because there are other competitors, in this market, who search for the same profiles to attract and mainly to keep BRILLET et al. (2017, p.15).

⁴ Franck BRILLET, Franck GAVOILLE (2017). Marketing RH : Réussir l'orientation marché de la politique RH, Dunod.

In an article written by Carol ANDERSON⁵ (2015) says: "...But whom do I mean by HR's customers? At first thought, employees and company leaders likely come to mind. However, if you take a hard look at the organizational universe, I think you'll find that our list of customers is much bigger. This is important, because in order to focus on meeting our customers' needs, we need to be clear about what defines a customer and what his or her needs are, exactly."

Figure n°01: HR's customers



Source: BRILLET et al. (2017, p. 39)

⁵ Carol ANDERSON (consulted on 18/02/2018 at 23h10). "How to Meet the Needs of HR Customers -All 6 Types of Them- , Rework, <https://www.cornerstoneondemand.com/rework/how-meet-needs-hr-customers-all-6-types-them>

From what said above two types of customers are distinguished according to company's environment: first the external one where we find external customers like candidates and also the whole of partners and the community; the internal one here we find internal customers, subject of our study, this means those who work for the company and this later develop strategies to keep them. Hence, the HR Function works directly or indirectly for them (collaborators, managers, executive leadership...). ANDERSON; BRILLET et al; HIRSH et al⁶.

This customer's approach lets to identify the targets and their expectations, then how to attract and mainly retain them as sustainable customers? In a context in which companies should be more performing based on talented employees BRILLET et al. (2017 p.15)

Nowadays, by considering this HR's customer tendency we understand the emergency of HR Marketing. In fact, by continuing this analogy with the commercial function, if the whole methods used to attract and retain the consumers rose from Marketing, so from the other side, the development and the implementation of methods to attract and retain human resources drive HR Manger to consider a new dedicated tendency of Marketing: HR Marketing. (BRILLET et al. pp.14, 15)

To sum up, this HR talented customer is a key of success for the company. Furthermore, in order to bring value to each customer, mainly those internal talented, HR leaders must understand each customer's needs and how to retain them. Of course, this doesn't mean giving them everything, but does mean considering what will make jobs easier and more productive.

Section two: Definition and role of HR Marketing

In this section, it is quite important to show how the concept of HR Marketing has been emerged. Furthermore, it is also necessary to give an overview on the evolution of the HR function-the need of HR Marketing- by emphasising on the major stages of its evolvement in (1). Then, we will go straight to the definition of HR Marketing (2). Finally, we finish with HR Marketing role and issues (3).

⁶ W. HIRSH, A. CARTER, J. GIFFORD, M. STREBLER, and S. BLADWIN, What Customers Want from HR: The View of Line Managers, Senior Managers and Employees on HR Services and the HR function, report 453, IES; consulted on 18/02/2018.

1- Emergence and the Need of HR Marketing:

1.1- Emergence of HR Marketing:

Before defining the HR Marketing concept, it is important to show what the major element that triggered off this concept is, i.e. the mix between Marketing and HR and to ask the question about the necessity of conjugating marketing and HR function in order to know why HR is oriented to the Marketing mechanisms?

The reality of globalisation, technologic, sociologic and demographic evolution put employers and employees under pressures that are increasingly arduous. So that, the first seek to attract and retain talents, and the later look for the best opportunities.

This double considerable pressure, however, weighs heavily against HR function which is subject to new requirement. Serge PANCZUK et Sebastien POINT (2008, p.8) qualify this situation as well: *“It is thus at the centre of all the paradoxes that employees experience...caught between two fires and brought to constantly manage new expectations.”*

a) Professional zapping phenomenon :

These last decades, companies and their HR functions facing new challenges, so more and more demanding employees are aware of their strengths and values. To precise more this idea, we can mention the new culture of professional zapping whose essence is meeting employees needs in the very short term PANCZUK et al.(2008, p.11). According to VERONIQUE, BENDER, LOIC, and CADIN⁷ (2003) *“carrières nomades : les enseignements d’une comparaison internationale”*, cited by PANCZUK et al. (2008, p.12), this new generation of employees attracted by the so-called nomadic careers; this means, once they have feeling that a career is blocking within their company, they prefer changing as one of their motivations. As a result, professional zapping pushes companies to develop new tools in order to seduce and keep the top talent.

⁷ Serge PANCZUK and Sebastien POINT (2008), *Enjeux et outils du marketing RH : promouvoir et vendre les ressources humaines*, EYROLLES. Cited by PANCZUK et al. (2008)

b) Employees Changing expectations:

In addition to the professional zapping, the evolution of the employees' expectations and the employability are also under the spotlight of HR function. Moreover, the relationship employer-employee has become weaker because of the changing expectations, total mistrust of the employer, very short-term vision and very short-term performance of this later-employee-. In the other side, the takeover of the employability by the employee is executed on the basis of intrinsic and extrinsic variables of the motivation used in retention namely the reputation of the company, future development, compensation and degree of responsibility. PAILLE,(2004) cited by PANCZUK et al. (2008).

To sum up, this phenomenon has drastically changed the relationship between the company and its collaborators, mainly concerning the retention of the smart. The table below n°01 shows the evolution of employees' expectations.

Table n°01: The evolution of employees' expectations

	Traditional expectations	Expectations of 90s	Current expectations
Model	Lifetime job	End of lifetime job	Boundaryless (nomadism)
Vision	Long term	Short term	Very short term
Job	Employment Security	Attractiveness in job market	Professional zapping
Competences' development	Training	Exchange of skills against training and the acquisition of experiences	Employee takeover of his employability.
Career progression	Linear	Transition phase	Chaotic
Remuneration	Guaranteed	Variable compensation systems guaranteeing the achievement of short term results.	Highly creative, often individualised compensation packages, taking into account very short term performance.
Relationship with employer	Loyalty	Progressive mistrust of the employer.	Total distrust of the employer.
Work hours	Hobbies	Work/life balance	Atmosphere and work environment.

Source : PANCZUK et al. (2008, p.15)

1.2- The Need of HR Marketing:

In their book Serge PANCZUK et al. (2008) stated: “*The origin -and the need- of HR Marketing approach is, in fact, related to the evolution of this function, which passes increasingly from a simple tool dimension to a strategic one*”. This means that HR function has evolved over the years. In this context, Tara DUGGAN⁸ summarised the evolution of HR in 05 stages: the first one, labour relations in the beginning of 1900s, at this period the function was just administrative with no defined practices. The second one came just after the World War I in the 1920s; it was a phase of industrial relations because of the emerging of worker’s rights and formal rights. So the HR generalists who are called HR coordinators came to life but without a team and with specific tasks like payroll, standardisation policies, sick days etc. The move to the third stage in 1940s was a big step; now by the appearance of Personnel administration that focused on efficiency improvements, new tasks developed like hiring, training and assessing workers. At this level, by the 1960s, HR managers performed a more analytical role as they spent less time on administrative tasks. In 1980s, human resources management appeared. During this stage a senior HR role was created to oversee the many functions of human resources i.e. HR director who built a team with whom he works.

Finally, the 5th stage described as a response to transformations in the nature of work activity. It places human capital at the heart of the company’s strategy, ensures internal development and involvement of employees Heather HILLIARD⁹ (2015).

According to management expert Dave ULRICH¹⁰, (1997, pp. 25, 26) successful human resource management aligns HR and Business Strategy. Currently, HR departments focuses less on the transactional operations of Personnel Administration and oriented more to recruiting the right employees and then train and develop them by managing performance.

In his book ULRICH (1997) has defined a Multiple-Role Model for HRM. Thus, to create value and deliver results HR professionals must begin not by focusing on the

⁸ Tara DUGGAN (consulted on 01/03/2018 at 15:30). the evolution of HR, <https://smallbusiness.chron.com/evolution-hr-61238.html>

⁹ Heather HILLIARD (consulted on 01/03/2018 at 20:40). from Administration to C-suite, 2015, <https://slideshare.net/annedra/five-stages-of-human-resources-evolution>

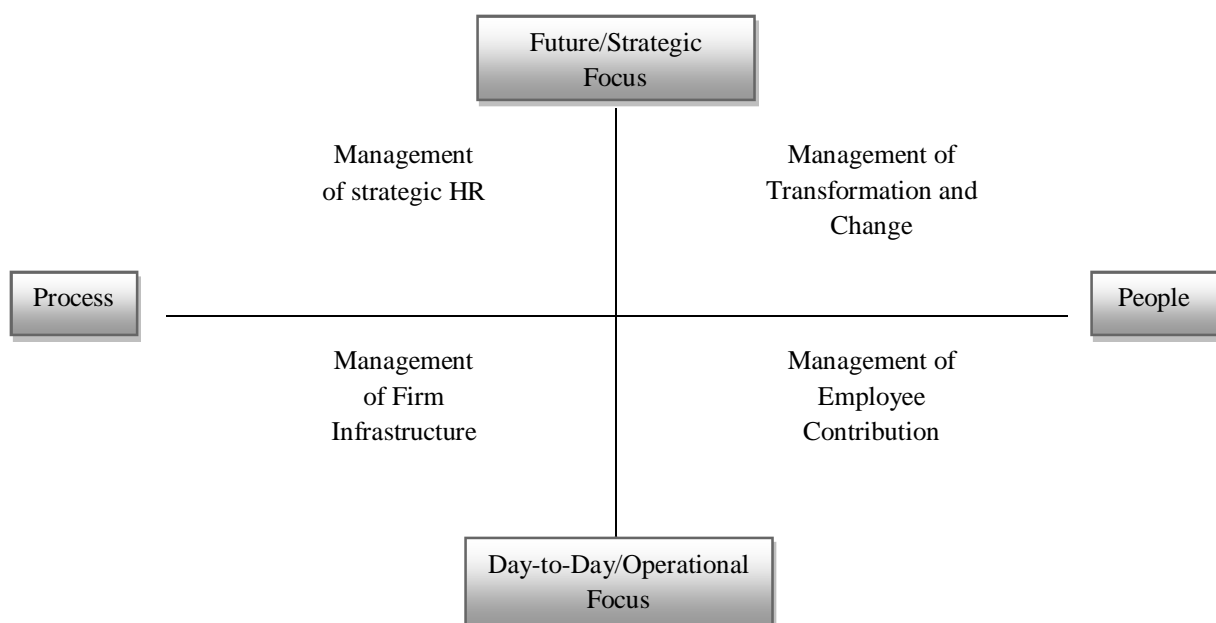
¹⁰ Dave ULRICH (1997), Human Resource Champions: the next agenda for adding value and delivering results, Harvard Business School Press.

activities or work of HR but by defining the deliverables, of that work, that guarantee outcomes of HR work and as a result they may stipulate the roles and activities of business partner. Through the framework of his matrix and with the deliverables defined, ULRICH (1997, pp. 24, 25) set four (04) key roles that every HR professional must fulfil to make their business partnership a reality. See figure n°02 below.

The two axes represent the HR professional's focus and activities:

- Focus range:
 - From long-term/strategic to Short-term operational
 - To be both strategic and operational
- Activities rang: -From managing process to manage people

Figure n°02: HR roles in Building a Competitive Organisation



Source: D. ULRICH (1997, p.24)

So four roles delineate from the two axes and in order to understand them it is imperative to consider these three issues:

1. The *Deliverables*: constitutes the outcome of the role;
2. The characteristic *Metaphor*: (visual image) it accompanies the role;
3. The *Activities*: the HR professional must to fulfil the role. ULRICH (1997, p.25)

The following table summarises these issues for each of the roles identified in the figure above.

Table n°02: Definition of HR Roles according to ULRICH's matrix

Role/cell	Deliverable/outcome	Metaphor/visual image	Activity
Management of strategic HRs	Executive strategy	Strategic Partner	Aligning HR and business strategy: "Organisational Diagnostics"
Management of Firm Infrastructure	Building an efficient infrastructure	Administrative Expert	Reengineering organisation process: "Shared services"
Management of Employee Contribution	Increasing employee commitment and capability	Employee Champions	Listening and responding to employees: "providing resources to employees"
Management of Transformation and Change	Creating and renewed organisation	Change Agent	Managing transformation and change: "ensuring capacity for change"

Source: D. ULRICH (1997, p.25)

However, this model of ULRICH has been criticised based on three main reasons: two gaps and one omission; according to PANCZUK et al. (2008, pp. 24, 25)

- ✓ The model misses the definition of partner, i.e. a lack on the precision of this concept which is still attached (related) to process dimension and do not integrate the relational model to implement in order to become partner of choice and not imposed one;
- ✓ Also, a lack concerning the concept of HR customer, as it is developed in our 1st section, which is the basis of HR Marketing today;
- ✓ The model does not take in consideration the need to sell, in other word a function geared towards communication, retention and attraction. So, the HR function must also be able to sell itself in order to become a really Strategic Partner.

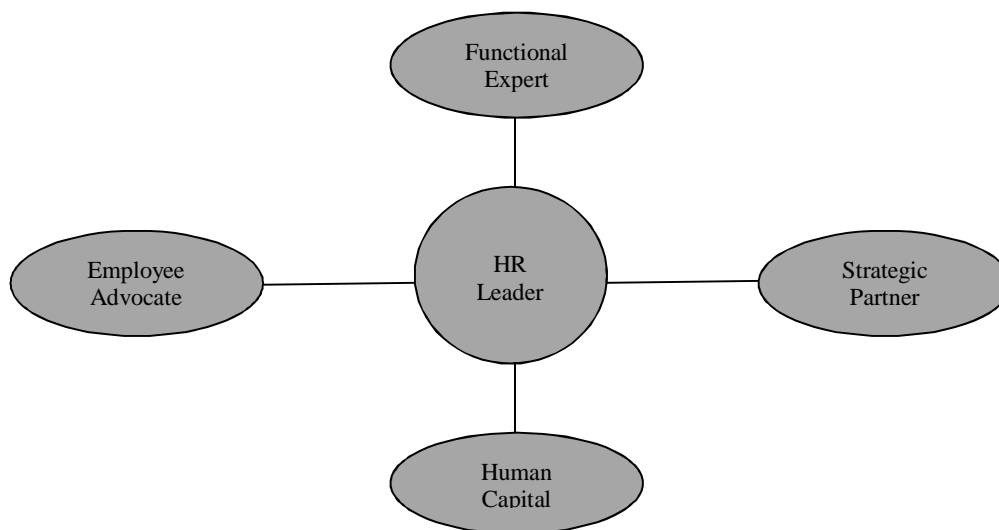
Even Dave ULRICH himself, who has promoted the development of HR business partners for many years, had to admit in 2008 that HR has been woeful at knowing the business well enough. We still have people in HR who cannot talk to board members when they start talking about cash flow or financial numbers. Paul KEARNS¹¹ (2011, p.129)

¹¹ Paul KEARNS (2011), HR Strategy: Creating Strategy with Human Capital, 2nd edition, Routledge, Cited by KENTON et al.

At a HR conference in Rome, hosted by professional services Firm Price water house Cooper [PwC], Dave Ulrich recognised the poor implementation of the model due to its misunderstanding so he echoed: *“It is like saying: ‘I have a computer but all I use it for is a bookshelf’ you have to learn how to use it. It is like saying: ‘I have a computer but all I use it for is word-processing and not the Internet’.”*

However, his model was revised in 2005 with Wayne BROCKBANK by introducing the new role of HR leadership which plays a role throughout all the roles and connects between them Barbara KENTON, Jane YARNAL¹² (2010, p.4). See schematised figure N°:03

Figure n°03: revised partner roles



Source: KENTON et al. (2010, p.4)

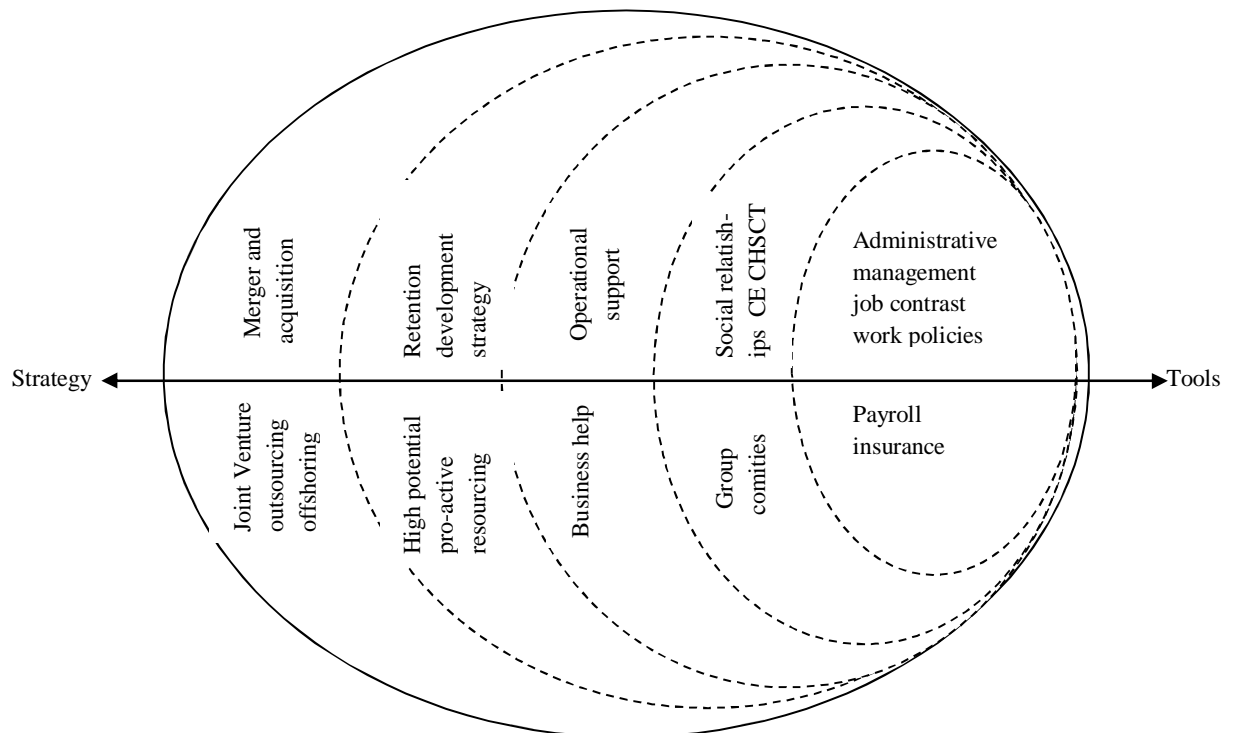
But by structuring the HR activity on the basis of this matrix, are we sure to manage resources literally, 'human' i.e. men and women who wish naturally-and logically- to be considered as human and not just like an identification number "ID XYZ"? The question deserves to be asked. The following also: How and where we can find the answer? May be in approach marketing (I know what a nasty word) of human resources management. Laurence VANHEE (2013, p.28)¹³

¹² Barbara KENTON, Jane YARNAL (2010), HR: the Business Partner: Furthering the journey, 2nd Edition, Routledge.

¹³ Laurence VANHEE (2013), happy RH: le Bonheur au travail rentable et durable, 2nd edition, la Chart, Louisa PEACOCK (Consulted on 03/03/2018 at 22h25) Dave ULRICH's Model Defence, 2015 <https://www.personneltoday.com/hr/dave-ulrichs-model-defence/>

Here, we should go back to what is stated by PANCZUK et al. in the dichotomy they developed 'Strategy' Vs. 'Tools' by defining the five intervention circles of Human Resource Department [HRD]. See schematised plan N°04. Yet, PANCZUK et al. (2008) touched to the concept of HR customer, in the five circles, which gives a new dimension to HRD. PANCZUK et al. (2008, pp.17-22)

Figure n°04: Evolution of HRD intervention field



Source : PANCZUK et al. (2008, p.18)

For PANCZUK et al. (2008, p.22) the HR function is, therefore, still too closely linked to the business partner concept. Nevertheless, this liaison limits the interaction with the customer i.e. the employee.

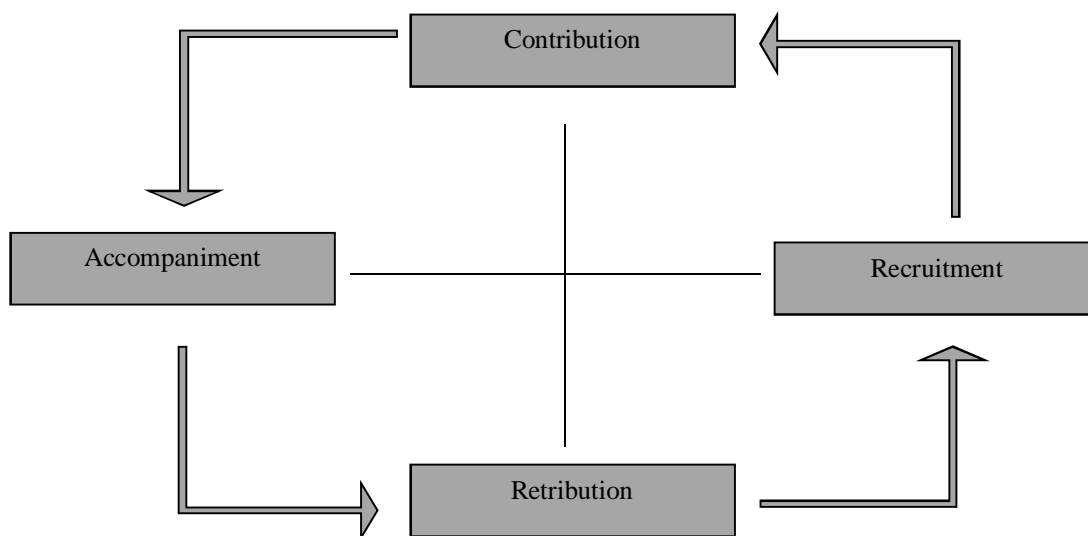
As for the missions of the HR function they are four in number:

1. Recruitment: which is the trigger of the HR activity
2. The contribution: measuring the productivity of employees, their research efforts, etc.
3. Accompaniment: This consists of following the employee, both administratively and professionally.

4. Retribution: it corresponds to everything the employee receives in return for the work provided.

These missions can be represented by two axes which are: “Contribution/Retribution” and “Recruitment/Accompaniment”. The first is to deal with the participation of employees in the company. However, the second describes the life cycle of the employee. David AUTISSIER, Faouzi BENSEBAA, Fabienne BOUDIER¹⁴ (2010-2011, p.29). These are schematized as follows:

Figure n°05: The two axes of HR function



Source : AUTISSIER et al. (2011, p.296)

Now let us talk briefly about the characteristics of human resources management in Algeria:

Although there has been a process of modernization of the company's structures the human resources function in Algeria remains torn between the constraints imposed by the internal dynamics of societal change and the need to meet new challenges.

The activities of the human resources function in the Algerian company are generally entrusted to different departments. The management style of the latter depends on the

¹⁴ David AUTISSIER, Faouzi BENSEBAA, Fabienne BOUDIER (2010-2011), l'Atlas du management, édition EYROLLES,

personal characteristics of the leader who relies more on his intuition and experience, the risk is low and are content to manage their assets prudently. This behaviour is explained by:

- Their mistrust of State institutions.
- The fear of control revealing informal practices (black work, fraudulent tax returns ...etc.). Samir KEHRI (2012, pp. 122,123)¹⁵

Family relationships also have a great influence on the personal function and even limit the role of the personal chef as they provide a means of social control over all employees. The latter is obliged to convince the different members of the ruling family before taking and implementing decisions affecting the staff.

Although there are structuring efforts, the internal management of companies remains governed by direct reports of the boss with his subordinates and informal relations continue to be privileged. Samir KEHRI (2012, pp. 122,123)

To sum up, what is missing from the business partner approach, despite the evolutions introduced later on by ULRICH and BOCKBANK (2005), is the omission of a fundamental dimension: the dimension of sale, to be an HR manager '*Seller and Influencer*' PANCZUK et al. (2008, p.25), so that the HR function can sell (itself), retain and renew its structures and processes. The function is changing by its evolution in perspective which is most strategic. It is the approach of HR Marketing.

2- Definition of HR Marketing and difference with other concepts:

Before giving and treating the different definitions of HR marketing, it is quite essential to make difference between HR Marketing concept and other concepts used in HRM through its evolution path. So, first we are going to distinguish between HR Marketing concept and other concepts (1) then we will go straight to the HR Marketing concept as it is addressed in literature review (2).

¹⁵ Samir KEHRI (2012), la problématique de l'intégration stratégique des ressources humaines dans l'entreprise algérienne, mémoire de magister en management des entreprises, UMMTO, 242 pages, supervised by Chabha BOUZAR.

2.1- Difference between HR Marketing and other concepts:

a) HR Marketing Vs. Social Marketing:

According to BRILLET et al. (2017 pp. 17, 18) social Marketing comes down to a downlink communication without co-construction with collaborators, so it does not integrate the concept of the customer to create performance. Furthermore, as it is described by the founder of this concept Didier PELETE (2005, pp.5, 6)¹⁶: *“The social Marketing is founded on the basis of a positive confrontation logic which integrates in the field of Human resources the principles of Marketing.”* In other words, social marketing is based on the employer brand because it plays on employees’ feelings, also an important communication which involves recognition policies, work conditions. However, it reduces the role of HR function to a social side only while the operational reality of the function is more centred on the performance concept. So, as a result this fusion of marketing and social tends to limit the role of HRD to the improvement of the company’s social climate PANCZUK et al. (2008, pp. 27, 28).

b) HR Marketing Vs. Internal Marketing:

Here we can illustrate the concept of internal marketing¹⁷ by the definition given by Philip KOTLER, Kevin KELLER and Delphine MANCEAU¹⁸ (2012, p.26) : *“The internal Marketing is an approach which consists of retaining and motivating the employees in order to make them wish to serve the customers in more appropriate way. It is about making sure that each employee uses the marketing techniques. The internal marketing is more, and even most, important than external one, because it is useless to promise to customers a high quality service if the staff is not able to provide it.”* To explain this more, this approach focuses on methods, tools and marketing techniques centred on the collaborators. This trend relies on the customer’s concept.

¹⁶ Didier PELETE (2005). Manager par La Marque, “la marque employeur, ou le nouveau contrat”, le Bulletin de l’Ilec, septembre, N°365, consulted on 05/03/2018 at 01h45.

¹⁷ The concept was introduced for the first time in 1980 by Christian GRÖNROOS, also by Leonard BERRY in their works consecrated to service marketing.

¹⁸ Philip KOTLER, Kevin KELLER and Delphine MANCEAU (2012), Marketing Management, 14^{ème} edition, Pearson.

Further, it goes from the principle that if we consider the collaborator as internal customers, the awareness of the importance of the clientele of the organisation will be reinforced in their mind. Hence, they become strategic actors who realise the company's strategy. In addition, internal marketing is a managerial tendency with a market conquest perspective but which is founded on the basis of training and communication in the services of specific objectives. PANCZUK et al.(2008, pp.29, 30) ; BRILLET et al. (2017 pp.17-19).

Besides that, the internal marketing has its origins in service companies, so the notion of customers is purely commercial and it does not integrate really that HR function has not its own customers who are completely different from consumers BRILLET et al. (2017, p.18).

c) HR Marketing Vs. Internal communication:

In their book BRILLET et al. (2017, p.18) state that the internal communication refers essentially to the fact of sending messages in a top-down way only, i.e. from directorate to collaborators. This communication, however, does not aim to identify the employees' expectations or to give answers back to these later. Thenceforth, this internal communication does not consider those-collaborators- who receive the message as being customers but rather as receivers of information. The objective of this approach is to crowd around this information top management and staff-employees- in order to make them involve in the message conveyed by the information.

2.2- Definition of HR Marketing:

Without being possible to cite exhaustively all existing definitions of HR Marketing, here we will retain four main definitions.

According to the 'le dico du marketing online'¹⁹: "*HR Marketing consists of developing the employer brand of a company or public structure in parallel and consistent with its identity and commercial communication. It unfolds on all media and outside the media*". This definition seems to be too large since it interprets the vision of a marketing practitioner.

¹⁹ <https://www.ledicodumarketing.fr/definition/marketing-des-ressources-humaines-.html>. Consulted on 09/03/2018 at 18h30

Philip LIGER²⁰ (2016) meanwhile, defines HR marketing as follow: *“This approach of the relationship between employee/employer consists of considering collaborators, current or potentials, as being customers, in the best noble sense. It is about applying the logic and techniques of marketing and communication to:*

- *Attract candidates, recruit them and integrate them well;*
- *Retain the involved employees.*

Finally, thanks to social innovations of organisation, develop a sustainable relationship which become more and more individualised with collaborators, make the company an attractive employer and its name a real brand, associated to real values, what Americans call Employer Brand” Philip LIGER (2016, p.13). This definition is more linked to the concept of communication and centred on employer brand concept; even it considers the employees as customers.

PANCZUK et al., however, give a definition which is much more related to the concept of customer. But this key word ‘customer’ does not deal only with employee but it embodies all the stakeholders inside and outside the company; so the emphasise: *“In fact, HR Marketing must consider the employees-current, past but also future ones-as the end customers of HRD which must ‘sell’ them benefits (training, employability, retention plans, possibility to invest in the company via employees’ shares plans, etc.) but the concept of customers should not be limited to employees only: it may also concern the whole directorate, stakeholders and all those to whom the HRD wishes to sell its products and services- and secondarily to sell itself to establish legitimacy.” PANCZUK et al. (2018, p.31).*

Here now, we finish with the definition proposed by BRILLET et al. (2017) that is the most recent in HR Marketing researches, they define it: *“HR Marketing is at the time a process and a management by which internal and external customers of an organisation’s HRD get what they need based on their expectations.*

²⁰ Philip LIGER (2016), HR Marketing : « Comment devenir un employeur attractif », 4^{ème} Edition, Dunod.

This system consists in imagining, creating, designing, co-constructing, offering and exchanging, with the HRD of an organisation, a valuable human resources offer for employees but any other internal and/or external stakeholders.

It is ultimately the 'art' and 'science' to identify the strategic priorities of an organisation to attract, retain, develop collaborators' skills and satisfy the targeted customers. HR Marketing aims to create, propose, and communicate around human resources tools, processes and approaches that are considered to be of greater value than other organisation can offer.

To sum up, the HR Marketing approach is about to offer a distinguished HR offer that has been developed based on a clear market orientation in the minds of HR managers and in consistence with the needs and expectations of all stakeholders of the organisation” BRILLET et al. (2017, pp. 41, 42). By analysing this definition, we can notice that HR Marketing is a complex process that cannot be improvised since it must take in consideration multiple and varied expectations, even contradictory.

For BRILLET et al. (2017), HR Marketing is a double approach: strategic and operational. Strategic since it deals with the elaboration of design, implementation and control of actions that allow realising a competitive advantage in terms of human resources; yet this strategy is based on the definition of customers and the environment (competitiveness, existing HR offers, etc.). It is reflected in the proposal of HR offer which operationalized through HR policies. The goal of these two sides of HR marketing is to satisfy the organisation customers' expectations and the achievement of the company fixed goals in order to insure the sustainability of its human resource as well as its own sustainability. BRILLET et al. (2017, p.40).

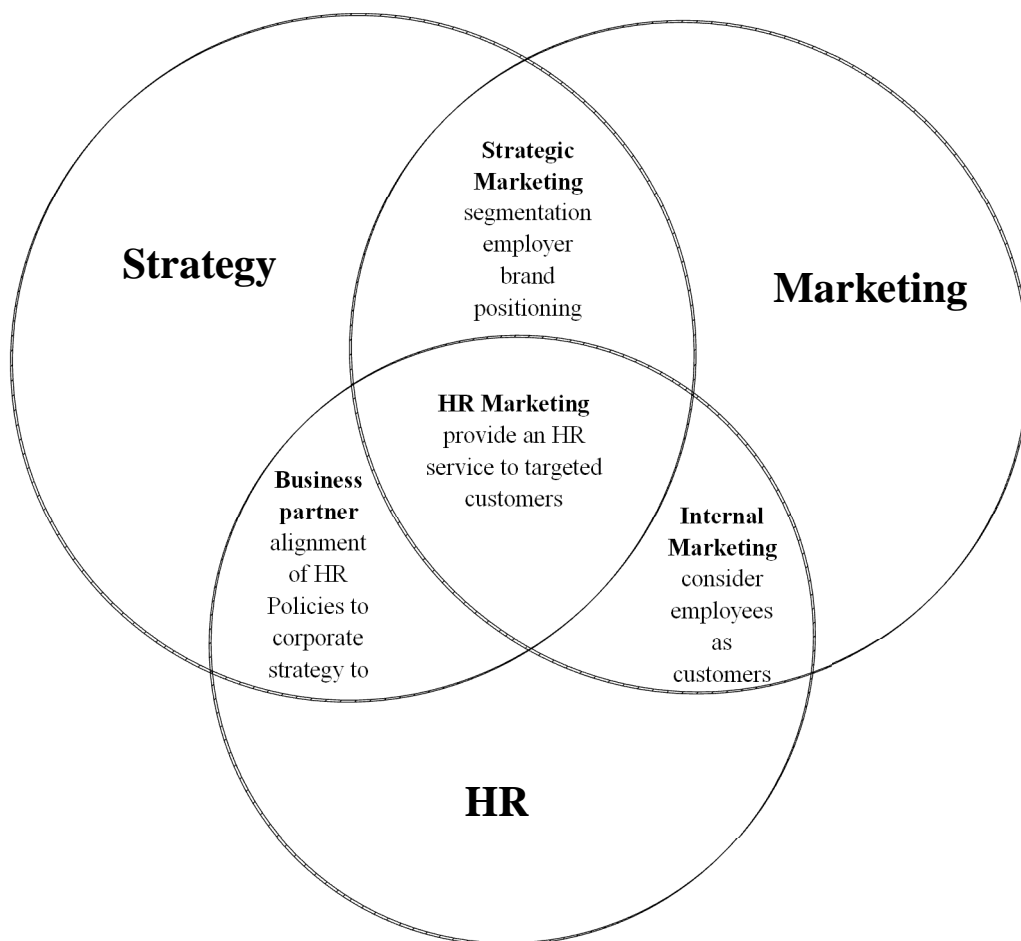
All these definitions converge on a common point which consists in considering the employees like customers. Moreover, they suggest for HR function to adopt a new tendency oriented to customers in order to create and communicate value to current and future employees.

So the HR marketing is inspired by the internal marketing by adopting the concept of customer i.e. to consider the employees and stakeholders and employer in a market relationship where HRD must sell its services and even sell itself; however, from social marketing the idea of well-being and the obligation to create a pleasant work environment

to seduce customers through developing an employer brand. Moreover, it draws from internal communication these techniques of communication in order to build a strong communication relationship. BRILLET et al. (2017, p.40); PANCZUK et al. (2008, p.31); LIGER (2016, pp.6, 23)

To sum up, HR Marketing is, therefore, at the crossroad of HRM and Marketing, but also of Strategy, in addition to the operational vision, it offers a global and strategic vision of HR. Yet, what makes it different from other classical approaches, from which it draws the concepts of Marketing, is that it introduces a completely new approach and philosophy in the design implementation of HR tools and processes. The following figure shows the way HR Marketing nests different approaches to make itself a holistic approach. See schematised figure N°06.

Figure n°06: Interrelationship Strategy-Marketing-HRM



Source: PANCZUK et al. (2008, p.33)

By analysing the Venn diagram introduced by PANCZUK et al. (2008) we will get the following crossroads between Marketing, Strategy and HR:

1. The intertwining of Marketing and HR gives birth to internal marketing which refers to a business-oriented communication through which the employees who considered as company's customers get motivated and involved by developing a strong organisational culture based on company's teaching identity;
2. The intermixing of Strategy and Marketing lead to a new strategic marketing approach that emphasises on the public brand of the company and proceed to the conquest of the markets. However, a good brand is the pride of the employees who make it known in the external environment;
3. The inter-combining of Strategy and HR is the source of a strategic mobilisation of HR that encourages the alignment of HR policies to corporate strategy; here comes the business partner;
4. The last but not the least, the inter-connexion of HR, Strategy and Marketing gives birth to a holistic new approach HR Marketing:
 - First it is the result of a combination between strategy and marketing from which it inspires its own communication, but a real HR Marketing is based on corporate strategy.
 - Second one, between strategy and HRM which brings a real added value as a global approach of customers' analysis and construction of answers that are adapted, at the same time, to the identified targets by the strategy to the targets expectations and finally to organisational reality.

The following table summarises the convergences and divergences between the HR marketing, internal marketing and social marketing.

Table n°03: Distinction of HR Marketing from internal marketing and social marketing

	Internal Marketing	Social marketing	HR Marketing centred on communication (internal communication)	HR Marketing
Authors (references)	- GRÖNROOS(1981); - BERRY(1984); - EVIONNOIS(1987); - VAREY(1995); - SEIGNOUR(1998); - SEIGNOUR, DUBOIS(1999)	IGALENS(2002); PITELET(2005)	LIGER(2004); SEGRETAIN(1998)	PANCZUK, POINT(2008); BRILLET, GAVOILLE(2017)

Starting point	Considering employees as customers	A response to employees' new social expectations	Attract, integrate, and retain employees	Sell, sell(itself), retain, renew(itself) and adapt
Objectives	Increase consumers' satisfaction through employees satisfaction	Animate and develop a reputation through employer brand	Considering employees as real customers by privileging individualisation...	Implement a global approach , integrate more marketing concepts and techniques
Key concepts	Customer	Corporate branding (employer brand)	Attractiveness	The 4Ps
Philosophy	Setting a market relationship with employee	Give a meaning to the work	Work on corporate brand	A global attitude into the service of HR function performance
Key words	Market place, customer	Attractiveness, animation, reputation, employer brand, motivation, transparency	Attractiveness, segmentation, image (brand)	Segmentation, positioning, customer, sell, employability, price and value, HR mix
HR function role	Considering employees in a market relationship and not a hierarchical one	Reconciliation of employees with the notion of work and their job environmental	Elaborating a communication plan	Service's provider and HR products seller
Approach's main tools	Reward system, training etc. to evolve employees' satisfaction; Internal branding policy (products targeting customers as well as employees)	Internet, more tools centred on communication and all tools allowing employees feel good inside the company.	Tools associated to marketing communication (brand image, employer branding...)	Many tools drawn from marketing (life cycle curve, poisoning matrix, segmentation matrix, analysis of distribution system, pricing and value...

Source : PANCZUK et al. (2008, pp. 34, 35)²¹

To wrap up, HR Marketing is a part of a strategic vision that seeks to create a competitive advantage through HR function. So the main role of HR marketing is the satisfaction of employees' expressed needs which is the essence of this holistic approach and the most necessary thing for employees i.e. the satisfaction of their needs. This necessity, conscious or unconscious for individuals, will imply that HRD will have to deposit reliable tools to identify them, formalise, and reveal them (training needs, recruitment, flexibility and good work conditions...etc.) in order to make HR offers in adequacy with the market mainly internal one.

²¹ This table is drawn from PANCZUK et al. (2008) so we have included the thoughts of BRILLET et al. (2017)

Section three: Issues of HR Marketing

Beyond the difficulty of combining the expectations of all its customers, the HR function must be able to identify the nature and importance of the current issues, that is: organisational, strategic, social, societal, politics and technologic that are changing the way work and thinking are conceived. However, by engaging in HR Marketing approach, to propose an HR offer in adequacy with the market, requires in the beginning to take in consideration certain issues outlined below.

1- Organisational issues:

The problematic of satisfaction and employees' new expectations implies numerous issues for organisations. Yet, organisation seeks to succeed its customer's orientation this is in order to optimise its performance and the satisfaction of the directory and shareholders. HR function is, however, faced to a new changing employer/employee relationship which is source of successive crisis.

Hence, to succeed this orientation of market it is important, today, to have the ability to propose strategic HR offers that contribute to work reorganisation and that make them want to invest in their company mainly their HR capital. BRILLET et al. (2017, pp. 46, 47)

There, we have three main challenges:

- Organisational commitment: This means the commitment of the employee with his own will to serve the company in respect of its values and aims. It is assumed to influence almost any behaviour that is beneficial to the organisation. Organisation or professional commitment, however, is not a unitary concept, as there are different types of commitment i.e. a three dimensional construct; namely affective, continuance, and normative commitment. According to ALLEN and MYER (1990)²², affective, continuance and normative commitment refer to different dimensions of the same phenomenon:
 - ❖ Affective commitment refers to the employees' identifications, with involvement in, and emotional attachment to the organisation; he stays because he wants ;

²² Cited by LAU et al. (consulted on 18/03/2018 at 02:30 am.), the Employee Engagement on Continuance and Normative Commitment to the Organisation, March 2011, Marshal University, http://mds.marshall.edu/mgmt_faculty

- ❖ Continuance commitment, nevertheless, refers to the employees' recognition of the costs associated with leaving the company; he stays because it is necessary;
- ❖ Normative commitment, finally, refers to the employee's sense of loyalty or moral obligation towards the company; he stays because he must ;
- Work motivation: it is an impulse to act, which is more or less strong, that employees feel according to the density of the need or desire that they have to satisfy. Two factors, nonetheless, pushes the collaborators to act: intrinsic (internal) and/or extrinsic (external) ;
- Work satisfaction: an affective state and a positive emotional. It is the result of an assessment made by the employee about hi work and his professional experience; this includes some aspects such as: salary, ergonomics, working conditions, the quality of relations with other collaborators, etc. W. K. E. LAU, D. CERNAS ORTIZ²³ (2011, pp. 3, 4).

All these challenges present numerous issues measured by accurate indicators: absenteeism, turnover, decreasing productivity, disengagement and disenchantment of employees, etc.

If we take the issue of loyalty for example, it is clear that the employer brand is important because this later has a strategic role in improving loyalty to the company. However, it is very important that HRD focuses on the development of the company's employer brand through panoply of HR products and services by working on communication inside the entity for internal customers. In this context, nevertheless, keeping a competitive intelligence remains indispensable for the HRD to avoid competitive companies and unexpected employees' behaviours. BRILLET et al. (2017, p.48).

2- Technologic and strategic issues:

In a hyper-digitalised context and a constant evolution of ICT [Informational and Communication technologies], companies should be able to adapt themselves to the new needs and expectations generated by this development. However, the use of HRIS [Human Resources Informational Systems], in big data management, social networks and other

²³ W. K. E. LAU, D. CERNAS ORTIZ, the Employee Engagement on Continuance and Normative Commitment to the Organisation, March 2011, Marshal University.

connected tools are huge revolution to which HR Marketing could be offer pertinent answers in order that HRD realise a competitive advantage. Indeed, the introduction of reliable and valid data processing techniques through HR Marketing can also help organisation to better target the HR offers that refers to everyone i.e. individualisation of practices. Furthermore, an efficient HRIS help companies to anticipate the different risks associated with data security. BRILLET et al. (2017, p.52).

In another side, and in a hyper-competitive context, HR Marketing constitutes a new source of competitive advantage. However, the deployment of complex management systems by the company to optimise their costs and processes in order to increase to their performance could have consequences in terms of strategic choices and behaviour on the markets that do not meet the employees' expectations and needs. So the employees with specific competences make choices in terms of job search and new companies go beyond the fact of remuneration. As a result, companies work on HR Marketing because for them collaborators constitutes internal strategic resources. Here some strategic challenges that HR function must include:

- ✓ Face the war for talent i.e. find solutions to attractiveness difficulties, shortage of manpower, in search of key and rare skills... etc. ;
- ✓ The ability to individualise the actions to target candidates it wishes to attract in order to face the problem of losing ROI [Return On Investment];
- ✓ Develop a real competitive intelligence on job market;
- ✓ Succeed in considering collaborators as real strategic resources for the company. This include to admit that we do not retain everybody but rather those with key competences, talented one, and yet the difficulty of maintaining equity within company. BRILLET et al. (2017, pp.49, 50)

3- Social, societal and political issues:

HR Marketing can reveal social, societal and political issues since it interests to many other actors (customers-internal, external) other than collaborators. It is also important to bring back the progressive disengagement of the State from different fields and financing of actions on which it was very active. Thus, it is possible to identify many elements that could, in an HR Marketing policy, respond to these following types of issues:

- ✓ A training plan which seeks to develop collaborators' competences so that they respond on social issues in terms of employability i.e. to propose adequate and useful training that is in relationship with their activities and competences because employees are on context where it is difficult to find a sustainable job;
- ✓ Management practices designed to maintain balance between professional and private life, empowering employees, facilitating responsibility and settling a social climate within the company;
- ✓ Quality management practices, safety and working conditions are also instruments that can be naturally integrated in HR Marketing approach and which contribute to improving well-being at work. Moreover, a management centred on principles of communication also goes in the same direction;
- ✓ Finally, adopting important social mix actions to address social and societal issues like: financial support for postgraduate studies, validation of professional experience, school bussing of staff children... etc. BRILLET et al. (2017, pp.51, 52).

Now, how to ensure the success of an HR Marketing approach?

If HR Marketing seems to be an adapted answer to the issues mentioned above, it is, however, important to identify some key elements on which companies will have to be vigilant if they want to give or settle a successful HR Marketing approach and avoid the different risks that can be appeared due to a mis-implementation and mis-understanding of its techniques. The following table exposes the key elements of a successful approach and the risks of its misunderstanding.

Table n°04: successful HR Marketing approach

Key elements of successful implementation	Risks of mis-implementation
A transparency communication and information policy towards stakeholders, imply them in, give information about corporate strategy.	Functional and financial risks: <ul style="list-style-type: none"> ✓ Non-correspondence of characteristics and components of HR marketing policy to the needs and expectations of customers. ✓ Financial risks due to changes induced by mix tools and HR practices that meet requirements and needs
Have a coherence between the practices and behaviours of the organisation and values that are displayed	Social and psychological risks: <ul style="list-style-type: none"> ✓ A bad social image induced by poor tools and services that would not be in sync with customer and his personality.

	✓ Dissatisfaction due to bad experience and practice of certain HR tools.
Develop in a balanced way the two dimensions of the HR Marketing approach i.e. external and internal one but it is quite important to emphasise on the internal one.	A risk of losing time which would be induced by processes or time-consuming and non-effect practices.

Source: elaborated by ourselves²⁴

To conclude with this chapter, we can say that HR Marketing is an approach, which is more complex than a simple operational communication, as targeted as it is. Although it is inspired from internal, social marketing and internal communication, this approach as it is developed today has its own tools that are inspired from Marketing. It is about a set of analysis, techniques and strategic actions, which seek to develop, and provide and ensure the improvement of HR function services and products that are, designed for a set of targets i.e. companies' customers.

Since HR Marketing applies marketing techniques, so its implementation is based on a strategic marketing plan; in other words; HR Marketing in its implementation is centred on a marketing mix plan with its four dimensions [4Ps] which is the basis, the fundamental or the four pillars of this new, emerged, state of mind in Human Resources.

²⁴ This table is elaborated according to BRILLET et al. (2017, pp.53, 54); LIGER (2016, pp.68, 69).

CHAPTER TWO: ELABORATION OF AN HR MARKETING PLAN

As we discussed in the first chapter, HR Marketing is a strategic and operational approach at the same time. Hence, while HR managers seek to apply this approach they should keep in mind these two dimensions; of course, with a market research dimension. Therefore, an HR Marketing plan is a set of strategic and operational techniques.

In this chapter, we will deal with the strategic side of HR Marketing (Section one), and then we will discuss the operational side i.e. Marketing-mix (Section two) and finally we will finish with HR Marketing tools (Section three).

Section One: Strategic Dimension

Before discussing the different parts of this section, we would like to introduce briefly a strategic tool which is used in the field of management and particularly in HRM. This is SWOT analysis.

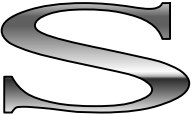

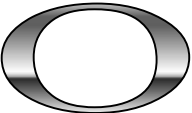

SWOT analysis is one of the best and simplest analytical and planning tools that helps to identify gaps and plans future tasks in any area on which the tool is focused. Indeed, this tool is highly flexible. The HR SWOT analysis is a tool for human resources; it aligns teams and gives names to real issues that HRM faces in the organisation. Creative HRM (2012-16).²⁵ This SWOT matrix is meant to collect all ideas and opinions in four different segments. See schematised figure SWOT Analysis.

However, the most contributing benefit of this analysis is in its potential to generate vibrant and innovative ideas within a limited timeframe. Moreover, this matrix is presented into two tables, one for *Strengths* and *Weaknesses* of the structure identified in the internal diagnostic-analysis, while the other one reserved to the *Opportunities* and *Threats* identified in the external diagnostic-analysis. The whole of these two tables is designed by the synthesis term “SWOT Analysis” drawn from the initials of the English words Strengths, Weaknesses, Opportunities, and Threats.²⁶ J. LENDREVIE et al. (2016, pp. 669-677). See the following schematised figure N°07.

²⁵ <https://www.creativehrm.com/hr-swot-analysis-html> Consulted on 18/02/2018 at 21h46. In fact, this tool was invented in 60s of the 20th century. Originally, it was a marketing tool.

²⁶ Jacques LENDREVIE et Julien LEVY 2016, MERCATOR: tout le marketing à l'ère numérique, 11^e édition, Dunod.

Figure n°07: SWOT Analysis

	Helpful to achieving objectives	Harmful to achieving objectives
Internal Origin attributes of the organisation	 Strengths	 Weaknesses
External Origin attributes of the environment	 Opportunities	 Threats

Source: Wikipedia²⁷

Designing an HR Marketing strategy is an interactive, innovative and iterative process:

- An interactive process since it involves, in the elaboration of all the strategy, all the main functions of the company in order to be able to imagine, make choice and provide HR policies that are efficient and realistic in terms of product, price, place and promotion.
- An Innovative process since the manager, thanks to employees' empowerment, should imagine and compare numerous alternative strategies than to be limited to only one strategy.
- An iterative process means that managers should update their orientations according to the different issues during the elaboration of the strategy. However, the final strategy is a result of numerous trial and errors. LENDREVIE et al. (2016, p. 670)

To sum up, and by analogy to marketing strategy, the designing of HR Marketing strategy should follow the same process as in Marketing. However, the HR manager has to consider the entire entity as a whole system and act in a systemic way to achieve a competitive advantage through human resources.

²⁷ <https://wikipedia.org/wiki/swot-analysis> consulted on 18/02/2018 at 19h31

1.1- HR Intelligence and Benchmark :

For HR intelligence, HRD of the company should take an advantage by establishing the list of its potential competitors. In fact, it is not necessarily that these competitors will be in the same SBU [Strategic Business Unit] because in some positions, the competitors of different SBU are very numerous.

However, when it is in the same SBU the CI [*Competitive Intelligence*] is easier, although the war for talent is harder. LIGER (2016, p.48) So the HR CI means understanding and learning what is happening in the world outside the business to increase one's competitiveness. In other words, learning as much as possible, as soon as possible, about one's external environment.²⁸ For LIGER (2016, p.48) knowing the practices of its competitors in terms of recruitment and more widely practices of HRM like retention policies... will be most important than anticipating the strategy of competitor in the war for talent.

Another way to collect data is to apply a *Benchmark* approach. Alberic HOUNOUNOU (2011, p.16)²⁹ defines it as being “*a continuous and systematic process of products, services and methods evaluation in comparison to those of the most serious competitors and companies recognised as leaders.*” Hence, while meeting the objective of total quality, a *Benchmark* also opens possibilities for innovation in terms of products and processes. In this context, Philip LIGER (2016, pp. 48, 49) notice that, nowadays, there are few managers who seek to perform this CI. This attitude, in fact, deprives them in reality, for a lower cost, of important assets to build their strategy in terms of good HR offers designed for their customers, mainly internal ones.

HOUNOUNOU (2011, p.127) summarises the main steps of the *Benchmark approach* as follows. See the following table n°05

²⁸ <https://www.wikipedia.org/wiki/competitive-intelligence>, Wikipedia (2017) Competitive Intelligence, consulted on 04/04/2018 at 00h50.

²⁹ HOUNOUNOU, Alberic 2011, 100 fiches pour comprendre le management, 3^e edition, Breal.

Table n°05: Benchmark 4 main phases

Phases	Main Actions steps
Phase 1: Planning	1. Identify subject matters and abject of the Benchmark; 2. Identify the best competitors; 3. Set the methods of data collecting and collect internal and external data;
Phase 2: Analysis	4. Analyse performances and identify variances causes; 5. Plan the future performance levels;
Phase 2: Integration	6. Communicate analysis results; 7. Establish functional objectives;
Phase 3: Action	8. Develop an action plan; 9. Implement and follow the results; 10. Recalibrate Benchmark.

Source: HOUNOUNOU (2011, p.127)

1.2- Positioning :

KOTLER et al. emphasise, in their book, on the importance of the positioning; in this context, they say: *“the implementation of positioning aims to make customers perceive what the brand has to offer them and why they should privilege it. This implies that they understand in which category it operates and what are its points of similarities and differences from the competitors.to achieve this, positioning must be defined in all marketing actions. The communication, obviously, plays a vital role, but it is not enough; the positioning must appear in overall marketing-mix”* KOTLER et al. (2012, p.325)

BRILLET et al. (2017, p.65) define the positioning as *“a policy implemented as a result of the strategic choice that aims to give to an offer a credible, differentiated and attractive perception within a market and to develop the corresponding marketing-mix. Positioning is based on one or more distinctive axes (especially in view of competitors).”* In this context, indeed, LIGER argues that it is important to respect the key points of the positioning. Here some of these key points:

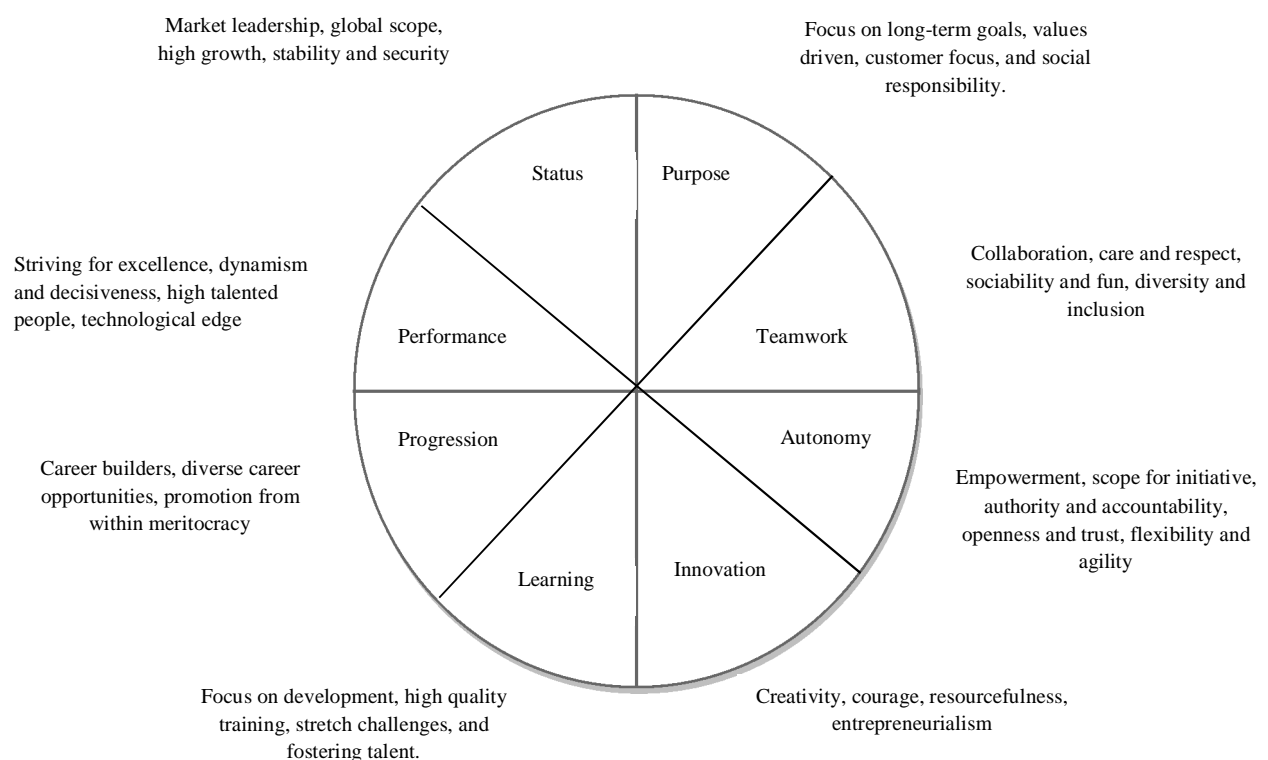
- ✓ The positioning is expressed by a promise i.e. to use a slogan that well serves as a hook and signature to attract customers. This slogan must be simple, direct and less “déjà-vu”. It is a kind of “flag” for the company. In fact, in some large companies they adopt a promise for HR communication in order to distinguish between HR communication and other types of communication.

- ✓ Yet, besides this promise it is important to care about the visual identity of the company which is expressed through a logo that is generally related to an image and connected with the slogan. LIGER (2008, pp. 51, 52)

However, it is noticed in some companies, that there are temptations to integrate for example a symbol to the logo –institutional visual identity- to highlight the HR communication but this could be dangerous to the consistency and the strength of the communication. LIGER (2008, p.51)

So, to help companies explore their positioning, MOSLEY's Agency has developed a "Positioning Wheel", see figure N°08, which highlights eight major positioning territories and for which each territory, he has defined its own aspects and characteristics.³⁰

Figure n°08: Positioning wheel



Source: R. MOSLEY (2014, p.112)

³⁰ MOSLEY, Richard 2014, Employer Brand Management: Practical Lessons from the World's Leading Employers, 1st edition, WILEY.

Apart from that, this positioning policy leads the company to differentiate from other competitors in the marketplace by developing a strategy of employer appeal through the employer brand policy. Furthermore, this HR visual identity that is considered as a differentiating factor, as it should be perceived by the customers, allows the company represented by its HRD to develop HR products and or services that are more performing than those of the competitors. As a result, the company achieves a competitive advantage. BRILLET et al. (2017, p.66); LIGER (2008, pp. 52, 53).

1.3- Segmentation and Targeting

In their book, BRILLET et al. (2017, p.66) define the segmentation as a *“breakdown of the public concerned by an offer in homogenous groups according to determined criterion which may each be the subject of targeted marketing actions.”*

For PANCZUK et al. (2008, pp.43, 44), the starting point of this approach is the understanding of the marketplace by applying an HR intelligence, as we have explained it previously. As a result, the understanding of the customers, their needs and expectations in order to bring adequate HR offers. Indeed, the role of the HRD should not be reduced to the development of products and/or services: recruitment, payroll, training...etc. but it should go further by involving customers' expectations and needs.

Furthermore, PANCZUK et al. (2008, pp.60, 61) go far by arguing that the segmentation approach depends essentially of two conditions:

- 1) The flexibility of the HR offer: so that it can at best adapt its (the company) offer and meet employees' expectations;
- 2) The employees' expectations and motivations diversity: because of the evolution of customers' expectations through time.

Figure n°09 : HR segmentation possibilities



Source : PANCZUK et al. (2008, p.61)

There are three (03) typologies to segment customers in the HR function:

- 1) Internal Vs. external customers: external concern those of the external environment as we have discussed this in the 1st chapter; internal ones are subdivided into several segmentations mainly their status, hierarchical level, role of coaching, their relationship to the company (full or part time), geographic, sex, age... etc. ;
- 2) Role of the customers in the decisional system of the company: decision-makers, managers (prescribers), the users (collaborators);
- 3) Individual customers vs. organisational.

This difference is important since it develops the nature of HR Marketing and it allows it to provide either B to C [Business to Customer] or B to B [Business to Business] offers (products and/or services) i.e. respectively company to employee or company to workers' union. PANCZUK et al. (2008, pp.51-56)

Now, here three methods of segmentation³¹-non-exhaustive list- that can be used simultaneously according to company's needs:

Segment by performance and potential: it is about targeting employees according to their current performance and potential. Through a performance/potential matrix's type, four groups can be identified: reserve, breaks, stars, pillars. By performance and potential, it is admitted to retain pillars (high performance, but less weak potential) and stars (show at the same time high performance and high potential). The matrix is adapted by some authors to 6 Box or 9 Box.

- Individuals' engagement segmentation: according to the study of Watson and Wayatt in 2007, cited by PANCZUK et al. (2008, p. 69), employees' engagement combines their involvement and field vision i.e. employee accurate vision created through his value creation for company. As a result, five segments and for which each one has different HR offers:
 - ✓ Value creators (high score in the two dimensions);
 - ✓ Key contributors (average score in the two dimensions);
 - ✓ The sceptics (high field vision, low involvement);
 - ✓ Low Believers (high involvement, low field vision);
 - ✓ The disengaged (low score in the two dimensions).

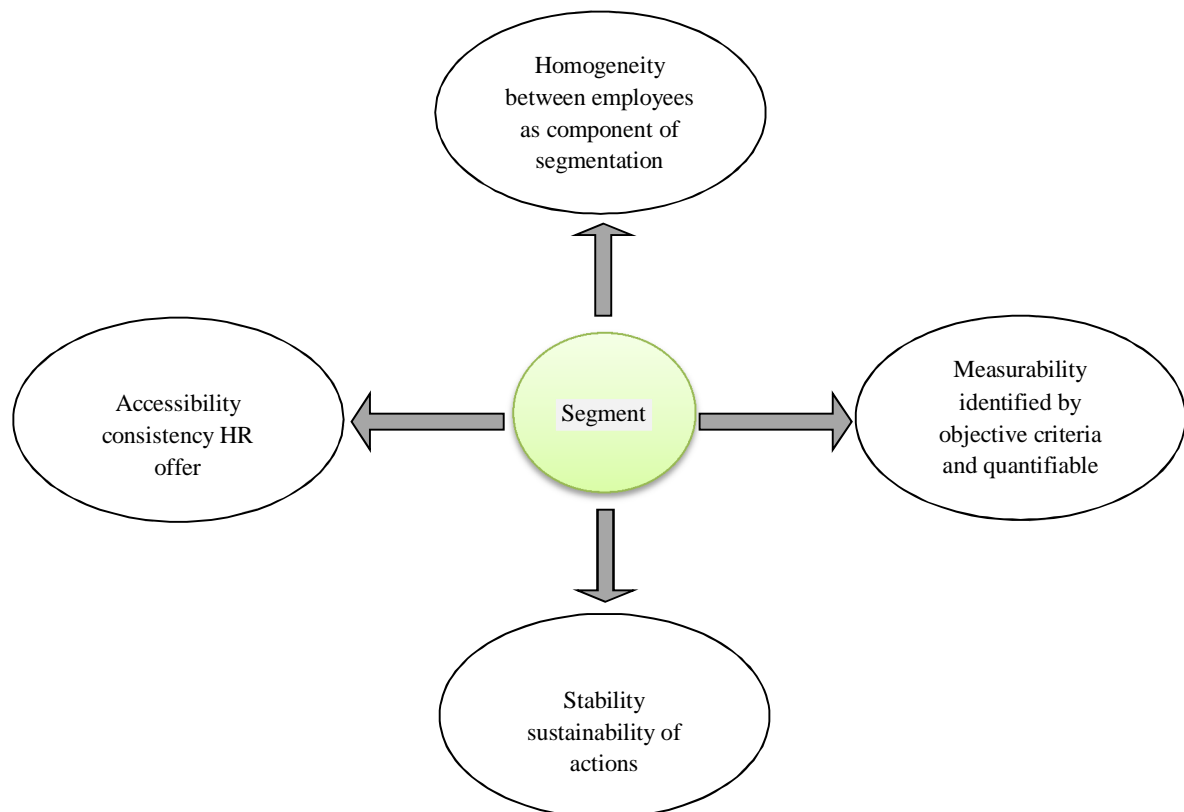
The segmentation of employees in this way is very important if we consider differences between targets in HR created programs to retain talent. PANCZUK et al. (2008, pp.69, 70)

- Segment according to the visibility and volume of the population. Visibility means the most influencers either by their hierarchical positioning or their role in certain decision processes. However, volume refers to the number of persons identified in each segment. PANCZUK et al. (2008, pp. 70, 71).

Whatever the kind segmentation's method we use, however, it is quite important to respect these four (04) rules when applying the segmentation: see the following schematised figure.

³¹ The following information drawn from PANCZUK et al. book.

Figure n°10: Rules of HR segmentation

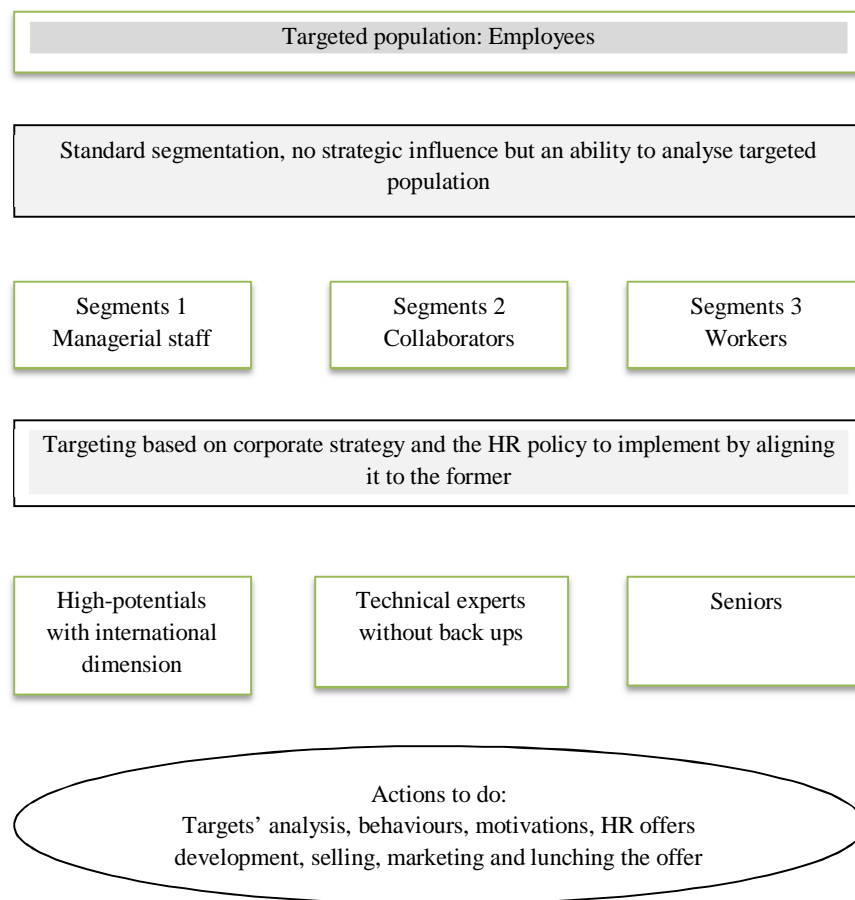


Source: J. IGALENS (1997) cited by PANCZUK³²

Targeting, in other side, is a step that follows the HR segmentation, and which allows emphasising the HR Marketing on profitable segments and targets adapted to company's reality, issues and strategy, in order to, in fine, attract and retain the best employees. Indeed, in the case of the HR Marketing, targets are constituted of the whole employees or potential actors that company seeks to conquest and retain by offering adapted HR products and/or services. So, targeting is a strategic and tactical choice of the HR function or of the company realised through segmentation according to an alignment to the corporate strategy. PANCZUK et al. (2008, pp.73, 74).

³² IGALENS, Jacques 1997, segmentation sociale et gestion des ressources humaines, in encyclopédie de gestion, Tome 3, Economica, Paris

Figure n°11: Example of HR segmentation



Source: PANCZUK et al. (2008, p.75)

To sum up, the success of a segmentation approach is closely related to the understanding of the market (customers). However, HR managers should consider this approach as being strategic and dynamic, not static one and the pertinence of the segments is changeable according to customers' expectations and needs.

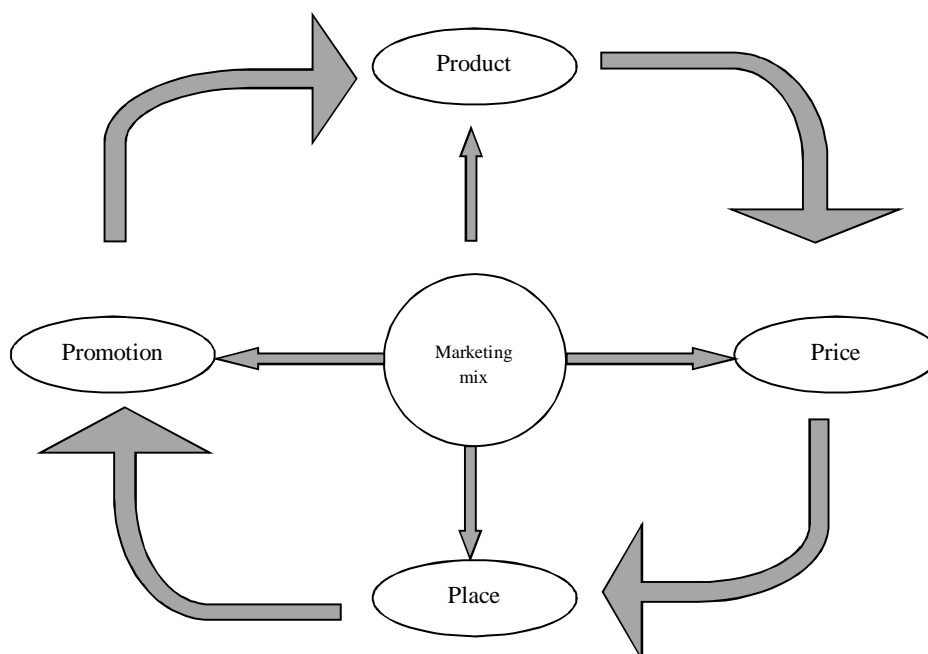
Section Two: Operational Dimension –Marketing-mix–

After developing the first step used in an HR Marketing approach i.e. strategic dimension, now we will deal with the operational side of this holistic approach; in other words, the application of the 4Ps of the marketing-mix by the HR function. In this section we will try to explore how the HR offer (product and/or service), price, place and promotion are implemented in HR function to retain top talent. See schematised figure n°12.

Discussed in a more broadly way, some authors of marketing-mix evoke 7Ps so that this concept could integrate all services; in this case, in addition to 4Ps they add three others concept namely: People, Process, Physical evidence. In fact, this 7Ps are generally in service industries business. BRILLET et al. (2017, p.70).³³

Moreover, if the strategic dimension deals with analysis and decision-making in long terms, nevertheless, the operational dimension deals with action and reaction in company's everyday life precisely HRD. BRILLET et al. (2017, p.68).

Figure n°12: Marketing-mix 4Ps



Source: Purelybranded.com³⁴

2.1- Product:

The question as about what we sell? The product is an answer to a need which can vary in terms of characteristics and quality in order to reach different segments and targets customers. BRILLET et al. (2017). Yet, this HR offer can be tangible or abstract i.e. if the HR offer refers to the company's global output (tangible products, activities) there is also a

³³ <https://www.marketingmix.co.uk> consulted on 15/04/2018 at 02h55

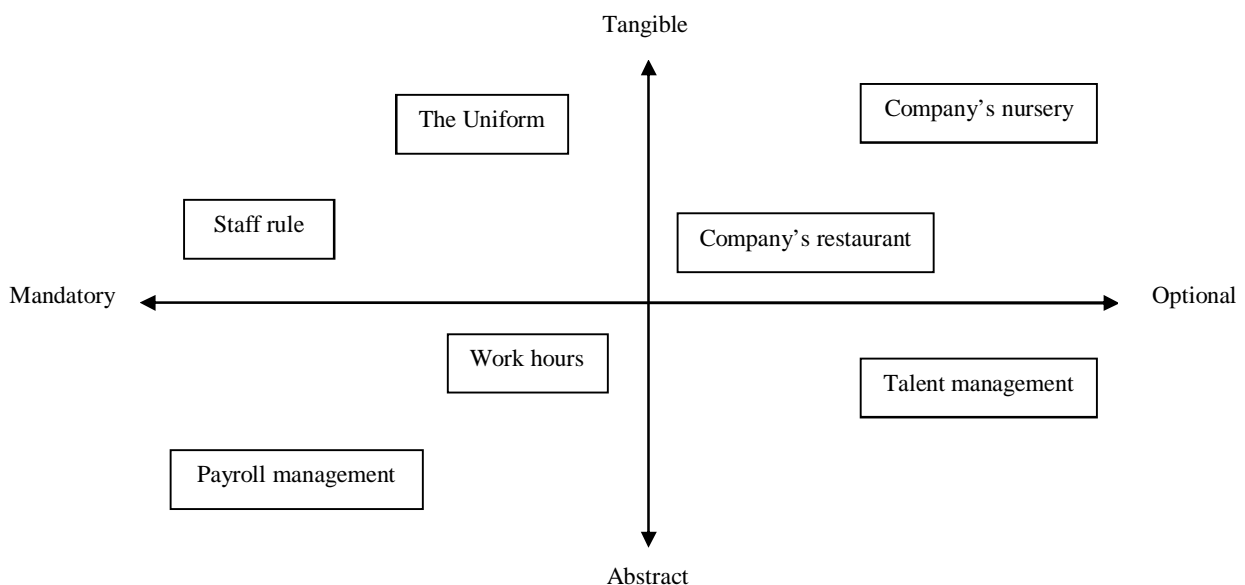
³⁴ <https://www.purelybranded.com/insights/the-four-ps-of-marketing/> Purelybranded.com, consulted on 11/04/2018 at 23h35.

term to retain which is abstract which refers to HR services. Therefore, the term HR offer designates a range of products and services at the same time. PANCZUK et al. (2008, p.81).

Key points concerning HR offer:

- HR offer should be an answer to customers' needs and expectations who determine its quality;
- HR offer should be innovative or at least to have the ability of innovation in HRM example of Google HR offers;
- Through HR Marketing approach, managers should define perimeter and nature of the HR offer (tangible or abstract, segment and target);
- Set a cartography of HR offers-see the following schematised figure N°00;
- Develop the existing HR offers;
- Add value of the HR offer measured by the ROI;
- HRM map or 'cafeteria' approach which means a more personalised management so the arbitration is set according the created value_ this is a very expansive. BRILLET et al. (2017); PANCZUK et al. (2008); LENDREVIE et al. (2016)

Figure n°13: Cartography of HR offer



Source : PANCZUK et al.(2008, p.84)

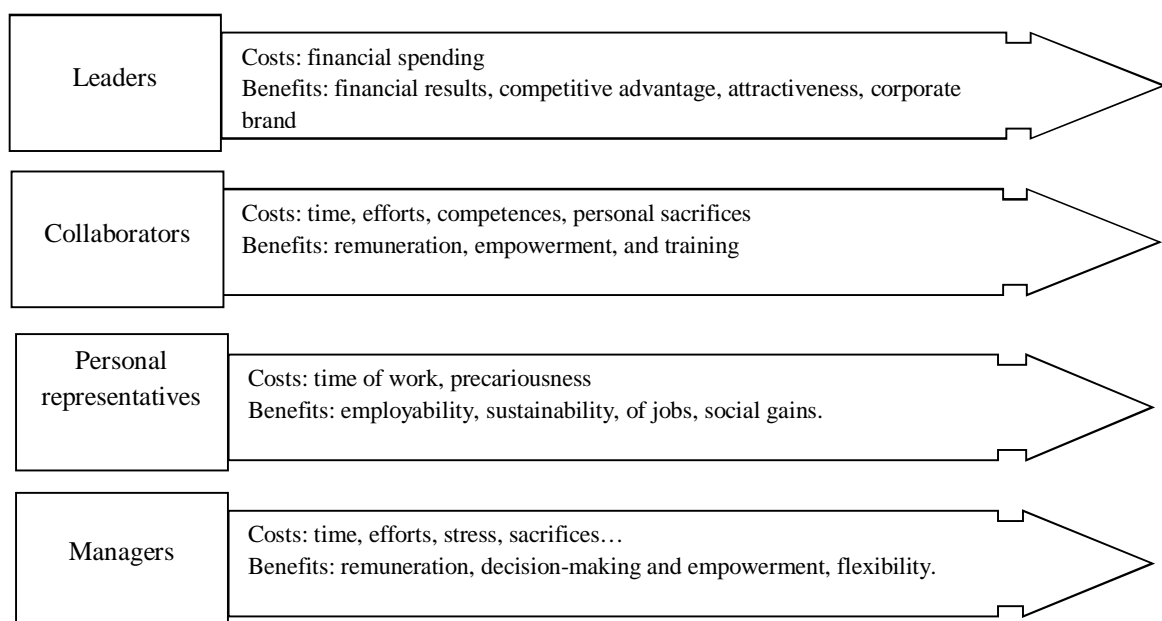
As we can notice in this figure, the talent management, as it is classified by PANCZUK et al. (2008), is an optional offer but we think that is very important to reconsider this practice if companies seek to achieve a competitive advantage.

2.2- Price:

It is the value obtained from the HR offer provided to different customers. So, the HR offer should be generator of value for customers on order to qualify it a pertinent. This value is a relationship between costs and benefits of a solution that employees evaluate according to a set of criteria before, during and after the experience. Moreover, the notion of value is considered in terms of economic, emotional and social results. Finally, this value should correspond to the strategic positioning of the company. BRILLET et al. (2017, p.112).

The following figure shows the main costs and benefits of an HR offer designed to internal customers (here we are interested only by the internal customers because there is another value perceived by external customers).

Figure n°14: Costs and benefits of an internal HR offer



Source : BRILLET et al. (2017, p.113)

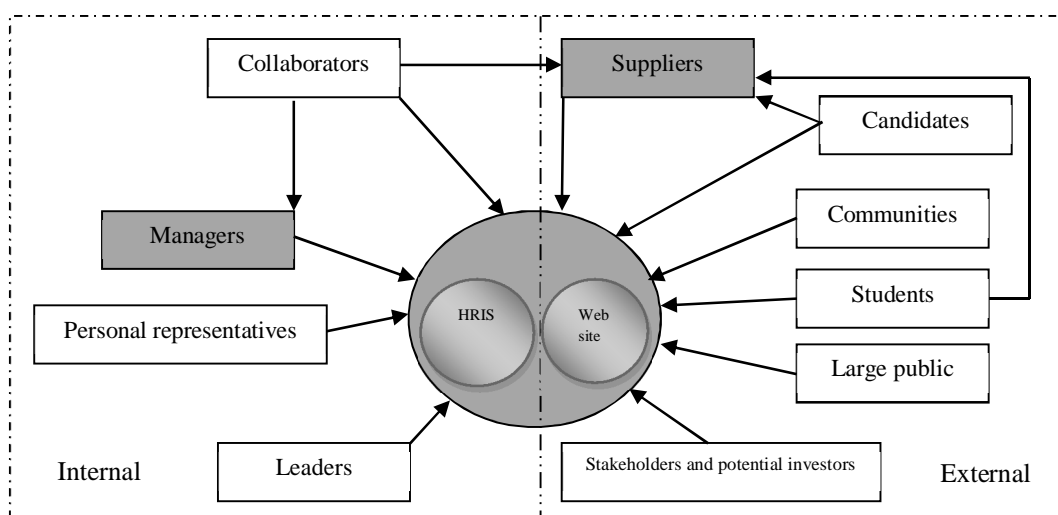
2.3- Place:

Placement is set of actions, processes and organisations which promotes the contact between the HR offer and the final beneficiary (customer). This means once the HR offer is defined, HRD has to ensure its distribution through different tools. PANCZUK et al. (2008, p.148). In other words, employer has to position and distribute the product in a place that is accessible to potential buyers (customers of HR function) mainly those talented.

However, this distribution policy comes with a deep understanding of the target market which, in fact, allows the HR function to discover the highly efficient positioning and placement canals that are directly connected with the market.³⁵

Moreover, the distribution of the HR offer inside the company is achieved through efficient HRIS and HR ambassadors (HR managers) who face the needs and wants of their collaborators and directly suggest, for example, a remuneration offer which is adapted to this particular context. BRILLET et al. (2017, pp.125-127). The following schematised figure wrap up from which, shown in grey colour as canal distribution, customers get access to their HR offer.

Figure n°15: Access network to HR offer



Source: BRILLET et al.(2017, p.127)

³⁵ <https://www.marketingmix.co.uk/marketingmix> consulted on 11/04/2018 at 00h20

2.4- Promotion:

According to LAPINTA et al. (2015, p.160),³⁶ HR offer is not unique, frozen and finished object. For them, conception and evolution of this offer are led by a promotion at the same time, to reach either internal or external public. Concerning the external promotion, it is meant by the communication designed attract candidates. However, the internal one is very important for them, even though collaborators live every day in this environment, because some components of the HR offer are not known by the customers; for example, the component of the payroll are not really known; hence, the necessity to explain them to the HR function customers and communicate the main rules in order to limit spoilage. In fact, this is the main role of the HR managers while adopting HR Marketing approach.

Indeed, the promotion of the services and/or products is based on developing an employer brand as we have discussed it previously.

BRILLET et al. (2017) in their book stated that there are three main ways to promote or communicate the HR offer namely: advertising, relational communication, and finally, digital communication. The following table sums up the channels of each type of HR offer communication.

Table n°06: Channels of HR offer communication

Advertising (classical method)	Relational communication	Digital communication
Media campaign (radio, TV, press); Job advertisement; Displays; E-mailing.	Internal communication via HRs' managers (meetings and interviews, word-of-mouth, trade shows and forums); Communication via providers and suppliers (teachers, trainers, recruiters)	Editorial marketing, contents and referencing (tests, videos, podcasts, infographics...); HR community management (social networks, blogs, intranet...)

Source : BRILLET et al. (2017, p.120)

To wrap up with this section, we have shown that the HR marketing approach is not only strategic method, but also an operational one; a holistic one that fits to all HRM practices. Moreover, HR policies that elaborated for/and according to internal customers,

³⁶ LAPINTA, Franck ; BERTHELOT, Vincent 2015, Marketing RH : accompagner la transformation digitale des ressources humaines, 2^e édition, Groupe Studyrama.

by keeping in mind the specificities of every collaborator, lead to build a strategic HR offer which matches the internal market orientation of the company aiming, of course, to retain the best talented employees and keep the competitive advantage.

The challenges are to increase talent retention by applying an HR marketing-mix inside the entity; hence the turnover rate will be automatically decreased; as a condition, of course, to rely on the right tools and best practices! HR Marketing approach as a new state of mind.

Section three: Retention Tools of HR Marketing

Here in this section, we will discuss briefly three main practices that are connected to HR marketing in order to retain talented customers. So, we will deal with CRM [Customer Relationship Management] (1) then we will go straight to CLM [Customer Loyalty Management] (2) finally we will finish with TM [Talent Management].

3.1- Customer Relationship Management

CRM as it is defined in Wikipedia: *“is an approach to manage a company’s interaction with current and potential customers. It uses data analysis about customers’ history with a company to improve business relationship with customers, specifically focusing on customer retention.”*³⁷ In HRM, this means to develop a good relation between employer and employee; for BRILLET et al.(2017, p.161-165), it is about changing this relationship from collaborator relationship to collaborator experience which means to imply employees through high quality HR offer that let them feel the pleasure to work within this company and stay as long as possible.

However, this approach in HRM called ERM [Employee Resources management] that is a business process which fill gaps between an organisation and its employees to create a strong emotional and professional bonding among them;³⁸ hence, a well-integrated ERM provides a committed HRIS, which in return, provides HR managers with a better interface to deal with internal employees mainly those talented ones.

³⁷ <https://en.wikipedia.org/wiki/customer-relationship-management>, Wikipedia, consulted on 16/04/2018 at 01h45.

³⁸ <https://www.managementstudyguide.com/crm-hr.htm> consulted on 16/04/2018 at 02h00.

3.2- Customer Loyalty Management

The concept of customer loyalty is not exactly the same as motivation or engagement but may be quite more important. For Sharlyn LAUBY (2017)³⁹, it could be argued that employee motivation or engagement cannot exist without employee loyalty. For her, this concept is defined as: *“Employee being committed to the success of the organisation and believing that working for this organisation is their best option.”* S. LAUBY (2017).

However, these actions and policies program are related directly to the marketing-mix namely: product, price, place and promotion or another program which is designed to reinforce customer’s loyalty; hence, the retention of the talented collaborator. LENDREVIE et al.(2016, p.987).

Furthermore, LAUBY (2017) takes the view that while the concept of employee loyalty is focused on retention, organisations should be realistic. Turnover will never be zero, and probably do not want it to be. So, this managerial practice can help reduce turnover expenses and increases the talent retention; hence it allows companies to spend their resources wisely. LAUBY (2017).

3.3- Talent Management

Nowadays, it is needless to say that achieving a competitive advantage by focusing only a core business of the company, but this advantage comes with a focused policy and practices on human capital. In other words, an organisation should be centred on its talented people.⁴⁰

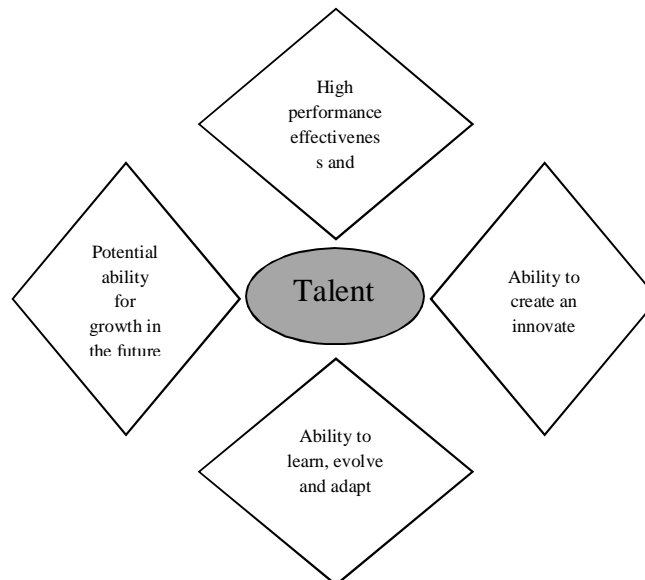
In this context, talent means the ability to learn, evolve, and adapt one’s knowledge i.e. the ability to stay up to date in a changing environment as a key to understand and respond to complexity. Hence, this ability allows to the employee to be creative and innovative. However, this ability gives the person, from one side, a high performance to deliver results and solutions effectively and efficiently; from the other side talented

³⁹ <https://paychex.com/articles/human-resources/build-and-implement-employee-loyalty-program> Sharlyn LAUBY 2017, How to Build and Implement an Employee Loyalty Program, posted on 15/02/2017, consulted on 16/04/2018 at 03h10.

⁴⁰ LAWLER III, Edward E. 2008, talent: Making People your Competitive Advantage, 1st edition, Jossy-Bass.

employee or customer needs to demonstrate potential for growth as we have discussed previously (performance+ potential) because current performance alone is insufficient.⁴¹

Figure n°16: Talent four diamonds



Source: elaborated by ourselves according to HR online info.

Moreover, this concept became an object matter of HR professionals since the publication of the book *The War for Talent* in 2001. Yet, today the aim of CEO is to look for best talent. PwC's 18th Annual Global CEO Survey found that 61% of CEO's saw retention of skills and talent as a key success factor and issue over the next five years, with the ability to acquire and manage talent cited as the second most critical capability for tomorrow's CEO.⁴²

Finally, talent must be organised, led, trained and developed in ways that lead to the development of right core competences and organisational capabilities.

From the point view of LAWLER III (2008, p.63), to have an outstanding talent, employers need an outstanding talent management system, one that attracts always the right talent and retain them as long as possible and helps them understand exactly what to expect from their work experience within the company.

⁴¹ <https://humanresourcesonline.net/talent-mean-context-4-ways-define-talent/>. KALRA, Aditi Shane 31/03/2016, consulted on 17/04/2017 at 01h45.

⁴² <https://hrmagazine.co.uk/articles-details/what-do-we-mean-when-we-talk-about-talent>. Consulted on 17/04/2018 at 02h15, POPER, Jenny 2015

To wrap up with this section, these three managerial practices are quite important to retain top talent. As tools of the holistic HR Marketing approach they are indispensable. Hence, company could achieve competitive advantage if they are well-applied.

To finish with this chapter, the implementation of an HR Marketing approach as a new state of mind is a set of strategic and operational techniques as well as market research techniques in order to keep the company up to date in the changing environment; as a result achieving a sustainable and competitive advantage.

**CHAPTER THREE: CASE STUDY:
IMPLEMENTATION OF AN HR
MARKETING STRATEGY WITHIN
GAM ASSURANCES**

In a context, in which competitiveness becomes ineluctable for companies, the adoption of an HR Marketing strategy, in return, becomes also an emergency in order to keep its talented managers to realise a competitive advantage. However, what about the implementation of this new innovative approach in the Algerian context (companies either public or private ones)? Is it possible and advantageous to introduce this function within GAM Assurances?


This chapter will include (Section one) an overview of the company subject of study. Then we will deal with the methodology (Section two) followed by data analysis (Section three) to achieve our paper work.

Section One: Introduction of the Company GAM Assurances

This section is based on Internal Information provided by the HR Department and also the website of the company (www.gamassurances.com).

1.1- The Company GAM Assurances

Table n°07: Fact sheet of GAM Assurances

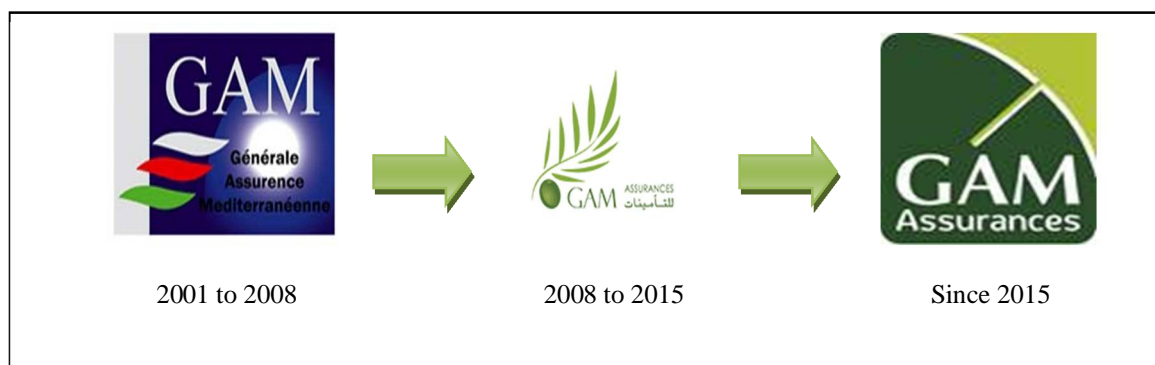
Establishment	Year 2001
Name	Générale Assurances Méditerranéenne-GAM Assurances-
Logo	
Slogan	« Votre Protection est Notre Engagement »
Chief Executive Officer [CEO]	
Capital	2 747 500 000 DA
Legal Form	Joint-Stock Company –SPA-
Economic Form	Service Company-Insurances-
Website	https://www.gamassurances.com
The Head Office	Cheraga, Algiers

Source : GAM Website

The Générale Assurances Méditerranéenne [GAM Assurances] is a company lunched under the Algerian Law and established by the decree of 08 July 2001 approving the company “Société générale assurances méditerranéenne” by abbreviation GAM Assurances (Official Journal of the People’s Democratic Republic of Algeria N°45, 12 August 2001-JORADP-www.joradp.dz). Since, the legal separation of insurance in 2011, its activity is geared to damage insurance. This new deal does not prevent it to develop panoply of products Person Insurance [PI] for its customers by signing a distribution agreement with another specialised company AMANA Assurances. (Internal Information; Revue de l’assurance N°1 June 2012, p.73, 74)

In 2007, the GAM Assurances was bought by the US Investment fund, Emerging Capital Partners-ECP- who is a shareholder in many companies in the MENA region in diverse activities: insurance, Bank ; telecommunications, industries. In fact; just after the redemption of the company, this later has changed its visual identity-logo and slogan; this new version of the logo, the third since the launch of the company in 2001, consists of an umbrella in the shape of an arrow placed on a base. Furthermore, the new slogan adopted by the organisation aims more notoriety for the company and efficiency for its institutional communication. (<http://www.atlas-mag.net/article/gam-assurance-nouvelle-identite-visuelle>).
Published on 19/02/2015 - 17:21; Consulted on 26-02-2018 at 01h30 am.

Figure n°17: Evolution of GAM’s logo



Source: by ourselves

Table n°08: Evolution of GAM's slogan

Period	Slogan
2001 to 2008	_____
2008 to 2015	La GAM renait et vous donne plus d'assurance.
Since 2015	Votre protection est notre engagement.

Source: by ourselves

1.2- Organisation and workforce

In this part, we should mention that GAM Assurances follows an organisational change in all over its structures by the end of 2017.

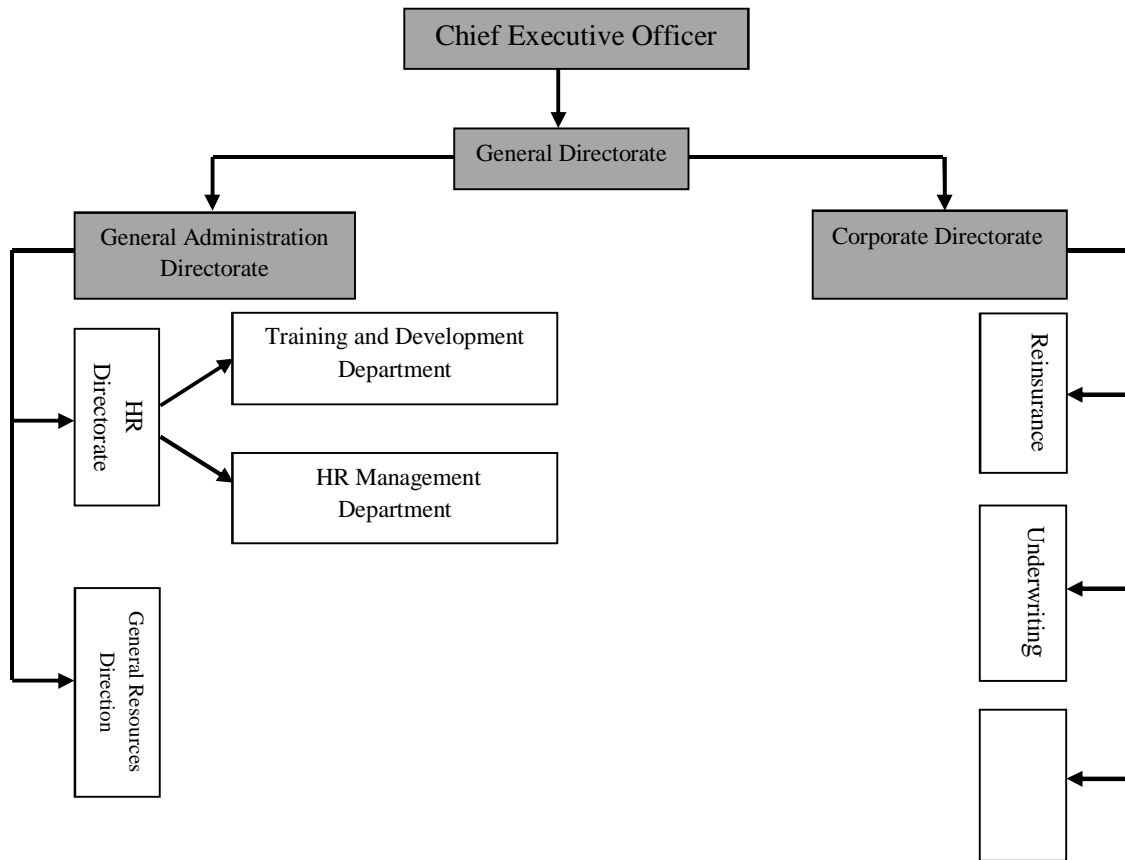
a) Organisation

GAM Assurances is organised into two directorates, the 1st one is called General Administration Directorate; the 2nd one is the corporate Directorate. The two directorates are connected to the General Direction.

- 1) General Administration Directorate contains two directions:
 - HR Direction
 - General Resources Direction
- 2) Corporate Direction, in return, organised into three Departments
 - Department of reinsurance;
 - Department of Underwriting;

See the following schematised organisational Chart, figure n° 18

Figure n°18: GAM-Organization-Chart



Source: GAM Assurances

The HR Direction contains two departments: the first one is HR management which deals with payroll and employees career management from their entrance till the end of the relationship. Here, we find:

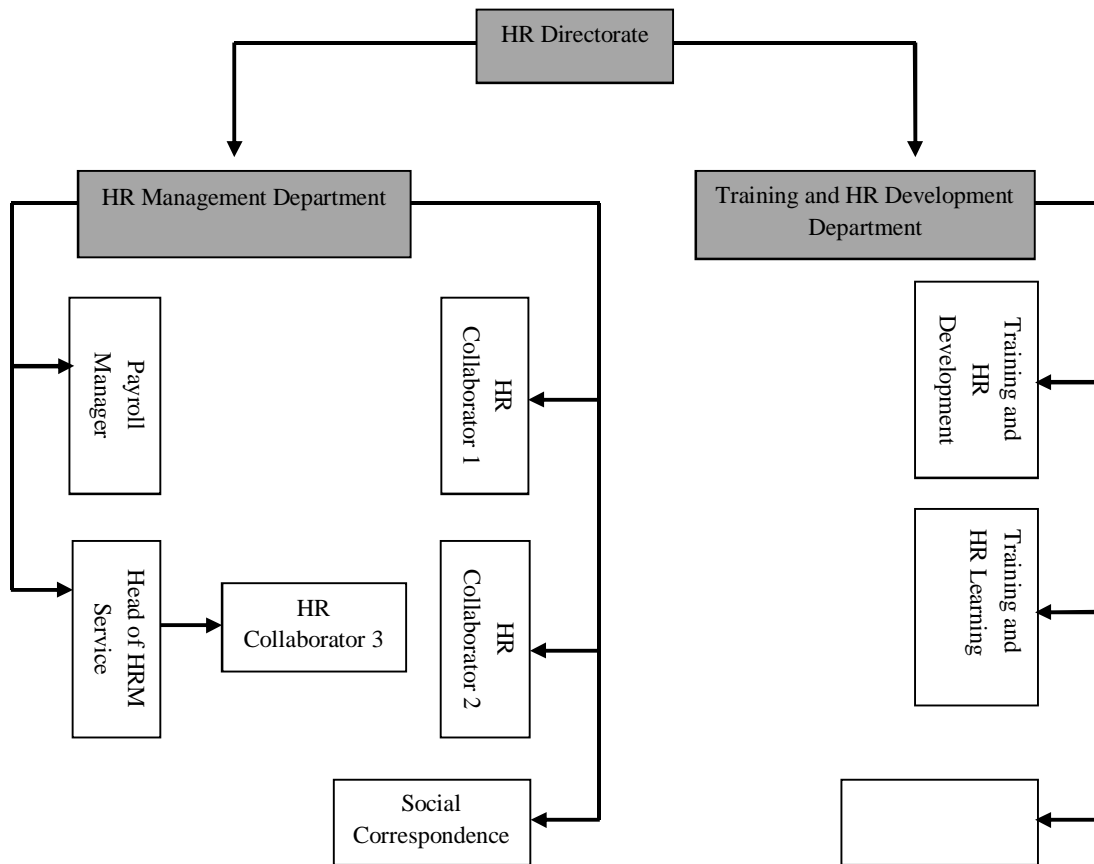
- Payroll management service;
- HRM services;
- Social correspondence.

The second one is Training and HR Development department; subdivided into:

- Training and HR Development;
- Training and HR Learning.

See the following schematised HR Department Chart, figure N°19

Figure n°19: HR Department Chart



Source: GAM Assurances

b) Workforce:

The information provided in this part is drawn from the Monthly HR reporting of GAM Assurances’ Company. In this HR reporting, two periods are compared i.e. February 2017 and February 2018. So, we will analyse a series of tables showing the state of HR evolution within GAM Assurances.

Table n°09: GAM Assurances’ workforce

	Feb. 2018	Feb.2017	Evolution rate %
Network	228	235	-3%
Head office	178	187	-5%
The Total	406	422	-4%

Source: GAM Assurances’ HR Reporting

We notice from this table a lower fall of staff number in the network as well as in the head office which affects the total workforce of the company; decreasing of - 4%

Table n°10: Employees' assignment Feb.2018

Segment	Employees' assignment Feb.2018		The total
	Network	Head office	
Executive managers	0	2	2
Senior managers	0	11	11
Middle managers	68	60	128
Mastery	160	95	255
Executives	0	10	10
The total	228	178	406

Source: GAM Assurances' HR Reporting

This table show the repartition of GAM Assurances' employees on its own structures i.e. company's network and head office on February 2018. We notice that senior managers are all based in the head while middle managers are more important at the network level.

Table n°11: Absenteeism and Turnover

Structure	Absenteeism rate Feb. 2018		Turnover rate 2017 Vs. 2018			
	Hours absence	Rate	Structure	Feb.2018	Feb.2017	Ratio
Network	246.50	0.62%	Network	1.73%	1.91%	-10%
Head office	295.00	0.96%	Head office	0.54%	1.34%	-60%

Source: GAM Assurances' HR Reporting

By reading this table, we notice a lower decreasing of absenteeism at the network and head office structures. In the other hand, the turnover also decreased by comparing the period of February 2017 and February 2018 due to the motivation policy.

Table n°12: Type of employment contract

Type of contract	Number	Ratio %
Temporary contract	109	26.85%
Permanent contract	297	73.15%
The total	406	100%

Source: GAM Assurances' HR Reporting

This table shows that GAM Assurances' recruitment policy goes straight to establish permanent contract to stabilise more their staff.

1.3- Assignments and development perspectives

a) Assignments:

- Provide insurance, in its broadest sense, constitutes its job that consists on offering damage insurance to its clients constituted of individuals, merchants, collective administrations, artisans, households and associations.
- Risk management, which, in return, requires a balanced mix of prudential rules and risk-taking, requires a human and financial resources; the current GAM Assurances, its managers, staff with the support of the shareholder, presents the potential.

b) Development perspectives:

In the context of its development, the company, in its medium-term plan, has focused on certain areas:

- The strengthening of its solvency and governance;
- The development and the upgrading of its distribution network;
- The modernisation of its management style: new Management Information System [MIS];
- The reinforcement of its structures professionalism;
- Marketing strategy oriented towards customers' satisfaction;
- Qualifying training for its HR staff;
- Improvement of Multi-risk Home [MH] and Auto insurance.

Section Two: Research Design⁴³

In this section, we will introduce the research method followed in our work in order to give answer to our problematic but also answers to our research questions. Indeed, we will describe the different tools used to collect data. Finally, we will go straight to the definition of our sample.

⁴³ Morten SKOVDAL and Flora CORNISH 2015, Qualitative Research for development: A Guide for practitioners, Practical Action Publishing.

2.1- Research Method:

The objective of our research is to understand how the HR Marketing techniques could be a lever in retaining the top talent; then to know if it is possible to implement it in the Algerian context within GAM Assurances.

At the beginning of our work, we have asked the question about the method, the one suitable, to adopt in order to answer our problematic and research question. First, we have noticed that the nature of the reality observed is multiple thus it helped us to determine what we could know about this reality. However, this first ontological question was a step for us to open and ask the second question which is the epistemological one. In fact, since the purpose of our study is the comprehension of the HR Marketing within a company and also the interpretative purpose of the research; as a result, we have, finally, embarked on the qualitative method which fits our study's purpose. COHEN (1989, p.1055) cited by SETTI Z.⁴⁴

Moreover, this method is more efficient to explore complex phenomena for instance; HR Marketing which is considered as holistic approach that includes many tools mainly to retain talent. However, this inductive approach gives an empiric dimension to our study through analysing the case study. In few words, this qualitative inductive method is our way to access and analyse empiric data.

2.2- Data collection method:

As we have defined it previously, the choice of our research method as an approach to explore our case study led us to work and collect data through its different tools. So we have chosen the Interview Guide as a tool to collect data. This technique remains the most adaptable to our inductive approach. It allows us to explore deep inside to get the most pertinent information after analysing data. Yet, this inductive data collection grants an empiric size to our research study. In addition to this, we have adopted another technique that helped us to understand our interviewees' behaviours in relation with what they have

⁴⁴ COHEN 1989, p.1055 Cited by Mrs SETTI Zakia (2017) in her methodological course, ENSM-Koléa

said. This technique is observation that is indispensable when we study a complex phenomenon.⁴⁵ GAVARD-PERET et al. (2012)

Considering that our research object is unveiled, the nature of our interview is semi-structured; which means open interview allowing new ideas to be brought up during the interview as a result of the interviewees' says.

As we are the launcher of this Interview Guide, we have settled a framework of themes to be explored. Therefore, six (06) axes are defined on the Interview Guide. See the following table.

Table n°13: Interview Guide's Axes

Axe N°	Thematic	Objectives
1	Generalities	Introduction of the interviewee; Talking about the HR strategy of the company, Perception of the HR Marketing by the Interviewee
2	Market research techniques	To understand the HR intelligence of the company; Controlling environment through Benchmark.
3	Strategic dimension of the HR Marketing	How the company applies the techniques of segmentation, differentiation and targeting to identify top talent.
4	Operational dimension of the HR Marketing	Consist on how the company applies marketing-mix while defining its HR offer by using 4Ps.
5	Retention tools of the HR Marketing	The objective is to show the role of these managerial practices in retaining talent and how they are applied by managers in the daily life of the company.
6	Interview Guide Conclusion	General appreciation of the IG ; Perspectives on developing or implementing the approach within the company.

Source: Elaborated by ourselves

In return, concerning the running of the IG we have proceeded as follow. First of all, our internship started officially in February 2018 and ended in May 2018. Through these three months, we have observed the way employees work inside this company; we have even introduced informational Interviews that helped us to understand the company structures and their way of work. So according to this rhythm of their work and the importance of the positions occupied by some employees, we have planned our interviews with our targets in a way that didn't disturb them. We have taken appointment with:

- ❖ The first Interviewee on May 08th 2018 at 09h00;
- ❖ The second Interviewee on May 08th 2018 at 09h45;

⁴⁵ GAVARD-PERET, M.L ; GOTTELAN, D ; HAON, C ; JOLIBERT, A (2012) méthodologie de la recherche en sciences de gestion : réussir son mémoire ou sa thèse, Pearson Education France.

- ❖ The third Interviewee on May 13th 2018 at 09h30;
- ❖ The fourth Interviewee on May 13th 2018 at 10h00.

In fact, the interviews are held in managers' offices and meeting room so that they can do their tasks when it is necessary and answer our questions according to the different thematic. Whereas, the estimated time of each interview is about (30min)

Finally, the running of IG is conducted in a deontological way i.e. the respect of the confidentiality of the information; the respect of the content of thematic by answering objective and right questions.

2.3- Samples and setting:

We have used the non-random method to choose our sample i.e. convenience sampling as the selecting method of our sample. In other words, the choice of the sample with who we have conducted our interviews is due mainly to their position that fits with our subject study. Moreover, we have taken into consideration the characteristics of the interviewees who are experienced managers in the HRD. The following table shows interviewees' profiles.

Table n°14: Interviewees' Profiles

Interviewee's position	Experience	Assignments	Date and place
Training and Development Manager	04 years (from 2014)	Identify, construct and pilot the HR training policy and talent management policy	Her office within GAM Assurances on May 08 th 2018 at 09h00
HR Department Manager	06 years (from 2012)	Managing the HR department, play the role of the 2 nd HR director, managing teamwork, HRBP, managing and supervising several administrative assistance	His office within GAM Assurances on May 08 th 2018 at 09h45
Expertise Department Manager	09 years (from 2009)	Deals with some of the complex issues involved in carrying out review expertise	Meeting room on May 13 th 2018 at 09h30
Claims Auto and Equipment Manager	12 years (from 2006)	Accident investigation over seeing regulations and legislation, maintain insurance claims files and insure the payment, completion of number of different reports.	Meeting room on May 13 th 2018 at 10h00

Source: elaborated by ourselves

Section three: Data analysis

After collecting data through interviewing four influent managers, now we will proceed to analyse the amount of data collected. In fact, the method we adopted is a classical one i.e. content analysis by transcribing the interviews then treating data; in other words, analysing data by themes and axes or segment data into themes and key words, but what is different in our method from the archaic one is the use of a CAQDAS [Computer-Assisted Qualitative Data Analysis Software], NVivo Plus version 12⁴⁶, that shows the key words in a Word Cloud according to their frequency in the text. However, this tool insures more objectivity when analysing data; hence, the findings are more reliable and valid.

In this section we will deal with findings and discussion (1) then we will evoke research limitations and make our recommendations (2)

3.1- Findings and discussion:

Axe n° 01: Generalities

Figure n°20: Generalities



Source: by ourselves on NVivo Plus v.12

In this semantics transcription, the words that appear in the Word Cloud above are classified on several frequencies according to the number of times they appear in the text.

⁴⁶ NVivo Plus 2018, software powered by QSR International, 12th edition-trial version-

However, concerning the differentiation policy, our interlocutor argued that the company cares about its Employer Brand as a source of differentiation in the labour market; hence, attractiveness and retention of its internal talented employees is more guaranteed by offering competitive HR products and services. Therefore, the *positioning* plays a key role for GAM Assurances. What is not evident in these practices inside the insurance company is that the perception of some concepts is misunderstood by certain of our interviewees as they are really developed in our literature review. As a result, there is a break between what is said in theory and what is really applied in the field. However, this is due to the intuitive application of the segmentation and targeting policies.

Axe N° 04: Operational dimension of HR Marketing

Figure n° 23: Operational dimension of HR Marketing



Source: by ourselves on NVivo Plus v.12

The key words showed in the Word Cloud above list are key indicators about the marketing-mix policy implemented by the HR Function inside GAM Assurances. In this case, the highlighted word *offer* explains that HR Marketing-mix is completely absent as a whole system that contains the 4Ps; besides which the word *new* in the Word Cloud shows its novelty for the company. Moreover, HR Function in the company focuses just on the

The Word Cloud above interprets the non-effective implementation of the HR retention tools as systems. The words ERM, TM, CLM in the background of the Word Cloud is a clear evidence of the break between what we have discussed in the literature review and what is really integrated in GAM Assurances. In fact, our Interlocutor argues that it is too early to implement such systems within GAM Assurances due to the organisational change that happens in this entity. However, this does not mean that HR Function do not work on retaining its talent. In addition, the amounts of costs that are generated from the application of these systems stay another reason for delaying the implementation at this moment.

In return, some managerial practices replace these systems in managing employer/employee relationship in general and particularly employer/talented employees. Another interviewee states that setting a kind of complex systems, in retention policy, cannot guarantee a ROI for the company mainly when it concerns your employees who ask constantly for new needs and expectations.

Axe N° 06: Conclusion (appreciation and perspectives)

Figure n°25: conclusion of IG (appreciation and perspectives)



Source: by ourselves on NVivo Plus v.12

The last but not the least, the interpretation of the Word Cloud gives us the general perception of our interviewees about the HR Marketing approach as a new state of mind in the Algerian context. In fact, the implementation of this holistic approach within our

research object GAM Assurances remains possible since we have found some practices that are part of the evolution of this approach, for instance, internal and social marketing practices and internal communication policies. According to our interviewees, the HR Marketing strategy is a part of a real and efficient HR Management system that seeks to achieve a competitive advantage. One of our interviewees declares that the tendency, nowadays, is oriented to versatility in managing people. He realised through this period of Internship what is really the importance of HR Marketing in developing human resources generally and retaining top talent employees particularly.

3.2- Research limitations and recommendations

a) Research limitations:

During our research work, we were limited by several factors that slow down the progress of our research; among these limitations:

- **Time:** in fact, the duration of our Master thesis is only three months from February to May 2018, so it is not evident to realise a complete and perfect scientific research work that deals with all the parts of the thematic chosen, mainly when it is considered as a new state of mind; in other words a recent field that is not yet explored in algerian context; hence the obligation of making more efforts to collect documentation and data for both the theoretical and empiric researches;
- **Lack of Documentation and Data:** the lack of documentation and data was another factor that we have encountered when carrying out our theoretical part. However, during the realisation of our empirical study we have also encountered several obstacles. The first one was the limited access to the information that sometimes due the strategic aspect of the information, and other times due to the retention of information by the employees, because of personal interests.

Furthermore, when lunning our Interview Guide and after selecting our sample we have been refused the running of an interview by one of the selected managers, under pretext that he has no idea about the subject matter. Yet, we have been prevented to run an interview with the Human Resources Director, who could be a source of important data collection, even if we have insisted on the importance of this interview.

- Finally, the findings of our research work could not be generalised because the sample selected is weak in terms of number, components and diversity of the interviewees. It would be more important to interview more speakers of the top and the middle management. Indeed, it would also be more interesting to enlarge our research method by including a quantitative research so that to make it mixed method which could give us representative statistics i.e. a complete research method.

b) Recommendations:

When we have started our internship, the leaders informed us that the company is under organisational change. As well the GAM Assurances is living an organisational change by restructuring all its services, so it is quite important to take profit from this change in order to develop and implement new systems, new services, new practices...etc.

This exploratory research revealed some theoretical and managerial contributions. At the theoretical level, the importance of retaining top talent and the role of talent in achieving competitive advantage by putting the light on the passage from an HR business partner approach to an HR Marketing strategic approach as a holistic one. At the managerial level, it is quite essential for the company to give importance to its internal talented customers by analysing the internal marketplace. The integration of HR Marketing strategic approach is a possibility to retain best internal talent as well as of course, attract potential.

Now, we propose some recommendations, then we will propose our own process of the elaboration of an HR Marketing strategic plan according to all what we have discussed in this modest research study.

Recommendations:

- ✓ The company should always identify its internal customers' changing needs and expectation to avoid talent drain or decrease professional zapping phenomenon. BRILLET et al. (2017); PANCZUC et al. (2008);
- ✓ The main challenges of the HR function are to create an organisational commitment, work motivations and work satisfaction. BRILLET et all (2017); W.K.E.LAU (2011);

- ✓ As a first step to really implement this holistic system HR function within GAM Assurances should introduce a new position of HR Marketer in its staff who deals only with attractiveness and retention of talented employees;
- ✓ The company should give more importance to the market research in order to keep competitive advantage;
- ✓ GAM Assurances should focus on the internal talent in order to decrease costs due to turnover. PACZUK et al. (2008);
- ✓ Set an HR communication slogan to highlight their HR values and organising itself in the eyes of internal customers as well as external ones. LIGER (2016);
- ✓ Develop a strategy of employer appeal in order to create the image of employer of choice and the best place to work. BRILLET et al. (2017); LIGER (2016);
- ✓ We recommend them also to apply formally a segmentation and targeting policies when they make their HR offer; here we should notice that these policies are not a discrimination attitude between employees. BRILLET et al.(2017); PANCZUK et al.(2008);
- ✓ HR offer should be innovative and creative so that it matches the talented employees' needs and expectations. In particular, a Design Thinking in HRM allows organising the elaboration and proposition of innovative and creative HR solutions (in terms of products, services, tools, processes) in response to talented collaborators particularly and all employees generally. BRILLET et al.(2017);
- ✓ A necessity of adopting the main HR Marketing managerial tools that help company identify, develop, strength, imply its relationship with the top talent employees;
- ✓ Help talented collaborators to integrate the company's values in order to develop a belonging feeling.

Finally, after this empiric study and in relation to the theoretical study that we have adopted, we suggest the following elaboration process of HR Marketing plan that may help GAM Assurances HR Direction to retain the top talented internal customers.

Process of elaboration of an HR Marketing Plan

Gam Assurances HR marketing Plan process see Figure n°26

To retain top talent

The first step to do is to check the environment through a SWOT analysis session. Yet, by using market research mechanisms: HR Intelligence and Benchmark to identify

Strengths:

- ✓ Counts a considerable number of young employees;
- ✓ Held a number of experimented competences in insurance field;
- ✓ Managerial advantages related to the American holding group ECP;
- ✓ Team work advantage;
- ✓ Performing SIHR.

Weaknesses:

- ✓ Lack of HR strategy knowledge by some managers;
- ✓ Centralisation of the decision making;
- ✓ Visual identity instability;
- ✓ Organisational change resistance

Opportunities:

- ✓ Former private insurance unite in algerian market;
- ✓ Algerian labour market is plenty of competences and young talent in all fields.

Threats:

- ✓ The increase of insurance companies number with competitiveness staff and commercial products;
- ✓ The financial crisis in Algeria and its impact on company's employment policy;
- ✓ The new phenomenon of professional zapping and nomadism.

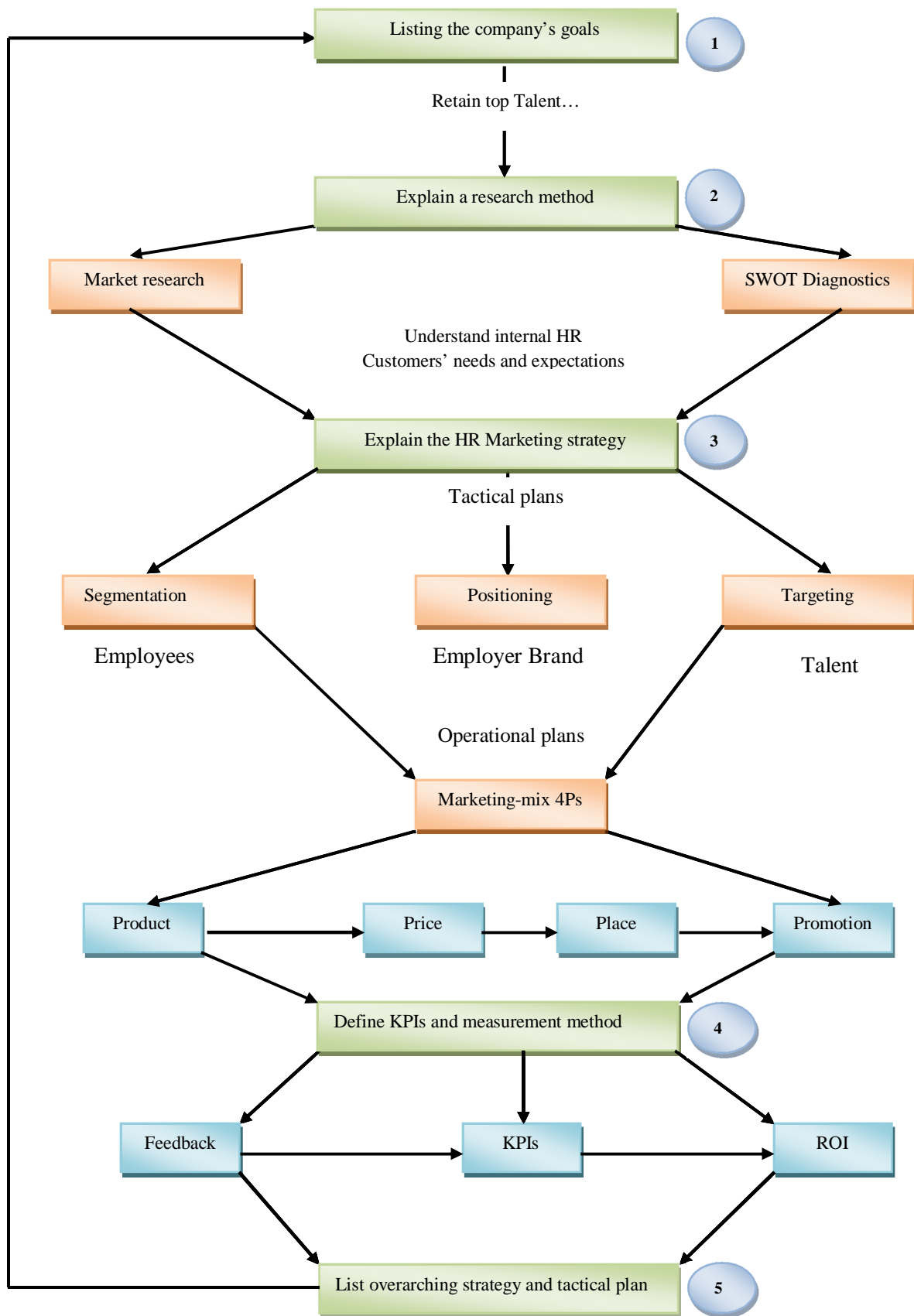
The following figure shows the different steps to elaborate a marketing plan which responds to the global strategy of the company as well as the HR strategy. This strategy is completed by quantified objectives constructed on the basis of clear choices in terms of positioning, segmentation, targeting, and marketing-mix. The strategy is elaborated on three years; this strategy is translated by action plans.

Finally, this HR Marketing plan aims to show the modalities to identify the discrepancies between the forecast and the realized, according to identified indicators, so that corrective actions can be taken.

In fact, we have five main stages to elaborate the plan:

1. Listing the goals first;
2. Explain a research method;
3. Explain the HR Marketing strategy;
4. Define the KPIs and measurement method;
5. List overarching strategy and tactical plan

Figure n°26: HR Marketing Plan Process



Source: by ourselves

CONCLUSION

In this master's research, we have explained at the theoretical level the fundamentals of the HR Marketing approach, then we have dealt with the way we elaborate an HR Marketing plan. However, at the empirical level of our study we tried to give an answer about the importance of this holistic approach as a lever to retain top talent within our research object GAM Assurances.

Furthermore, this research process put in evidence the way our object of study behaves and works, in terms of change, innovation, decision making...etc. when trying to explore the state of places on the implementation and development of an HR Marketing strategy. Through a qualitative methodology conducted by an Interview Guide as our main tool of data collection, and yet inductive approach as our content analysis based on analysing data by themes or axes, we could have got some elements of answers to our problematic as it is discussed in findings and discussion part.

In fact, the approach of HR Marketing is essentially based on customer's approach as in marketing ; from that, HR function has its own customer ; i.e. HR customer whether on internal or external environment. Thus, this is the main pillar of considering HR Marketing in the field of Human Resources Management. Indeed, since we consider the application of marketing techniques, by analogy, on human resources, so the HR Marketing plan is elaborated on the basis of the triptych dimensions of Marketing as applied in human resources, for instance, market research, strategic and operational dimension; at each level there are tools to apply in order to set the process. Nevertheless, the focus of HR Marketing on talent retaining is due mainly to the professional zapping and nomadism tendency as well as talent shortage which are caused by employees' changing needs and expectations; whereas, the talent employee is the key source of company's competitive advantage. Clearly, there is an oversupply of labour and an undersupply of the right talent; hence, HR Marketing is there to struggle against talent drain and, of course, win the war for talent.

Last but not the least, according to the findings of our empiric study, we have found some practices of this strategic trend, however, in reality are internal marketing practices, that are applied in an informal way, but which need development to reach the strategic level. Besides, it is also advantageous to settle this new state of mind in order retain the top customer in environment that knows big changes and fierce competitiveness to differentiate in the marketplace. Above all, HR Marketing approach is a strategic lever for

retaining top talent thanks to the different mechanisms used in Marketing to retain company's customer/consumer to buy its different products and services. Hence, by analogy, HR Marketing retain also top talent employee to stay and work for the company by offering them competitive, attractive, creative and innovative HR products and services.

It is quite essential to emphasise that the importance of the current study lies in its specificity of dealing with an aspect of study that is not yet exploited too much in the Algerian context, namely, HR Marketing. In fact, as we have noticed this fact from the national Forum organised by the University Mohammed KHIDER of Biskra around Human Resources Management under the thematic of Human Resources Marketing, two-third of speakers discussed about the internal marketing, that is completely different from HR Marketing, as being the strategic HR Marketing approach. However, the others dealt with employer brand, internal communication as well as social marketing. We have encountered the same thing in our empiric study when interviewees understand the internal marketing as being the Human Resources Marketing.

Finally, one implicit aim of this research is to advocate for a broader vision of HR Marketing in the Algerian context. A holistic approach that aims to ensure the sustainability of the company through retaining the top talented employees to achieve a competitive advantage; therefore, the HR Marketing cannot stop of a company successfully has talent through the door. Organisations need one-size-fits-one career paths that allow employees to advance business goals and allow them to develop their skills and grow. Leaders throughout the organisation must be empowered to focus on, and be held accountable for, employee development, so that top talent stays motivated and engaged. As with any customer, company must regularly seek out employee feedback to ensure that improvement is an on-going process and act quickly to address any misalignment.

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ANNEXE A- INTERVIEW GUIDE

Interview Guide

Preamble:

Good morning,

I am a graduate student at ENSM School of management, preparing a Master degree in Human Resources Management.

We thank you for receiving us today and for giving us time. In a few words, this today's interview is a part of a Master's degree memoire in HRM at ENSM School under a theme on HR Marketing: *“Research on the Implementation of an HR Marketing Strategy to Retain Top Talent for Company”*

In particular, this research aims to understand how to implement an HR marketing strategy within a company in the Algerian context and how it could be a strategic lever for the organisation in retaining its top talent?

Through this interview, we aim to collect information concerning your opinion, perception and even your daily managerial practices of this new state of mind, this innovative approach as being an HR manager who is daily confronted to manage people precisely those talented.

The interview we achieve now is exploratory. This means that we would like to collect maximum ideas about this topic.

Of course, all what will be said in this interview will remain absolutely confidential. However, if we propose for you to record it, it is just to make it easy to collect data in details and avoid any errors in the verbatim. If you want, we will give you back the recording once we finish with writing the information that are necessary for our research.

Finally, the duration of this interview should, in principle, not exceed forty-five minutes (30m). I want to say and precise that the pertinence of the answers is related to the practices adopted in the framework of HR Marketing strategy within your company.

Have you any question?

We have requested interview with managers of the HR Department.

I) Interviewees' information:

Interviewee 1	Interviewee 2
Full name: Age: Studies: Position: Date of recruitment:	Full name: Age: Studies: Position: Date of recruitment:
Interviewee 2	Interviewee 2
Full name: Age: Studies: Position: Date of recruitment:	Full name: Age: Studies: Position: Date of recruitment:

II) The axes of the Interview Guide:

Our Interview Guide is divided into different axes in relation to our subject study conducted: here how they are organised

Individual Interview:

Axe N° 1: Generalities

We proceed to the introduction of our theme to the interviewees. The number of questions is settled according to the answers of our interviewees (HR strategy of the company, the notion of HR Marketing as perceived by the HR managers).

Question n° 1: Nowadays it is very competitive for companies to set an HR strategy that is aligned to the corporate one, could you please share the main strategies of your human resources department?

Question n°2: What is your perception about HR Marketing? What is its place in your company?

Axe N° 2: Based on the market research techniques (HR intelligence, Benchmark)

Question n° 1: how could a market research technique helps to identify your talented customers (internal one)?

Question n°2: currently you have an HR intelligence method to study your external and internal marketplace, what about other techniques that remains essential to identify internal rare competences?

Question n°3: regarding the importance of the position you occupy, have you already been informed about the analysis of the internal marketplace inside your company by using different techniques?

Axe N° 3: Based on the strategic dimension of the HR Marketing (segmentation, targeting, differentiation).

Question n° 1: what are the different tactical plans you implement so that you identify and retain your top talent?

Question n°2: what is the role of your employer brand in retaining your internal talented costumers? What are your achievements in terms of differentiation in the marketplace in order?

Question n°3: what are the main things that attract you in your company? What's the significance of GAM Assurances in point of view?

Question n°4: on which basis you segment and target your employees to differentiate between the talented ones?

Question n° 5: do you feel that your employer considers you as a top talented manager?

Axe N° 4: Based on the operational dimension of the HR Marketing (4Ps: Product, Price, Place, and Promotion).

Question n° 1: how you elaborate your operational plans in order to keep your best employees? Did you apply the marketing-mix 4Ps when you are dealing with rare talents?

Question n°2: what are the specificities of your HR offers?

Question n°3: how you do perceive the HR offers established by your HR function and how they are communicated?

Axe N° 5: Based on the Retention tools of the HR Marketing (ERM, CLM, TM).

Question n° 1: in which way you manage the employer/talent employee relationship?

Have you implemented an effective ERM, TM and/or CLM so that you make your key competences stay and work for you?

Question n°2: how do you perceive the relationship between you and your employer, is it really developed?

Axe N° 6: Interview Guide Conclusion:

- The general appreciation of the interviewee about the conduct of the Interview;
- Perspectives on wither developing or implementing the HR marketing approach inside the company.

Question n° 1: what is now your perception about this holistic approach? Is there any of its techniques insides your companies? Is it possible to implement it?

Question n°2: what are your perspectives in developing and implementing the different techniques of this new approach?

Algiers, on 20/04/2018

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