



BOSCH PROJECT

Strategic Communication Plan

Academic Year: 2020/2021

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1. Research Phase

The research phase is the first step of our project and it has the purpose of collecting information about the overall company and its features. First of all, we will describe what Bosch is, then we will present in this paper its principles, its corporate identity and strategy with the aim of providing an overview of the company. According to this phase, we will elaborate our strategy for Bosch and our suggestions.

1.1. Corporate Strategy

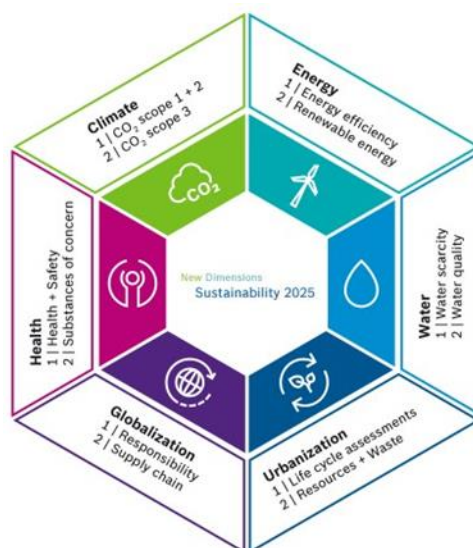
The corporate strategy is a useful guideline for us to understand some key points of the company. It is made up of the *mission, the vision, the core values* of **Bosch** and the corporate objectives, thanks to which we are going to build our communication plan. This is also due to the correlation and interconnection between the communication and the corporate strategy.

1.1.1 Mission and Vision

Bosch is a multinational Dutch company that operates in several fields of technology and services. Specifically, it has four business sectors in the Portfolio: Mobility Solutions, Industrial Technology, Consumer Goods and Energy and Building Technology. **Bosch** is a provider of solutions for smart homes, Industry 4.0 and connected mobility. Their creation has the aim to facilitate our lives with technology and this is the reason why they call the product “Invented for life”.

As we can see from the website created on purpose for the corporate strategy, the mission statement is “*We are Bosch*”, and it represents a sense of membership and affiliation with the use of the pronoun “we” giving the feeling of a big warm family. We can imagine the strong feeling of belonging that the employees experience during their work and it was handed down by generations.

Correlated to the mission, the vision of the company, referred to the future and where they want to arrive, is to “to leave a lasting trace in the world – achieved by a unique outstanding team”. Therefore, they want to be unique, remarkable and also to guarantee the development of the company and its independence. Specifically, in the “Sustainability” section of the page, we find a vision for each target, such as for climate, energy, water, urbanization, globalization and health. Here, in every area, there are two or three precise scopes and goals that they want to achieve in terms of Sustainability before 2025, that nowadays has a strong impact on every business sector.



Goals for the Sustainability vision within 2025, divided by sectors.

1.1.2 Core Values and Corporate Culture

Within this context of mission and vision, there are also the core values of Bosch, which guide every behavior and action in the company. They surely shape the corporate culture of Bosch and its world.

The first one is “future and result focus”, that shows how the company is very pragmatic and oriented to the future. This value is inherited by the founder Robert Bosch, who was already a visionary businessman, as reported in the history of the company.

Then “responsibility and sustainability” is also very important to orientate the business tasks for a durable company in the long period. The aim of this value is to preserve the future generations, doing some good actions for the planet and environment.

The value of “initiative and determination” demonstrates that Bosch believes strongly in its initiatives and tries also to reach its goals with determination. The following three values are highly correlated. First of all, they believe in “openness and trust”, stating that every relationship is based on trust and respect. Also “fairness” is very important between colleagues and the internal environment, but also external stakeholders. “Reliability, credibility and legality” are three elements that are necessary to do business and respect all the legal issues of their transactions.

Finally, another important principle is “diversity”, trusting the enrichment that gives in every human relationship and essential for success.

The corporate culture is also composed of other beliefs. For example, they have a strong motivation for doing objects that “spark enthusiasm” and make the quality of life better. Also innovation is important and keeps products updated and always with new features, maintaining the high quality and reliability. Bosch is also a global and international brand, while it strengthens and believes in the local responsibility.



Bosch corporate values.

1.1.3 Strategic Focal Points

There are three points that will help Bosch to succeed: focusing on customers, shaping change and striving for excellence. The first point is about the custom-made products meeting their needs and following their requests. Afterwards, they are able to change and take the new opportunities. Lastly, they compare themselves with the most powerful competitors and raise their capabilities with their work “fast, agile and accurate”, proving their value in the production.

1.1.4 Communication Strategy

Bosch has different types of publics and different tactics for communication. They are divided by categories of products and more in detail it is a B2B and B2C company. In the B2B field the company adopts an *informative strategy*, used also to private consumers. Their products are so innovative that, sometimes, they need explanation and customers are seeking information about them, before, during and after the purchase. For example, in the social media of the company, we see this approach also in the description of the posts in which they provide explanations and emphasizing the products' quality with the ironic hashtag #LikeaBosch, maintaining a friendly approach with the public. The tone of voice here is informative but also involving.

Furthermore, we can say that Bosch is also a good concrete application of the Constitutive Communication Theory. We have seen before their self-structuring activity with mission, vision and values. They embodied also internal commitment, as the identification with values and the activities for the employees, and the coordination of tasks, because they believe in the efficient processes, lean structure and high productivity, as stated in the "We are Bosch" website.

1.2 Corporate Identity

In the following paragraph, we are going to describe all the visual symbols associated with the brand Bosch by also explaining their meanings. For example, we are going to look at the logo, the colors of Bosch and also the writing character.

1.2.1 Brand Logo and Colors

The history of the logo began in 1900, with the name of the founder Robert Bosch with a "burning magnet" beside. This was the first trademark registered by the company and was applied to all their magneto ignitions. Then from 1907 was maintained only "Bosch", with a font in *italics*. From 1913, the image had changed with an armature in a circle that remains until now. Only the inscription has been different through years, bolder or thinner, but always red. Also, the color of the armature before was black and from 2002 is silver and grey. In our culture, the red colour symbolizes action, power, energy and light. This fact can be associated with the strength of the company, which is very international and successful, and to its product. Meanwhile, the grey color, used nowadays, is linked to steel and magnets, and in the past to the stone. The reference is again referred to the power of Bosch, a brand durable like these materials.



Bosch also uses other colors, especially in the website, in the frame or background. These are vibrant, vivid, bright and their meanings are different from each one. They recall the rainbow, even if for the real one some colors are missing. It can be related to the value of diversity that Bosch supports. They convey serenity, calm, peace and happiness.



1.3 PEST Analysis

In order to understand the external environment in which Bosch is located and the characteristics that could influence and interest the company in terms of employer branding, the "PEST" analysis tool will be used as it allows to take into consideration the following aspects:

POLITICAL:

- The European Parliament condemns free traineeships which could impact the number of internships offered by companies.
- New 2021 Budget Law (39 billion euros) with full taxes relieves for the hiring of young people (under 35) who have never been hired for an indefinite period. This will result in a greater demand for young workers
- The profession of engineer is among those for which the Ministry of Labor has provided new incentives for female employment, with the aim of bridging the gap existing in the sectors and professions in which there is the greatest gender disparity.

ECONOMIC:

- A marked contraction of GDP is expected in 2020 (-8.3%) with and a partial recovery in 2021 (+ 4.6%). This will make it difficult for companies to hire new employees.
- The evolution of employment, measured in terms of ULA, is expected to evolve in in line with GDP, with a sharp reduction in 2020 (-9.3%) and a recovery in 2021 (+ 4.1%).
- Among the easiest to find and highest paid jobs in Italy (2020) there are IT engineers making the search for new employees very competitive.
- Great socio-economic gap between North and South Italy which translates into missed opportunities for both companies and aspiring IT engineers who don't want/can't move from their region.

SOCIAL:

- Loss of younger forces in Italy (131,000 Italians departed for expatriation in the last year). From January to December 2019, 257,812 Italian citizens registered to AIRE (they were just over 242,000 in 2018).
- Covid-19 pandemic and vaccine distribution scheduled for February 2021. The pandemic raised the number of remote workers and the level of digitalization.

- Italy is the second oldest country in the world with 168.7 elderly people for every 100 young people. - 24.6% is the share of graduates between 25-34 in the scientific and technological disciplines (STEM). This translates into a lower number of possible available workers.
- Increase in Tech-Love in Italy (The national figure is above the global average and is higher than all other European countries). The number of people expecting a positive impact of technological innovation on employment levels, the use of digital skills in everyone's work and trust in their own and country's technological equipment is growing.
- The Faculty of Engineering is second in Italy for the number of students enrolled which increased in 2015/2016 by as many as 26,693 freshmen compared to 2014/2015. This will result into a higher number of job seekers in the field of engineering.

TECHNOLOGICAL:

- The level of investment in research and development in Italy is still lower than that of other EU countries while the digitalization index of the economy (DESI) and society published by the European Commission sees Italy in twenty-fifth place out of 28 in 2020. All this is making it difficult for the general culture to get closer and used to innovation.
- Growth of job search through platforms such as Glassdoor and LinkedIn. This can result into a threat for companies that are not present/active on these platforms.
- “Italy 2025” innovation strategy based on three main challenges: A digital society, an innovation goal, a sustainable and inclusive development. This might translate into a higher interest and use of new technologies.

1.4 Benchmarking Analysis

The following paragraphs will be dedicated to the analysis of the Employer Branding communication activities made by Bosch's competitors, in order to identify the best practices and highlight what Bosch does differently from them with the goal of improving its own communication strategy about this topic.

GOOGLE

Google is always looking for people who can offer new perspectives and life experiences to their teams. Communication inside Google career section concerning employer branding is *built*, *coded* and *created* for everyone and it is based on mutual trust, transparency, and treating people fairly to make them feel included and motivated. Their employee benefits are known all around the world such as: Home office, maternity and paternity leave, free food, training and 401K plan (retirement account).

From google career Website's section “Life at Google” you can be directed on the different global social media pages in which employer branding communication is active. Almost all of the Google's social media profiles are global since they can rely on the brand's worldwide strong awareness, while for what concerns their presence on the Italian platforms we found the following results:

- **Facebook** → Google has an Italian Facebook page in which it's not very active since 2019.
- **LinkedIn** → Google doesn't have an Italian LinkedIn page.
- **Twitter** → Google has an Italian Twitter account in which the employer branding is absent, and the published content is about general information and news related to the activities of the company.
- **YouTube** → Also in this case, Google has an Italian YouTube channel, in which they don't upload videos about employer branding, but instead about digitalization and a better internet usage.
- **Instagram** → Google doesn't have an Italian Instagram account.

SIEMENS

Employer Branding for Siemens Italy is based on connecting with people from a diverse background who are passionate about changing the future and having a positive impact on society. Siemens created the *digital academy project* that is focused on connecting candidates with managers and professionals in their work environment.

- **Website** → There is a dedicated section to the employer branding where every interested person can find interesting information on open positions, FAQ's and a general overview of the working environment at Siemens.
- **Facebook** → The FB is made with a friendly tone that inspires general interest and suggests people to leave the comfort zone to face new professional challenges. They share contents in which the importance of continuous training is highlighted, provided constantly by guarantees to all employees and future employees.
- **LinkedIn** → Siemens doesn't have an Italian LinkedIn page.
- **YouTube** → Siemens only has an international YouTube channel, in which we can find only one video related to the Italian employer branding.
- **Twitter** → The Italian profile is used to publish job offers and internship positions and to inspire people.
- **Instagram** → Siemens doesn't have an Italian Instagram page.

AMAZON

In Amazon there is high consideration of the value of diversity and employees have a lot of benefits. They also have the Amazon Career Choice, which is a program created for students to finance their study and find their dream job, even if it is outside the company. High educational levels are not requested by Amazon in order to be accepted, but the level of knowledge required raises based on the department people decide to work for.

- **Website** → For what concerns the employer branding activities, they usually let their employees talk about the life inside the Italian company offices or distribution centres, in order to appear more authentic, friendly and interested in their workers' experiences. This content can be found in the About Amazon dedicated section, while on Amazon Jobs people can find job opportunities based on different variables.
- **Facebook** → In the Italian profile, beside advertisements about Amazon services and products, you can find posts focused on the benefits the company gives to their employees. However, there is also an international page called Inside Amazon, in which if you search "Italy" as a keyword you can find many posts related to the Italian employer branding like events organized by the Italian branches and posts about the achievement this branch reached during the years.
- **LinkedIn** → Amazon doesn't have an Italian LinkedIn profile.
- **Twitter** → In the Italian profile (AmazonNewsItaly), there are tweets related to the work opportunities Amazon offers in the country, multimedia elements (like video, images with infographic etc.) about employees' personal experiences, links to articles in the newspaper about the company and benefits the company offers to their employees.
- **YouTube** → In the Italian channel, there are no videos related to the Employer Branding, while in the international one there are dedicated videos but none of them are related to Italy.
- **Instagram** → Amazon has an Italian Instagram account in which it recently started to share every Wednesday a video about their employee's experiences under the hashtag "#AmazonStars".
- **Television** → Amazon also created a series of TV commercials dedicated to its logistic. These spots portrayed both personal and working experiences of Amazon employees, from before working there till now. We can notice a storytelling strategy behind these commercials.

In order to better understand and visualize everything just said here's a summative chart:

							
 BOSCH							
Google							
SIEMENS							
amazon							

 Has an Italian page where it also talks about employer branding
  Has an Italian page but it doesn't talk about employer branding

1.5 SWOT Analysis

After defining the external environment with the application of the PEST it is time to make a deeper analysis of Bosch's employer branding proposition from both an internal and external point of view through the definition of:

Strengths:

- Brand reputation in Italy (Bosh placed 10th in 2019)
- Historical presence in Italy since 1904
- Turnover of 2.25 Billion
- Large presence in the Italian territory 19 societies in 10 factories and with 4 research centers
- Guaranteed flexibility in contracts
- Diversity considered as a main value in bosh, employers can be themselves · Positive reviews left by Bosh employers (4.1/5 out of 6.500 reviews)

Weaknesses

- Lack of experience for what concerns finding technological employees since Bosch has always done activities that required mechanical employees
- Only 2 factories out of 19 are located in the south of Italy
- Inactive presence on the Italian social media, especially for what concern employer branding
- Employer Value Proposition too long and complex to understand

Opportunities

- More frequent and efficient usage of social media platforms such as LinkedIn, Instagram, YouTube, Facebook and the creation of a Twitter account.
- Active collaborations with universities such as career days, projects or meetings.
- After the sharp drop of job occupation in Italy in 2020 (which was a subsequence of another drop for what concerns the PIL) a growth of both ratios is expected in 2021. This will eventually lead to an increase of job applications.
- Constant growth in terms of submissions for what concerns informatics engineering over the last years (in the academic year 2018-19 there were 12% more freshmen than the precedent one).
- Opening new industries in the south of Italy in order to give the possibility to southern engineers not feeling obligated to move to the north. On the other hand, it would also give a good image of a company that cares

about the economic gap between north and south Italy.

- Constant growth on the market size of Artificial Intelligence sector in Italy. According to the estimates provided by Osservatori Digital Innovation, the artificial intelligence (AI) sector in Italy had a market size of about 300 million euros.
- New Italian budget law coming in 2021 that will invest 39 billion euros with 100% taxes relieves for hiring young adults (under 35) that have never been employed with a permanent contract.
- Possible covid vaccine that could eventually restore the labor market with positive consequences on employment.

Threats

- Economic uncertainty given by the covid pandemic that could negatively impact Bosch employer branding strategy
- 55% growth of research for informatics engineers from competitors in Italy.
- 30% of these job advertisements are hard to fill and remains unanswered for 60 days or even more
- Competitors that looks for the same kind of employees
- Brain drain that does not seem to slow down during these last years (Only last year 131.000 Italians from 18 to 34 years old moved away from Italy).

1.6 Questionnaire Evaluation

In order to understand how potential candidates perceive Bosch's working environment and the organization as a whole, we created a questionnaire based on the model of Grunig and Hon.

The questionnaire was administered to a target composed by IT and software engineers, and artificial intelligence experts. These respondents have been asked to reply to specific questions using a scale that goes from 0 to 5 to indicate the extent of agreement or disagreement with each listed item that describes their relationship with Bosch.

The answers obtained were 30, and most of the respondents were males (66,7%) between 22 and 27 years. This target is in line with the company's interest in young adults, who probably after their study will want to find a job.

To introduce the questionnaire, we asked two questions to help better understand the target. Specifically, we asked if they know the company and if they have ever tried to look for a job at Bosch. Contrary to the general opinion, and even considering the company's history, it emerged that most of the target does not know the company, besides the selling of power products, and never thought about working there.

For our analysis we have focused on control mutuality, trust, satisfaction, commitment and communal relationship. Exchange relationship has not been considered because according to Bosch values, what is important in order to build a long-term partnership, is the collaboration with the employees.

For what concern the first section about **control mutuality**, we asked 3 questions:

Bosch and people like me are attentive to what each other say	3,12
Bosch really listens to what people like me have to say	2,95
The management of this organization gives people like me enough say in the decision-making process	2,97

From this first analysis, the average score obtained is **2,98**. It is not a high score but looking at the results it is possible to affirm that Bosch's employees believe that the company considers them as an integral and fundamental part of it, able to influence its decisions, and evaluate this feature positively. This means that control mutuality is highly considered from Bosch's workers in evaluating the relationships they establish with the company.

The average score obtained is 3. This means that 58% of the respondents agree that Bosch is a company that takes care of its employees; indeed, it respects and pays attention to their opinions, useful in the decision-making process.

The second section was the **Trust** one, in which we asked 4 questions:

Bosch treats people like me fairly and justly	3,29
Bosch promises only what can keep, and respects the agreements taken	3,20

I believe this organization takes the opinions of people like me into account	3,33
Bosch has the ability and the skills to accomplish what it says it will do	3,5

The analysis of the average score is **3,33**. Also in this case the value is not so high, it is in the middle, but allows us to understand that Bosch is a company that aims to guarantee trust with its employees. Indeed, it tends to focus especially on what it can achieve with their skills. Believing a lot in workers, guarantees a comfortable environment to work in. Trust is very appreciated by employees in establishing relationships as it reflects and expresses the fact that people feel important and involved in the company's decision and expresses a good ability of the company to convey this value to its employees.

The third section is about the **commitment**.

Bosch wants to promote a lifelong learning relationship with people like	3,45
There is a long-lasting bond between this organization and people like me	3,16
Bosch is committed on achieving business success and support social and environmental projects	3,41
I would rather work together with this organization than not	3,54

From the analysis of this section, the average score is 3,39. It can be considered a good value that demonstrates each party believes and feels that the relationship is worth spending energy to maintain and promote, given the great dedication of the company in different sectors. Employees evaluate positively the commitment the company has in establishing a lifelong learning relationship with them, and its willingness on taking care of them and the social responsibility.

These features are very important because they express the willingness of employees to work with the company thanks to its solid values that are respected and shared with them.

The fourth section regards **satisfaction**.

Both Bosch and people like me benefit from the relationship	3,66
I am pleased with the relationship this organization has established with people like me	3,29
Most people enjoy dealing with this organization	3,54

The average score in this section is 3,54. According to this analysis it is possible to demonstrate how good the company is in creating a safe and healthy work environment that fosters the creation of positive and long-lasting relationships. Moreover, it is shown how people feel realized thanks to the contributions they make, both as persons and as workers.

The fifth section is related to the **communal relationship**.

This organization is very concerned about the welfare of people like me	3,45
I think that in this organization the diversity of people determinants the success	3,25
Bosch helps people like me finding an environment that suits our needs	3,5

From this analysis the average score is 3,4. This means that both parties provide benefits to each other, because they are both concerned for welfare. In fact, this section expresses the commitment of Bosch in creating a suitable and healthy environment for people, according to their necessities and skills, in order to better create strong relationships in which people are at the center, and the company aims to satisfy them so they can be more productive and less disappointed of what they are doing.

Moreover, to better understand the results of the survey and examine it in depth, we decided to ask personal feedbacks to our interviewed target about the questions they had to answer to, and it resulted that:

- They want to work in an engaging workspace.
- They are interested to know in depth all the information about the job, with an accurate description of the person they are looking for and the task they will have, inside a well-made website.
- They would like to work in a company that gets in step with the new technologies' trends.

- They are more interested in a company if it tries to recruit them during the Career Day (and not in a non-professional environment) and if the recruitment is conducted by professional figures from the HR department.
- They would like to have the possibility to discuss directly with upper-class figures of the company to have their feedback.
- They would like to attend training-programs with mentors that can help them to integrate themselves better in the company.

1.7 Touchpoint Analysis

From a company's point of view, it is essential to always send the right communication message and lead potential employees / employees in every step. From the moment they know about your organization and the open positions until the moment they are hired.

These are the steps candidates will go through:

Awareness

This first step is fundamental because it is the moment where potential candidates know about the open positions that the company is offering to them

- Social Platforms
The Italian Facebook page of Bosch sometimes posts about job vacancies that need to be filled, but despite this, we can say that they do not advertise this aspect that much. For what concerns their other social platforms they also have an Italian Instagram and YouTube account where they don't post anything related to job advertising.
- Job Seeking Platforms
In order to advertise its vacancies online, Bosch uses different job seeking platforms. In fact, its offers are available on the most famous platforms of the sector, such as LinkedIn, Indeed, Glassdoor, Jooble and so on. Moreover, there are some offers also on Google, in the job offer section. We think that the company understood that nowadays potential employees use these platforms to find their new occupation.
- Job Fairs
Bosch also tries to find its future talents by attending job's fairs all over the country. Even if the difficult times, Bosch is always present. Indeed, the company was present in the digital Job Fair in Udine, on 15th November 2020.
- Career Days in Universities
To reach their potential employees, the company also collaborate with universities to find new talents to join their team. It's clear to see that the company is very committed in this practice because finding new and young talents is at the base of its success. Examples of collaborations are with Università Bicocca, Università degli Studi di Brescia and many others.
- Career section inside Bosch's website
"Lavora con noi" section in Bosch's website is the richest source of job's offers from the company, there you can find a deep description of the brand and also of their employer branding position. By clicking on "Trova un lavoro", the company gives you access on job offers in Italy and also around the world.

After analyzing the touchpoints used in this first phase, we can see that the company uses mostly professional platforms and events, to reach their target. Aware of the lack of effectiveness, they decided not to use the traditional media, such as radio, television and newspaper, to advertise their open positions.

Consideration and Interest

The second and the third step of the candidate journey, most of the times, overlap. The company, at this point, must send to the potential employee its value and its employer branding.

Social Platforms

On the Italian Facebook page, we cannot see posts related to the employer branding. Sometimes Bosch posts about vacancies but the main objective of this page is to promote the brand and its work. On the other hand, the global page of Bosch is very focused on the employee branding. There are many posts about its employees and its values such as

diversity, integration, equal opportunities and so on. In fact, already in the header you can see a video dedicated to its employees. But of course, there is not a specific address to the Italian employer branding.

On the Italian Instagram page happens basically the same, we can only find some posts on NEETON (Not Engaged in Education, Employment or Training), posts about the work in the Italian offices during pandemic, but most of them are about their products and services, without mentioning anything about searching for new employees for the new sector and so on.

Differently, the Bosch Page dedicated to professional there are stories in evidence dedicated to the events organized by the company meeting the professional to present and introduce their new products.

There is not an Italian profile or a dedicated profile to the life inside Bosch as an employee. The only profile is the Global one. Here there are tweets related to the activities made by the Italian branch (like combating youth unemployment integrating apprentices) or advertising about discounts, sponsorships, new products (parking sensors) etc.

Sharing Platforms

On the Global YouTube channel of Bosch, there are many types of contents, from commercials to events. The playlists page is very well organized: the sub-section dedicated to Jobs&Careers have many playlists dedicated to different topics important for the people who want to work for this company. The company decided also to put a playlist on how it is working in Bosch.

Networking Platform

As LinkedIn is the most used platform for professional, Bosch decided to exploit this platform to drive their Employee Branding. Especially on the section “Vita” we can find the Employee Value Propositions and the reasons why people should work for Bosch.

Moreover, in the post section there are many posts about the commitment of the company on the topics of equality, diversity and opportunities for everybody. One example is “Woman@Bosch”.

Website

The primary source of employee branding is of course the website that gives you the possibility to read all their Employee Value Proposition and to read what the company is doing for the employee. In addition, in the press release page we can find some articles on what the company is doing to

Projects with schools and Universities

Bosch is always in partnerships with universities to realize projects, either high school and university students. Examples are “Allenarsi con il future” that involved more than 1400 high schools, redaction of thesis with the company or traineeship offered for graduates and postgraduates.

Attendance in Events

To demonstrate that Bosch is not only work, the company always spur its employee to participate actively in the community’s life. For example, they run as a team the Milan Marathon in 2018 to sustain ONLUS Laureus.

Job Seeking Platforms

An important factor are also the reviews put from the employees on the work environment in the company. In Bosch profiles there are reviews and opinions from people that can be useful for potential employees that want to start their career in Bosch.

Also in this case, we had not found any advertise on employee branding in the traditional media. Bosch thinks that their target it is reachable better on the platforms they already use.

Application, Selection and Hiring

Bosch do not leave its potential employee alone, even in the last steps of the candidate journey. Indeed, on YouTube you can find videos that will help candidates to prepare the phases of the hiring project. On the website you can also find the program you need, in order to find the right place in the company.



2. Communication Strategy

2.1 Communication Objective

Our research helped us understand the direction we want to follow for the creation of our strategy. Bosch is an international company very well known for their affable image, the quality of their products and services and the attention to their employees and customers. Nonetheless, the company was also between the first twenty positions at the Best Employer of Choice 2018, a rank of companies in which Italian recent graduates would like to work, and it placed 10th in the list of The Most Reputable Companies in Italy in 2019 made by Reputation Institute.

By analyzing and combining the internal and external environments, the results confirmed all the data about the importance and reputation of this brand in Italy, their large presence in this country and quality of their services. However, it also highlighted their lack of experience in finding IT engineers, which is related to their image of a brand focused on the production of power-tools only and to the complexity of their current Employer Value Proposition. This is also related to their basic use of digital platforms since their presence on social media is very low and limited to the essential (as we could notice by comparing the benchmarking analysis with the touchpoint analysis). The awareness about the company is decreasing and focalizing to just one of all the businesses Bosch is interested in and all this can be improved with a more creative and active type of content.

For this reason, we decided to propose the idea of collaborating with Universities' Instagram pages through the creation of contents related to employer branding that will benefit both.

These previous researches showed us how the brand is not popular among the target that they are trying to attract, since even in the questionnaire the results were good but not high enough for a company with a history like Bosch. Indeed, even if the brand's name is known by all our interviewees, no one has ever been interested in finding a job in the company.

Considering everything that has been said so far, the goals of this communication plan are:

- To grow the awareness about the interest of Bosch in having within its team young and motivated people, that are ready to impact positively the company;
- To share and adapt the Employees Value Proposition to the Italian culture;
- To Highlight the company's interest in expanding their business to the AI technologies field.
- To give the common idea that Bosch is a place in which working is not just working, but a solid community where the sharing of ideas makes the goals achievable

2.2 SMART Objectives and Strategy

Considering everything that has been said so far, smart objectives of this communication plan are:

- To raise the awareness about Bosch's Employer Branding in Italy of 15% by the end of the first 3 months of the awareness phase of the campaign
- To reach the target (IT engineer, 25-35 years old) needed by the company through Social Media by 60% in 12 months
- To raise the number of job applications by 15% by the end of the campaign (12 months).

All the objectives listed above are SMART, since they are specific (referred to a particular aim), measurable (can be easily measured by considering specific KPI's), achievable (by using the right communication strategies we can get the results), relevant (because they are strictly connected with the company's request) and time-bound (they must be achieved in a specific period).

2.3 Target Focus

Our target is composed primarily by neo-graduates and young IT engineers interested in AI technologies. We decided to focus our strategy on this audience because the results of our SWOT and PEST analysis showed us how important it is to invest in collaborations with universities and to focus on an under 35-years-old target while the Touchpoint analysis's results showed that this decision is also aligned with the company's requests and it's an already existing interests in Bosch.

2.4 Messaging Strategy

After analysing our target through the survey, we noticed a great interest in finding information about the company's values, story, offered benefits and feedbacks from current or former employees.

The target has a high level of info seeking about the employer branding activities because they consider it as an essential topic for their career. For what concerns **problem** and **constraint recognition**, the **level of involvement** and **goal compatibility**, they are all moderate. That's because the latest generation has more than a basic knowledge and interest on these aspects, but both them and Bosch lack in understanding completely what they can offer to each other. Furthermore, the target is rational, motivated, and they do not need to be persuaded since they can draw conclusions by themselves.

Table 17.4 Relationship of Attributes of Publics and Strategy Use

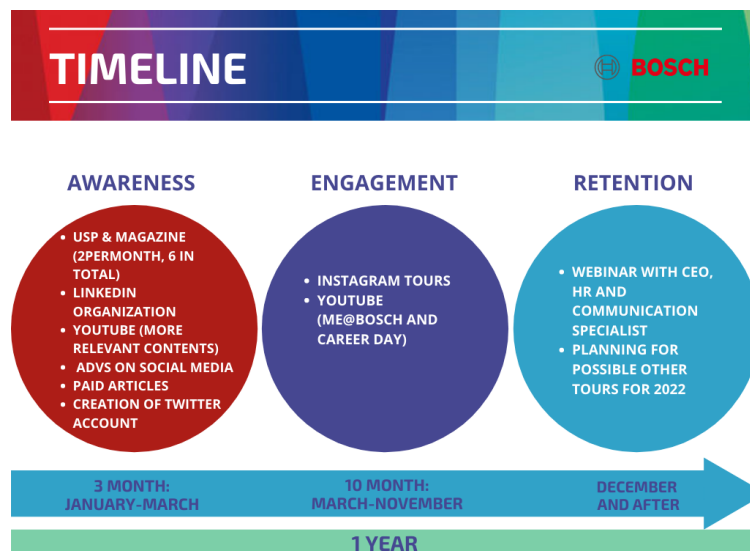
Strategy type	Problem recognition	Constraint recognition	Level of involvement	Goal compatibility	Info. seeking
Informative	Moderate	Moderate	Moderate	Moderate	High
Facilitative	Low	Low	Low	High	Low
Persuasive	Low	Moderate	Moderate	Low	Low
Co-operative	High	High	High	High	High

At this stage of Bosch's employer branding promotion (i.e., the refresh of the image), we think it is important to inform the target about what they have to offer and what they are looking for. It is essential to create a base for future learning and for all these reasons, we think that the best messaging strategy to adopt in our communication plan is the **informative one**.

3. Tactics and Execution

The analysis's results lead us to suggest Bosch some tactics to improve and grow their Employer Branding image and to attract their new employees' target. Considering the given budget, we decided to focalize our plan on a better usage of digital platforms and social media. The power of digitalization is growing, and we think that good results can come out of its use since our primary audience is composed of IT engineers and most of them are young and involved in it.

For what concern our ideas, we decided to combine them primarily in a communication campaign under the hashtag #Bosch4You. This campaign will be applied on different platforms and it will be organized as follows:



3.1 Phase 1: Website & Magazine (Awareness).

BOSH MAGAZINE: BOSCH FOR YOU

To better inform the potential candidates about the company and to raise employer brand awareness, we decided to implement a new kind of content.

Based on the type of target and on the strategic aim, we think that it will be effective to add a Bosch Magazine only focused on the employer branding. We think this kind of content can be useful to group all the information about this topic. Furthermore, it will be easy to consult and all the content will be aimed to create a positive image of the company and to encourage young talents to join the company.



BOSCH FOR YOU Magazine, will be posted twice a month and each publication will focus on one of the six USP of the company:

1. *Let's invent*, focused on the technological talents and the technologies available in the company.
2. *Let's discover*, how it is like to work in Bosch: from the work environment to the career opportunities.
3. *Let's celebrate together*, how Bosch celebrates the employees and their common successes.
4. *Let's strike a balance*, it is about how the company deals with the flexibility and the balance between personal and professional life. (WORK-LIFE BALANCE)
5. *Let's be the difference*, will be focused on the different values that are important to Bosch, by giving examples of the company's commitment.
6. *Let's create meaning*, how the company is involved in everyday life and how it interacts with the external environment and on how employees are part of this.

Of course, some content will have hyperlinks connected to online contents, such as articles and videos published on the different social medias.

- The magazine will be free and always available by logging in on a website's section and with the possibility to sign up a newsletter in order to automatically receive the magazine every two weeks.
- The inscription of the newsletter will be useful also for the company to send contents about other open positions or activities made by the company.
- In order to promote this new content, the magazine will be advertised on the various social media through posts and stories.

3.1.1 Articles

Following the creation of this magazine, our strategy is to promote it on various platforms including blogs and online magazines. These articles will be published following agreements established between the company and the newspapers and signed with payment. These articles will focus on EB's activities to highlight the importance Bosch places on this topic and how it relates to the different USPs.

This will allow Bosch to reach more people than expected because it is the best expression of the informative strategy. Due to the fact they are paid media can be boosted more than no paid one.

3.2 Social Media Platforms Plan

3.2.1 Phase 1: Twitter (Awareness)

On Twitter, we suggest the creation of an Italian profile, since the only one existing is global. Since this kind of social media is consulted by both public audience and professional, it can become a great tool to spread even more information about the new Employer Branding values and to advertise the content created for LinkedIn, YouTube and Instagram. We suggest an active presence on this platform, by posting at least five tweets every day, and to use it also to promote new products, sales, and information that can be important for the consumers.

3.2.2 Phase 1: LinkedIn (Awareness)

By analyzing the LinkedIn profile of Bosch Italia, we noticed that it is difficult to find information about the Employer Branding values and proposition due to the various disorganized sections. Moreover, the opportunities of the SWOT analysis showed that the correct use of this platform is a really important factor, and considering the job-oriented nature of LinkedIn, we decided to start our communication plan with the following suggestions:

- 1) Re-organize the **Life Tab**, since the first element in the foreground (the #likeabosch video) occupies the entire web page and diverts users' attention. The current organization makes the consultation not so fluent and intuitive. Our suggestion is to *resize* it to give more space for other contents related to the EB. In order to implement better this section is necessary to improve the *trending employees' contents* and *employees' testimonial* subsections. This implementation needs the increase of internal testimonials and feedback by Bosch's employees, which will help in the decision-making process of the potential candidates that could be attracted.

To sum up, the reposition of this aspect will be able to reach:

- The effectiveness in achieving the target
 - More traffic at the recruitment points
 - More visibility in the homepage (possible also thanks to the creation and the use of the hashtag #Bosch4You by employees)
 - The collection of results useful for the evaluation measurement (*time to hire*, *the cost per hire*, and in the long term, *the quality of hire*, since employer branding should **lead** to higher quality and a better **fit** of new hires 'company)
- 2) Define the idea of the “ideal candidate” in a more visible and clearer way to attract people on the Company LinkedIn page.
 - 3) Try to convince the company's employees to be more active in their content sharing activities and to leave comments and reviews on the page, so that they are available for consultation and accessible by new and hypothetical employees.
 - 4) In the end, we suggest being more active on the page and design a suitable editorial plan for the company profile. This is important to attract and involve young talents with content creation and content curation. Some topics of discussion could be the new technologies used in the company, events, posts related to the six pillars that sustain the company. A research online about the active use of LinkedIn in the EB activities, showed how the mere fact of applying an Employer Branding strategic communication plan on this media increases the page performance by 10% in the first 3 months: for this reason, we believe it is crucial for the company to create their own plan. The editorial plan should be used during the 11 months related to the will of increasing awareness and reaching IT engineers' attention. The plan should be also well-articulated, in which contents are monthly distributed with these criteria:
 - **At least once per month:** sharing contents from the YouTube playlist “*Bosh4You*”, in which are expressed the employees' experience within Bosch company, how they work, in which consist their job in order to grab future employees' attention, with the relating hashtag.
 - **At least once per month:** sharing contents from the YouTube playlist “*Job&Career*”, in which the main topics are the company culture, career tips, working at Bosch, internship & students' opportunities etc.
 - **At least once per month:** re-sharing contents from the YouTube playlist “*How to do a job interview in Bosch*”, in which people can find tips, suggestions and advice to succeed during the job interview and how to apply for a job in Bosch.

The **brand voice** used in relation with the sharing of LinkedIn contents will be:

Tone of voice → direct, scientific and informative

Language → Serious and savvy

Character → Professional

We are sure this program will help users to better understand the employees' value, as well as the reality behind the company image.

3.2.3 Phase 1&2: YouTube (Awareness and Engagement).

The consultation of Bosch's Italian and Global channel on YouTube showed us how the Italian one is underestimating the potential of this tool and using it for sharing very few contents. For this reason, we suggest to implement more the use of their channel, taking inspiration by the global one and amplify the variety of contents they upload and share. Our idea is to create different playlists in which the videos will be clustered by topics. Specifically, the playlist we will create will be the following:

- **How to do a job interview in Bosch** – these video tutorials will teach the viewer how to do an effective job interview for Bosch. Every step of the process will be shown by the point of view of a future employee, from the job application to the interview by also adding some unique tips in order to make the application as more suitable as possible to the company's requirements
- **Jobs & Careers** – This section can be found in the international YouTube channel of Bosch, while in the Italian one it is not present. Therefore, it will be created and the content published will be related to topics like: Company culture, career tips, working at Bosch, internship & students' opportunities, etc.
- **Bosch4You** – The videos posted in this section will be about the typical working day of a Bosch employee, from the moment he/she leaves the house to go to work, to when he/she goes back home after. The intention is to show what it is their everyday life as a Bosch employee and specially to highlight how good is their working environment and the satisfaction to work there. Each video will focalize on different professional figures inside the company, from the logistic, to the HR and IT department, in order to have a bigger spectrum of the variety of involved sectors in Bosch.
Moreover, videos about the impressions/opinions of the company from the employees point of view will be posted as well. Basically, the employees will record videos in which they talk about the company by also saying if they feel it is inclusive or not, if it respects diversity and how they perceive the company overall.
- **Career Day for University** – As emerged in the touchpoint analysis, the company is highly interested in having close relationships with universities, therefore this section will be dedicated to videos about what Bosch requires from university students in order to work in the company and video-tour, where they give an overview of the company: how it works, how it behaves with employees, how it is organized, how are the structures etc.

SCHEDULE – Phase 1 & Phase 2:

For what concerns the publication we do not propose a fixed day, instead we suggest an order for contents to follow, which correspond to the phase 1 and 2 of the timeline, which provides, as a unique constraint, the publication of the most relevant content in the first week of each month.

Specifically, we suggest publishing in the Phase 1 the most important videos about the sections of Job interviews and Job & Careers opportunity. The videos should be updated in the first week of each month, starting from January until March, in order to repost the most important ones also on the Life tab on LinkedIn.

The remaining videos, on the other hand, can be shared in the long-term, without a fixed plan, and considering the Phase 2 schedule. This means that the videos concerning the section Bosch4You and Career Day for University will follow the Phase 2 schedule, which is the engagement one, from March to November.

The reason why we propose this schedule is because the awareness phase aims to create understanding of the brand and employer branding image in our target, and this is what the first two sections of the channel do through their videos; instead, the engagement phase aims to attract the target, and that's what the last two sections are all about.

The length of every video published will always be no longer than 5 minutes, and per each video there will be a description filled with useful information about the topic treated and the company's contacts. All these videos will be promoted in all the other platforms.

The **brand voice** used in relation with the sharing of YouTube contents will be:

Tone of voice → scientific, direct and engaging.

Language → specific of the sector, understandable by the target and realistic, especially when are represented the working day and employees' experiences.

Character → informative, inspiring, and professional

3.2.4 Phase 2: Instagram (Engagement)

Since our target, as we said before, is mostly composed by aspirant and actuals IT engineers, we decided to take advantage of Instagram, since it is a social media mostly used by the generations of our interest (millennials, gen z).

Thanks to the results obtained from our research phase, especially from the benchmarking, and the survey's feedbacks, we know that people are not only interested in what kind of product or services a company offers. Instead, they relate to it more and better if part of the internal processes and values are shared externally. By taking this into consideration, we suggest a reorganization of the Italian profile, @boschitalia_official, so that it doesn't focus only on the promotion of its products and services.

Besides, the SWOT analysis showed us how active collaborations with universities can be considered a great opportunity for receiving more job applications and how the new budget law (2021) will impose taxes release for hiring under 35-years-old people. From the Touchpoints analysis we noticed how Bosch is already very interested in these aspects, but in order to intensify this connection between the company and Universities we decided to present the following proposals:

OFFICES GUIDED TOURS

Our idea is to organize a collaboration with universities' Instagram pages and invite a representative person inside the Italian Bosch offices. The aim is to arrange tours in different areas of the company with an employee from the IT department that will perform as mentor and give out information from an insider point of view.



The goal is to invite as many Engineering Faculties as possible, promote the real life behind the creation of the products and also to show the environment in which Bosch employees work in the most realistic way.

- **CONTENTS**

1. First of all, we plan to advertise these tours at least one week before their publication by making a dedicated post and stories on both Bosch's and universities' profiles, with a small description of what will be shown and all the information about the day of publication and the time of the following live Q&A section.

2. The tours will be planned in the morning, so that all the materials needed can be pre-recorded, and published the same day as Instagram stories on the Universities' pages, so that the contents will be available all together to the audience.

3. Later the same day, there will be a live Q&A, between the universities' representative person and Bosch's IT department employee, where the students can express their concerns, doubts and questions about what they have seen and receive immediate answers.

4. The combo Stories-Live will be edited together and re-uploaded as **IGTV videos** on the company profile.

• SCHEDULE

For what concern the schedule of these tours, they will start in the second phase of our campaign (Engagement – from March to November) and we suggest organizing at least one tour per month (10 tours/year). This will give to the company the opportunity to have a good number of contents in the long term and it would not be too demanding to be realized. We suggest inviting initially the most important Universities in the Engineering field.

Budget-wise, since the creation of these contents will benefit both parties, we believe this initiative will only have expenses related to reimbursement costs for the transportation and meals of the universities' representatives. In fact, the universities' Instagram pages will not only gain new and interesting contents for their followers, but they will also raise their reputation since they are being interested in possible workplaces for their students; while Bosch's company by showing their friendly environment and promoting their values will raise not only their reputation, but also the awareness about the brand itself and future employees' trust.

This main idea will be followed by the creation of other types of contents.

In the main **Feed**, we suggest the publication of two new types of content: the posts related to the tours we have explained so far and parts of the videos that will be published on the YouTube channel, to expose them to more public and give little bites of the type of contents they will be able to find there. The videos related to the employer branding, like the ones posted in the Bosch4You playlist, will be reposted on the **stories** too, with the swipe-up link to the full video on YouTube.

In the posts' description of the video, there will be the common hashtag (the name of the playlist: #Bosch4You) used to identify this venture. We also suggest creating more visually coherent contents, by identifying one main colour or use each colour for a specific type of contents, to make the page appear more professional, well-finished and neat.

To fully exploit all the potential of this platform and the latest trends, we think that the use of **Reels** could be essential. Reels are brief videos that lasts only 15-30 seconds: they will be easy to create and can be used for different subjects, i.e., to show how the products are created, the everyday life inside the offices, and so on.

Finally, since we noticed the large use of **Highlight Stories** the Bosch's profile already does, we suggest the creation of two more clusters:

1. One cluster of stories about the universities' guided tours and one for each university. Both with a swipe-up link to the related IGTV video.
2. The other cluster of stories (Lavorare con Bosch) with three stories and relating swipe-up links:
 - a. Story One: swipe-up link to the website section dedicated to Lavorare con Bosch where the interested audience can find and download the magazine with all the information.
 - b. Story Two: swipe-up link to the LinkedIn Italian profile (Bosch Italia)
 - c. Story Three: swipe-up link to the YouTube channel with a brief description of the type of contents that people can find there.

The **brand voice** used in relation with the sharing of Instagram contents will be:

Tone of voice → friendly but still professional with engaging and informative purpose

Character → professional but approachable

Language → simple

3.2.5 Phase 3: Webinar (Retention)

Lastly, it will be organised a final webinar on JobTeaser, in which the students from all Universities will be able to log in and meet the Italian CEO, HR Specialist or Communication Specialist of Bosch as a conclusion of all the one year-long campaign. Here the students will have the possibility to write down their questions during the sign-up phase and receive their answers. The number of participants to this final event can be used as an indicator of the successfulness of the campaign. This type of event has been chosen since our target is interested in knowing the professionals behind the company directly in order to feel even more attached to its values on a personal level.

3.3 Budget Distribution.

In order to implement the communication campaign, the given budget has been distributed as follow:

FIGURES	COST/€
SOCIAL MEDIA ADS • INSERTIONS ON FB, IG, YT (BANNERS).	3000€
BOOSTED CONTENTS • PAID SPACE FOR PHOTO AND VIDEO USED TO REACH A WIDER AUDIENCE.	1000€
SPONSORED CONTENTS • SPONSORED BANNER ADS, PAID ARTICLES OR VIDEOS ON EXTERNAL BUT RELATED WEBSITES OR BLOGS	1000€
PAID PUBLISHING • ARTICLES AND MAGAZINE CONTENTS.	1000€
REIMBURSEMENT OF EXPENSES FOR UNIVERSITIES' REPRESENTATIVES • TRANSPORTATION AND ACCOMODATION	1500€/10 Uni
WEB DESIGNER - WEBSITE • LAYOUT RE-SETTING OF BOSCH OFFICIAL WEBSITE FOR THE ADDITION OF THE MAGAZINE SECTION	3000€
VIDEO PRODUCTION EXPENSES • PRODUCTION OF THE YOUTUBE VIDEOS	1000€
CONTENTS CREATION & DISTRIBUTION • REGULARLY CREATION AND POSTING ON FB, IG, AND YT CURATING THE FEED AND INTERACTING WITH THE AUDIENCE.	1000€
NEWSLETTER • STRENGTHENING OF NEWSLETTER FOR WEBINAR AND MAGAZINE.	500€
EXTRA COSTS • MEASUREMENT COSTS AND EVENTUAL CAMPAIGN ADJUSTMENTS.	2000€
TOT 15000€	

We dedicated most of the budget to ADVs on social media and paid articles but without forgetting the cost for the addition of the magazine on the website and eventual reimbursement of expenses for the managers of the universities' Instagram pages. We have also foreseen the eventual costs for the creation of the video for the YouTube channel and the distribution of the newsletter to whoever decide to subscribe to it and receive the new volume of the magazine directly on their email box. Finally, we left the remaining budget for extra costs.

4. Evaluation and Measurement

For what concern the measurement of the effectiveness of our communication plan and the consequences that it will have on tangible and intangible levels, we propose the application of the following KPIs. All of them have been selected based on our strategy and tactics.

By analysing and controlling the insights that the implemented social media can easily offer in addition to other measurement tools (which we divided according to their purpose) and then by inspecting and evaluating their implications on the summative and accountability level, we were able to locate the output of our campaign.

In the accountability level, we have added a questionnaire to be proposed later, to those who will send job requests at Bosch after this campaign and will be accepted by the company.

We will observe the outputs from Social Media at regular interval:

- For Instagram, the insights will be collected every week and analysed monthly.
- The KPIs related to YouTube, LinkedIn and the magazine, will be collected and analysed monthly.

At the end of the given period as indicated in the SMART objective, we will measure the outcome to evaluate the success of the communication campaign.

KPIs:

FORMATIVE LEVEL	
IMMEDIATE RESPONSE	
▪ % (reach) of people who looked at some specific content ▪ N° of times content has been accessed ▪ N° of clicks content has received ▪ N° of profile's visits (Instagram) ▪ N° of clicks to the link the bio ▪ N° of saved posts ▪ N° of actions (Taps forward, taps back, Exits, Swipes away) ▪ N° of Reply and Reactions ▪ N° of click on hyperlinks (Magazine) ▪ N° of post shared ▪ % followers' demographic information and geographical scope ▪ % of mention made by using the hashtag ▪ N° of reached audience ▪ N° of impressions (divided in From Home, From Profile, From Hashtags and From Others) ▪ N° of download ▪ N° attendants in the webinar ▪ N° of subscription to the newsletter ▪ N° of clicks on Swipe-up links ▪ Ratio engagement x reach (from Instagram's Insights)	
EFFECTIVENESS	
▪ Total number of comments or responses to a post/total ▪ Type of best performing contents ▪ N° of Reply and Reactions ▪ Discussions rate ▪ Awareness rate ▪ % of mention made by using the hashtag ▪ Average of video's watched minutes (from Instagram's Insights)	
EFFICIENCY	
▪ Cost per click (YouTube)	
ADEQUATENESS	
▪ Readability of the magazine	

SUMMATIVE LEVEL	
RELATIONAL AND SOCIAL	
▪ Net promoter score rate ▪ Engagement rate formula → followers gained ▪ Recruitment rates ▪ N° of gained subscribers (YouTube) ▪ N° of "Bosch Magazine" research on the website	
REPUTATION AND IDENTITY	
▪ Sense of community ▪ Commitment to relationship ▪ Corporate reputation ▪ Corporate image ▪ Corporate identity	

ACCOUNTABILITY LEVEL	
MARKET/CLIENTS	
▪ N° of applicants for employment at the company ▪ N° of potential recruits that come from employee referrals ▪ Questionnaire on what our target thinks about working at Bosch ▪ Employees' loyalty index (%)	
STAFF SATISFACTION	
▪ Staff Motivation index ▪ Staff loyalty index (%) ▪ Satisfaction rate work/life balance	
COMMUNITY AND ENVIRONMENT	
▪ Community/environmental satisfaction index from comments/surveys	
FINANCIAL RESULTS	
▪ Time to hire ▪ The cost per hire (recruitment) ▪ The quality of hire (quality of recruitment) ▪ Staff who have feedback about performance ▪ Earning/employee	

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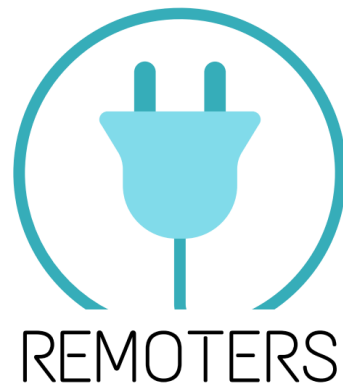
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