

PERSONAL INFORMATION ILARIA VELLA



Sex | Date of birth | Nationality

STUDY AND RESEARCH INTEREST

Graduated with 110 cum laude in Marketing and Communication Master's degree and with various work experiences, also abroad, thanks to which I have developed a strong customer orientation and attention to detail, adaptability and team spirit, organisational, analytical and problem-solving skills. Marketing enthusiast and eager to get involved in this field by acquiring new skills in luxury furniture store management to continue my experience in Fiam Italia and Fiam Design Outlet.

WORK EXPERIENCE

FROM 15/01/ 24 TO PRESENT **Research grant holder at Università degli studi di Urbino Carlo Bo – D.R. 390/2023**
Fiam Design Outlet – 57, Via Provinciale, 61025, Osteria Nuova, Italy

- Fiam Design Outlet social networks content creation (e.g. Facebook, Instagram) and management of customer relationships in-store, both physically and via digital technologies such as WhatsApp Business.

Sector: Luxury furniture .- Type of business: retail

FROM 15/05/ 2018 TO 01/09/2021 **Head of Reception (2021) and Hotel Receptionist (2018-2019-2020)**
Hotel Caravelle 4* (Stesan Srl Unip.) – 6, Via Padova, 47841, Cattolica, Italy

- Leadership in service optimization and customer-oriented team development;
- CRM management and online and offline customer experience care;
- Setting up the contact point and coordination of different departments to improve service quality;
- Creation of personalized offers and promotions;
- Management of communication channels and different stakeholders;
- Monitoring and improving customer satisfaction;
- Online/offline sales management and competitive benchmarking for pricing.

Sector: Tourism .- Type of business: 4-star hotel

FROM 01/12 2019 TO 15/02/2020 **Booking Agent Jr. for Students Groups (Outgoing Europe) – Spain and Portugal Destinations**
San Marino Viaggi e Vacanze S.p.A - 99, Via 3 Settembre, 47891, Dogana, San Marino

- Scouting of new business partners, ad hoc tourist packages creation through Kuo Vadis software;
- Mark-up and package total cost calculation, allotment requests and monitoring of the business proposal;
- Management of the solution confirmed to the customer through payment terms definition and establishing partnerships with service providers;
- Unfolding follow-up activities.

Sector: Tourism – Type of business: Tour Operator

- FROM 01/02/2017 TO 01/02/2018 **Property and Quality Manager of Luxury Tourist Apartments in Spain, Italy, Lithuania and Ukraine – Remote Work**
Management 39 Srls – 64, Corso Buenos Aires, 20124, Milan (Italy)
- Training and coordination of customer service staff;
 - Management of online sales platforms (Booking.com and Airbnb), with the publication of new offers in Italian, English and Spanish languages, including the selection of visual content;
 - Complete management of the customer relationship and care of the experience from the pre-purchase process to post-purchase, both online and offline;
 - Periodic analysis of dissatisfaction rate and implementation of corrective actions to improve the quality standards of the service;
 - Cleaning staff, maintenance and local managers' activities coordination and definition.
- Sector: Luxury tourism – Type of business: Short-term luxury apartments**
- FROM 01/10/2016 TO 01/02/2017 **Seller in Retail Store, Tourist Promotion Events and Markets**
Dulcería El Portillo – San Miguel de Abona , Tenerife (Spain)
- Fitting of sales space and stands at tourist promotion events and markets;
 - Customer acquisition and retention.
- Sector: Food – Type of business: Retail**
- FROM 01/05/2016 TO 30/07/2016 **Account Manager Assistant– Italian B2B Market**
Smartholiday Weekendsk España SL – 240, C/Compte D'Urgell, 08036 Barcelona (Spain)
- Management of the customer portfolio in the Italian market, daily check of stock availability to increase it, negotiation of new rates and follow-up activities;
 - Analysis of price strategies and the positioning of competitors in the following markets: Italy, Spain, France and Benelux;
 - Improvement of existing offers in case of poor profitability;
 - Online publication of new experiential offers through Weekendsk back-end software, selecting keywords and visual content;
 - Management of the relationship with business partners in the Italian market;
 - Use of the Salesforce CRM software and management of the Weekendsk extranet of the Italian partners.
- Sector: Tourism – Type of business: Online Travel Agency (OTA)**
- FROM 15/06/2014 TO 16/08/2014 **Hotel Receptionist (University Internship)**
Victoria Palace Hotel 4*, 24, Via Carducci, 47841, Cattolica (Italy)
- Care of the contact point and information content;
 - Host activities for guests through the transmission of computer material and presentation of the various services offered.
- Sector: Tourism – Type of business: 4-star hotel**

EDUCATIONAL BACKGROUND

- OCT 2021–PRESENT **Marketing and Communication Master Degree (LM-77)**
School of Economics (DESP), Università degli Studi di Urbino Carlo Bo, Italy
Final experimental dissertation subjects: Marketing and Employer branding
Passing grade: 110L/110
Title:- "The Internal Employer Branding. The discipline of marketing in the process of building internal corporate reputation."
Economics studies: Planning and sales management, Corporate Strategy and Management, Business Market Management, International Marketing, Political Economy, Economics of Globalization, Total Quality Management, Basic Mathematics, and Statistics, B2B Marketing, B2C Marketing.

OCT 2011–FEB 2016 **Business and Languages Bachelor's degree (L-11)**
 Lingue e Letterature Straniere (DISCUI), Università degli Studi di Urbino Carlo Bo, Italy
 Final experimental dissertation subject: Intercultural Communication.
 Title: “Cultural shock of Italian Immigrants in Tenerife Island “.
 C1 level in English and Spanish languages and economics studies (i.e Marketing, International Marketing, Business Management, Business Communication, Business Administration).

JUL 2011 **Scientific High School Diploma**
 Liceo Scientifico A. Einstein, Rimini (Italy)
 PNI Course: Scientific subjects and Computer Programming (Turbo Pascal and Dev C++ languages).

EXTRACURRICULAR

PUBLICATIONS **In printing:** “Digital technologies and Internal Employer Branding. An Italian study” (Savelli & Vella, 2024) –International Marketing Trends Conference 2024 – Venice 2024.
https://archives.marketing-trends-congress.com/2024/pages/c-marketing_strategy.html
<https://archives.marketing-trends-congress.com/2024/pages/PDF/90.pdf>
 IMTC 2024 programme (see p. 25): <https://www.marketing-trends-congress.com/wp-content/uploads/2017/06/2024-OFFICIAL-PROGRAMME-14.pdf>

ABROAD EXPERIENCES From 2012 to 2018 I lived in different areas of Spain: Gran Canaria, Tenerife, Barcelona and Valencia. This experience has greatly enriched my autonomy and adaptability, consolidating a strong propensity to problem-solving. Over the years, I have honed my skills in Spanish linguistic and culture, developing a deep understanding of the intercultural dynamics.

DIGITAL SKILLS MicrosoftOffice (Word, Excel, PPoint, Outlook) | Property Management Systems Sales and Marketing |Sales platforms | Content management Web Digital communication tools | Management of reviews CRM management internal company | Channel Manager and main booking portals | Extranet OTA | E-mail and PEC | Backend Management Software.

COMMUNICATION AND INTERPERSONAL SKILLS Problem solving, customer orientation, organizational skills, active listening, negotiation and persuasion, flexibility and adaptability, empathy, coaching and mentoring, teamwork, stress management, communicative adaptability.

LANGUAGE SKILLS

MOTHER TONGUE Italian

| FOREIGN LANGUAGES | UNDERSTANDING | | SPEAKING | | WRITING |
|-------------------|---------------|---------|--------------------|-------------------|---------|
| | LISTENING | READING | SPOKEN INTERACTION | SPOKEN PRODUCTION | |
| English | B2 | B2 | B2 | B2 | B2 |
| Spanish | C1 | C1 | C1 | C1 | C1 |

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user
 Common European Framework of Reference for Languages - Self-assessment grid

THE INTERNAL EMPLOYER BRANDING. THE ROLE OF MARKETING AND COMMUNICATION IN THE PROCESS OF BUILDING INTERNAL CORPORATE REPUTATION.

Given the current context, characterised by an intensification of the “war for talent” and a greater awareness that human capital can indeed represent a critical lever of competitive advantage, it was decided to address the complex issue of employer branding (EB) where marketing plays a key-role. In particular, more space has been given to the internal perspective of the discipline (i.e., Internal Employer Branding: IEB), aimed at retaining employees, as it has become increasingly important over the last few years, while being less investigated from both researchers and academics.

The work firstly discusses the definition of EB and its evolution over time, also pointing out that scholars before Ambler and Barrow, who coined the term "employer brand" in 1996, had understood the importance of employees, as can be seen from the 1994 definition by Kotler with the concept of "internal marketing" and through the ASA model (or Attraction-Selection-Attrition cycle) proposed by Schneider in the 1980s. For Ambler and Barrow, the employer brand was conceived as a set of functional, economic and psychological benefits offered by the workplace that could create a desire to belong or stay with that company. Even then, they drew a parallel between brand and employer and between employee and consumer, concluding that the processes of construction of loyalty formation between employer and employee are the same as those of construction of loyalty formation between brand and consumers. Later, other authors defined the concept of EB. Most notably, Tikoo and Backhaus understood it as a process aimed at

building a unique and distinctive image of the company as a place to work. Others, such as Amendola (2008) and Caliccia (2017), defined it as a marketing strategy.

While it is true that marketing assists in the EB process, it is also true that other disciplines such as HR and communications intervene and work closely together to define a successful EB programme.

Going deep into the IEB concept, various authors have shown its benefits, such as a reduction in costs (e.g. recruitment), higher customer satisfaction, greater employee engagement or long-term loyalty due to the psychological connection between employees and the company that facilitates the achievement of the company's goals, better financial results, greater attractiveness of the company as an employer, the transformation (even unconsciously) of employees into brand ambassadors who recommend their workplace to friends and relatives thus increase the company's customer base, and finally, a major affinity between employer and employee. Nowadays, having certifications as a good internal employer brand matters (e.g. from the Great Place to Work agency) because it allows the company to position itself as "one of the best employers" to attract new talent. From the evidence, it can be deduced that the IEB strengthens the external perspective.

Looking at the discipline as a whole, the implementation of the EB strategy is complicated by the need to balance the internal and external perspectives, the necessity for a high degree of collaboration between the different departments and the exigency to involve both the CEO and senior management in the process from the beginning, the difficulty of measuring brand equity, both intrinsic and competitive, as there are

intangible elements, and the need for the brand to be in line with the overall strategy of the company.

An employer brand is most competitive when it can best manage the different phases of the employee experience journey and the respective touchpoints between the company and employee, each of which is shaped by goals, different needs and motivations of the workers. If this were the case, it would help to increase the value of the customer experience. While the latter is considered a critical success factor, unfortunately, the same cannot be said of the employee experience. Companies devote far less corrective action to the stages and touchpoints identified as relevant to employee retention than to the time and resources invested in improving the customer experience.

To demonstrate the importance of listening to workers, it was decided to develop a completely anonymous online survey that was presented to individuals living in different parts of Italy (including those working for the first time) and working in companies of different sizes (micro, small, medium and large) with different ages, genders, and levels of education. The individuals who volunteered participated are 184 people, mostly women, Millennials and members of Generation Z, living mainly in the regions of Marche, Emilia-Romagna and Lombardy. The first part of the questionnaire concerned the request for personal and descriptive information (e.g. age, gender, level of education, city of residence) to carry out a profiling of the interviewed. The remaining four sections aimed to learn about certain aspects of the company as a workplace from the perspective of current workers.

The second section specifically aimed to explore the respondents' current situation and

their relationship with the employer brand to identify their stage of employee experience and their intentions regarding staying or leaving their current work. Concerning this last objective, the sample was asked whether they intended to give up the current reality in the next 12-18 months to divide it into three different groups, as suggested by the Randstad report (2022):

- the stayers group, i.e. those who have no intention of giving up their work reality and who make up the majority of respondents at 41.85%;
- the intenders segment, i.e. those who have matured the intention to give up their current work reality, which accounts for 28.80% of the sample;
- the undecided group, i.e. 29.35% of respondents who say they are not yet sure.

When comparing the answers to this question with the responses to the stages of work experience suggested by Workday (2021), it has been observed that the majority of those in the onboarding phase and the initial development phase over 3-12 months belong to the intenders segment. Only the intenders were asked to express their interest in ten fields of activity considered more attractive for Italian employees in 2022, according to Randstad's "Employer Brand Research", using the 7-point Likert scale employed in most of the questions. The media sector was confirmed the most attractive, but unlike Randstad's report, the second position was taken by the consulting realities. Through this section, it has been identified that 58.15% of the sample were very dissatisfied with the relationship between employer and employee and understood the importance of taking care of the onboarding phase to increase the level of retention.

The third section of the questionnaire aimed to identify employees' attitudes towards employer brands. It has shown an inclination towards job offers that respect the work-life balance. This confirms the statement by Randstad (2022) that work-life balance is one of the factors that play a role when choosing a job offer.

The fourth section was designed to understand which internal communication tools are the most used and which are considered most effective by the employees, to identify possible discrepancies between workers and companies as well as to suggest the use of more appropriate communication channels. It was found that the tools most used by companies and considered most effective by employees are the intranet, email communication, messaging apps, online and in-person meetings. In addition, this study found that companies should improve the use of intranet and email, and the most effective tool is the face-to-face meeting, which is still underestimated by companies today, as well as social events and individual meetings between managers and employees.

Finally, the structure of the fifth section was based on the IEB framework proposed by Segunpta et al. (2015), which presents the six categories of work values and their benefits sought by employees and the corresponding dimensions. This last section is about identifying the benefits and work values most desired by employees. Among the benefits, it was noticed a propensity towards psychological types (e.g. seeing their commitment to work recognised), while the values most sought by the sample were those that the model defines as "Career Potential Values". The results highlight the compensation aspect is not always the determining factor in the decision to leave or

remain in a work environment. These benefits and work values, considered the most important, are the basis for creating an EVP (Employee Value Proposition) to improve the retention rate of companies' workforce.

Keywords: IEB, Internal marketing, Internal communications, Employee experience, Employee Retention, Employee satisfaction.