

THE HR MANAGER'S HANDY GUIDE TO **EMPLOYER BRANDING**

ALL
THINGS
TALENT



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Organizations that invest in employer branding are 3x more likely to make a quality hire.

Preface

Employer branding is no longer an innovation; **it's a candidate's expectation and the need of the hour!**

In fact, here are some stats which further emphasise the need for a Good Employer Brand...

Employer branding has a significant impact on hiring talent according to 80% of recruiters.

Organizations that invest in employer branding are 3x more likely to make a quality hire.

Pretty convincing, right?

Building an effective and sustainable employer brand is not simple... because there is no defined formula!

This eBook aims to demystify employer branding - whether you are a start-up, a mid-sized firm or a behemoth! Here's what you can expect:

- Employer branding is here to stay... and not just a passing phenomenon
- Employer branding strategies are unique - one size does not fit all
- Setting the record straight - busting common myths about employer branding
- Employer branding vis-a-vis the different stages of hiring and retaining an employee
- Choosing the appropriate channels to build an effective employer brand
- The importance of getting your recruitment messaging right to attract modern job seekers
- Auditing your employer brand to understand the changes needed
- Knowing the right time to rebrand and the strategies for successful rebranding
- Ways to convince the C-Suite that employer branding is worth the investment!
- Measuring the ROI of your branding strategy
- Why it might be a great idea to get an Employer Branding specialist on board

iimjobs.com has been actively engaging with HR managers over the years. We are passionate about hiring, and have a unique understanding of how having a great employer brand has a direct impact on the quality of your workforce!

CHAPTER 1

Employer Branding Is Here To Stay!

Statistics show that upto 69% of unemployed people would prefer to remain so, rather than working for a company with a bad reputation.

On the other hand, **positive employer brands get twice as many applications!**

Job seekers look for more than just remuneration when applying for a role. If your company has a reputation for being a good employer, **a job seeker would prefer you over a higher paying organisation.**

Conversely, you may end up paying a hike of up to **10%** per hire to attract talent in the absence of a good brand!

Also, potential candidates research companies online before applying.

76% of applicants researched companies on LinkedIn by looking at current employee profiles.

70% say they trust what employees say about a company over brand ads, making social media even more powerful. And employees talk a lot about good (and bad) brands actively on social media, making or denting a company's image.

A good employer brand shows the human side of your organisation and adds a face and voice to your image. It is also the kind of experience shared by your employees on social media or with friends. This is **one of the major reasons**, why companies like Google and Amazon are so attractive to top talent.

Your employer branding is based entirely on your Employee Value Proposition or EVP

An authentic EVP takes into account the fundamental perceptions of key stakeholders within the organisation – including current and past employees and their honest opinions about the organisation's basic human resource value proposition.

It should ideally outline the unique policies, programs, rewards and benefits that an organisation offers its employees, and why they are different and superior to the competition.

Here's what **Avnie Saxena** - Employer Branding Manager, **AB InBev India**, has to say...



Avnie Saxena

Employer Branding
Manager - BU India

“

People lay the foundation of successful firms. They are a very important part of any company's core competency. At ABInBev, we recruit, develop and retain people who can be better than ourselves. These great people then grow at the pace of their talent and are rewarded accordingly.

ABInBev

When It Comes To Employer Branding, 'One Size Doesn't Fit All'!

Job seekers now look for personalised, accessible job postings that suit the opportunity they are looking for.

Recruiters have to customize strategies to suit industry needs and attract the right candidates.

Recruitment considerations for retail or financial sectors will be different from those of tech and creative jobs.

The employer branding strategy will differ for different organisations based on the age of the potential hire, stage in their professional career, their existing and newer job profiles etc.

An 'Insight' into Benetton's 'Insight@Benetton' Program⁽¹⁾

Benetton came up with employee welfare initiatives like sponsored **Health and Wellness checkups** and distribution of anti-pollution masks to protect employees from the hazardous smog in the Delhi/NCR Region.

The company also **revamped its CSR initiatives** so as to make the general public aware of its activities like drought relief funds, donations to Food Drives, organising blood donation camps and working with underprivileged children

It later rolled out an employee satisfaction survey to gauge the Employee Engagement Levels; 91.5% employees participated in the survey, and the overall **Employee Satisfaction Score stood at 4.02 (out of 5) i.e. 80.4% across all stores/counters.**

They also launched a 360-degree feedback called **Insight@Benetton**. The overall organization **average score stood at around 8.0**, which gave an indication that Benetton's leadership was trusted and the company was seen to be in safe hands.

DHL's 'FOCUS' Strategy Towards Better Employer Branding⁽²⁾

DHL has various development programs such as “The CIM (Certified International Program)” with the objective of developing their people managers to have both the commercial acumen and the ‘softer’ skills to drive their **FOCUS Strategy forward**.

DHL also has a CIM Supervisory program that consists of a number of classrooms, on-job and near job learning activities.

As a result of these initiatives, revenues have gone up and the market share has increased. **The attrition rate reached an all-time low of 6% as compared to the industry rate of 17–18%.**

⁽¹⁾Source: (2017) http://www.dnb.co.in/edm/files/HR_Best_Practices_2017.pdf

⁽²⁾Source: (2017) http://www.dnb.co.in/edm/files/HR_Best_Practices_2017.pdf

CHAPTER 2

Employer Branding Across Different Stages Of An Organisation

The employer branding strategy for a company which is just starting off or in the growth phase will not be the same as one for a behemoth!

If You Are A Company With Less Than 200 Employees

Sourcing the right kind of talent in your growth phase is a major challenge for entrepreneurial ventures.

After all, competing with bigger, established names is no cakewalk! A strong employer brand and a robust employee value proposition positively influence applicant attraction.

Here's how you can build your brand!


Use social media optimally; It's free!! Leverage social media to create a positive image online. You could create a blog as well as Facebook and Twitter pages to offer a sneak peek into the goings on in your company.

Be extremely responsive and prompt to any queries that may come in. You could chat with your customers online and share stories of your company's unique culture and values.

The hiring team can create an informal video taking candidates through the office space virtually. This unique and personal introduction will make job seekers want to be part of the team.

Highlight how you are different! What's unique about your company's work culture? How does the top management treat their employees? How does your office space look like from the inside? What can a candidate expect from your company other than the salary and benefits? This will add to your company's EVP and, in turn, add value to your brand.

Here's what **Lizzie Chapman** - Co-founder, **ZestMoney** is focusing on for building her team...



LIZZIE CHAPMAN
Co-founder

“

We believe our product has enormous potential to genuinely improve the lives of millions of people and We think we've only begun on that journey. We're growing very fast and we want to build a team of real SUPERSTARS who can join us on that journey.

If Your Company Has Employee Strength Between 200-1000

Given the war for talent, for your brand to **retain the existing talent** as well as **attract top talent** (internal and external branding) is a dual challenge.

Hiring the wrong candidates can be an extremely expensive affair - and given the relatively limited resources at this stage in your growth cycle; it can prove to be disastrous!

Here are some steps you should take to ensure that your employer branding suits your requirements...

Re-evaluate your brand association: What do current and potential employees associate with your brand? It may be your company's culture, employee rewards programs, your vision, mission and employee interactions.

Focus more on retention: Your organization is now full of visionaries who will drive the company's success hereon. What, other than salaries, makes an employee stick to your company? Is it training opportunities, wellness programs, entertainment at the office, flexible work schedules?

Humanize Your Presence Online: According to the Bayt.com, 55% of the respondents feel that they are more likely to get hired if they engage with the company online. Let your employees talk to your audience. It will bring back positive feedback to your employer brand.

Use Brand Ambassadors: Use employee interactions on social media and give your organization a face and voice. Your employees will spread the good word about your company; they become your best brand ambassadors. Eventually, all stakeholders in your company, like your customers, suppliers and partners can potentially become your brand ambassadors.

Here's what **Rupali Sharma** - Associate Director, Human Resources for **redbus.in** has to say...



“

The objective of our Employer Branding Strategy has been to portray redBus as an "Employer of choice" to external candidates and an "Employer of Pride" to internal employees.

RUPALI SHARMA
Associate Director
Human Resources



If You Are A Company With Over 1,000 Employees

With 1000+ employees, large organisations need to pay attention to the ill-effects of bad hiring practices, as well as that of a bad reputation. With scale, comes visibility and a bad name could be devastating for a large organisation's retention policies!

Here are some ways larger organisations can ensure a strong and sustainable employer brand!

- Develop an alumni base and a strong network of ex-employees: Your ex-employees are your biggest brand managers. They can also have a hand in the new talent that joins your company.
 - Bring them back! Implement a returnship program for women who've been on maternity leave or career breaks.
-

Here's what **Dawn M Brett** - Branding Lead Talent Acquisition, for **IBM** has to say...



With evolving technology and the growing expectations of talent, employer branding becomes all the more critical to building a strong talent brand – Talent keeps the thinking fresh and so we need to keep our employer brand fresh to attract it. Our commitment to culture and innovation is reflected in our new brand positioning 'Let's put smart to work' which gives meaning to the application of technologies such as AI, Cloud, Watson, Blockchain and IoT, and how they are changing our world in better ways. Cognitive HR is transforming the HR function as we speak, guiding employees on their next career move, to performance management, career development and helping them learn – As IBM continues to transform in this cognitive era, so will our employer brand and keeping it consistent with employee experiences. Bringing authentic storytelling to life.



Dawn M Brett

Branding Lead Talent Acquisition, IBM India

CHAPTER 3

Common 'Misconceptions' About Employer Branding!

#1. Employer brand is the same as a corporate brand...

They are not the same! Your employer brand is an extension of your corporate brand.

#2. Employer branding is the HR's responsibility...

Your message needs to be consistent right from your careers page to onboarding to all employees working with you; all stakeholders need to be on the same page.

#3. An employer brand can be created overnight...

Employer branding initiatives should be long-term, ongoing projects that will need to be planned extensively.

#4. Employer branding is an expense with no returns...

There is no easy way to measure how good or effective your employer brand is, however it's undeniable that an improved brand will have a positive impact on your hiring and retention.

"80% of talent leaders state that employer branding has a significant impact on their ability to hire talent"

LinkedIn's Global Recruiting Trends report for 2017

#5. It's just a buzz-phrase and doesn't make us money!

Sound employer branding optimizes the operational costs and performance of the company. And, is a strategic investment in the development of the company's value.

#6. Employer Branding is the same for everyone...

Employer branding is not generic. Employer branding is unique and specific to your organization, its history, direction, values, and goals.

#7. Employer Branding is SIMPLE!

Employer branding is not just a reinforcement of the status quo. Creating an employer brand isn't always easy. **It is about asking "How do people really feel about your brand?" and evaluating the answers in all truthfulness and honesty.**

Is Talent Branding (TB) the new-age Employer Branding (EB)?

Your talent brand is “the honest story of life as an employee inside your organization, as told by the employees in parallel with the company.”

- TalentBrand.org



An employer brand is how you want your company to be perceived, while your talent brand is forged by employee experiences and honest feedback.

Does your brand resonate with what your employees are saying?

By considering EB and TB together, and focusing on the attributes that employees truly appreciate, you will get a sense of what aspects of your organization you should amplify to attract the right talent fit.

Visualising the overlap between the two can shed new light on where the heart of your brand actually lives.

CHAPTER 4

Employer Branding And Employee Life Cycle



When It Comes To Employer Branding, 'One Size Doesn't Fit All'!

Pre-Hiring Phase

- **Keep your careers page updated** with company information and current openings.
- **Add videos, pictures and other visual aids to attract attention.** Give crisp job descriptions and focus on recruitment messaging.
- **Spread the word on social media profiles** like Facebook, LinkedIn, Instagram and Twitter.
- **Make the process mobile-friendly** where candidates could apply through an app and upload their resumes and other information.
- An emerging trend in the recruitment industry is the usage of chatbots. **They help with speeding up the hiring process** for the recruiter and provide a great experience for job seekers.

Pre-Boarding Phase

- **Communicate with your candidate frequently during this phase.** Long lapses in communication may lead him to second-guess his decision to work for your company.
- **Keep up the excitement** established during the interview phase.
- **Schedule a lunch hour for the new hire** where she can meet her team and manager in a casual setting.
- **Invite the new hire to attend any social event your company may host.**
- **Schedule an office tour;** he will come back more relaxed knowing that he has been accepted.
- **Send a personalised cover note** with a memento to go with. Include something for the spouse and kids too!

Onboarding Phase

What happens on Day 1 of his induction will likely stay in the employee's mind long after!

- **Assign a work-buddy or a mentor.** The joinee will have a one point contact for any doubts or concerns and the mentor gets a chance to demonstrate leadership.
- **AVOID - Full-day trainings.** If the nature of the job calls for it, space them out over the initial days / weeks.
- **Have everything setup for the joinees** - right from computer setup to access to relevant systems, ID cards, etc.
- **Have a handbook on helpful resources to avoid repeat questions** - Where do I submit my joining documents, timings for pick-up and drop buses, etc.
- **Have a 3 month onboarding with actionable & achievable goals** for the new hires.
- **Create professional development opportunities** from Day 1!

According to Gallup, 87% of millennials say professional development is very important to them in a job.

- **Open a 2-way Feedback on all processes.**

The ultimate payoff of a great onboarding process is to reduce turnover and encourage workers to stay with an organization for longer periods of time.

Engagement And Enablement (Retention)

- **Give employees regular and meaningful feedback on an ongoing basis.** Increase the frequency of employee reviews.
- **Gather feedback from multiple sources** - a 360-degree feedback from peers, other managers, customers and more.
- **Keep goals clear and SMART.** Link employee goals to organisational goals.
- **Have fair and transparent compensation processes.** Link pay to performance. Make rewards more informal by offering "spot awards", perks and public recognition of achievements.
- **Support employee development and career progression.** Develop their knowledge, skills and abilities. Create training and development plans to address skill gaps.
- **Have a succession plan....ALWAYS!** Demonstrate a commitment to the employees and invest in their future.

How Indian Corporate Hospitals Manage To Attract & Retain Talent With Employer Branding Strategies⁽⁴⁾

In recent times, most of the corporate hospitals are striving to achieve a good employer brand image so as to attract and retain talented employees in the organization.

- **Apollo hospitals'** main branding strategy is built by motivating the employees through awards such as performer of the month, honesty award, attendance award etc.
- **Wockhardt Hospitals** focuses on paying employees well and providing career guidance at all levels.
- Narayana Hrudayalaya Private Ltd provides a world-class ambience and work environment, making the place a dream to work at.

All the 3 hospitals have got various awards in the past with respect to their employer brand building strategies.

⁽⁴⁾ Source: (2016) <http://ijrmb.com/vol3issue4/chaitra.pdf>

Transition Stage

This is the last, but probably the most important stage in the employee life cycle, after which your employee will carry a negative or positive image of your organisation.

An exit interview done well could enhance your brand as an employer!

1. HR professionals should be given the responsibility to handle exit interviews **and not the direct supervisor.**
2. Exit interviews need to be carried out in a face-to-face meeting.
3. Promise confidentiality of information to the outgoing employee.
4. Ask the right questions!

What was the motivation behind leaving the job?

What is the nature of the new job/offer? Is it the salary/perks/culture?

How was the employee's equation with the manager?

What were the positive and negative aspects of working in your organisation according to the employee?

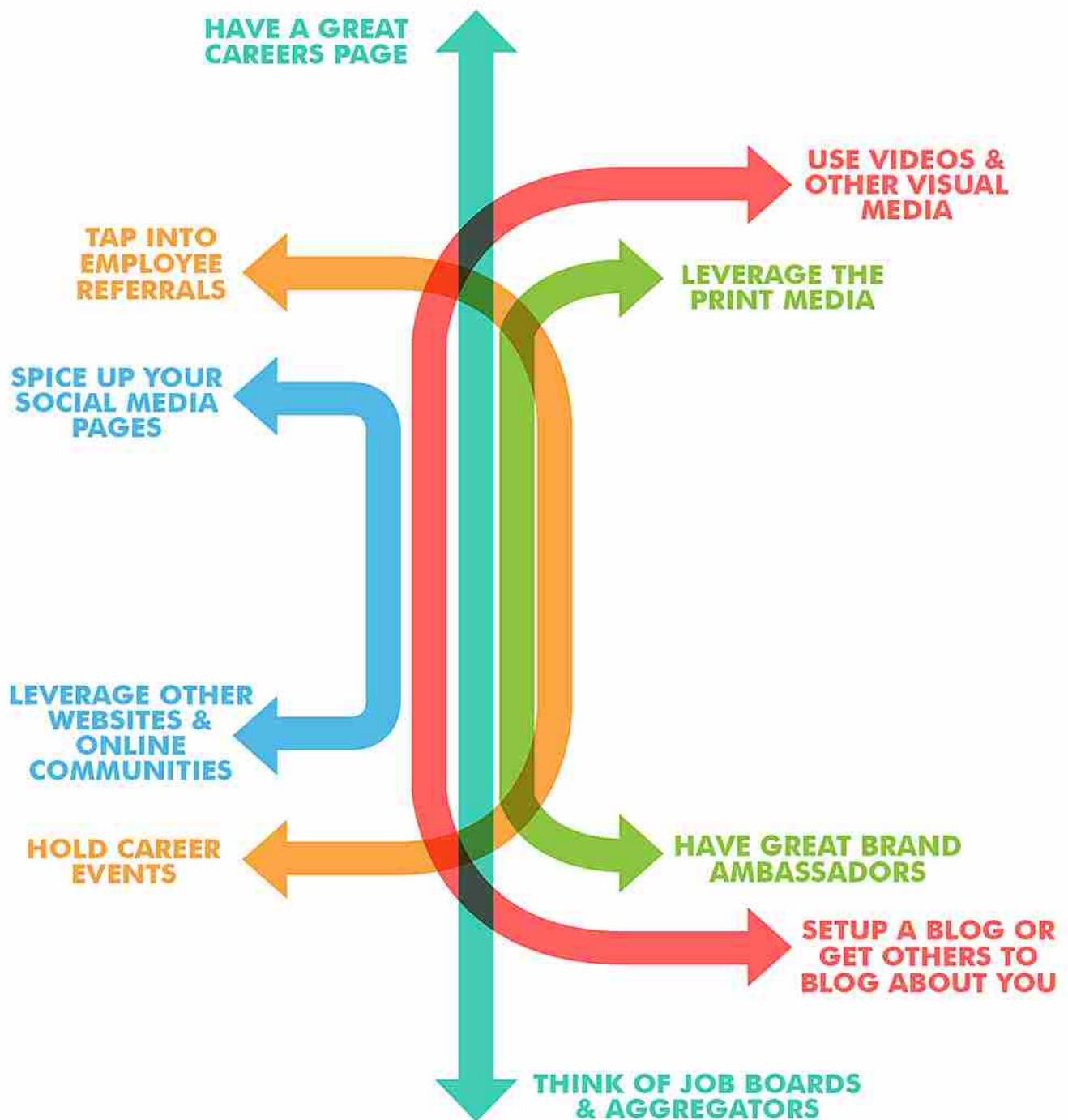
Was the employee satisfied with his job/role/benefits/working environment in your organisation?

If given a chance, what would the employee change about your company to make it a better place to work?

CHAPTER 5

Secret Behind Building A Great Employer Brand?

10 SECRETS TO BUILDING A GREAT EMPLOYER BRAND



Here's what **Anshuman Kumar** - Corporate Communications, **Intuit** has to share...

“

A unique employer brand is one where business needs and employee aspirations meet. It's the harmonious intersection between company goals and individual dreams. At Intuit, we believe in creating an environment where the world's top talent can do the best work of their lives. Our employer brand is shaped by our employees, they are our biggest ambassadors, owning our brand and culture story, and advocating it through the work they do – powering prosperity around the world.

Anshuman Kumar
Director
Corporate Communications
Intuit



intuit.

Choose the appropriate channels to build a great Employer Brand...

#1. Careers Page:

Evaluate your careers page for important factors like:

- Are the visuals on the main page engaging enough?
- Is the application process user-friendly?
- Is the page optimised for Google and other search engines?
- Is the page optimised for mobile devices?
- Are there any creative elements being used to attract candidates?

How these companies do it...

- **Buffer's** home page highlights its work method (fully remote team from everywhere in the world), offers a peek into its perks and benefits (unlimited breaks, 1-3 months paid leaves, retreats and health insurance) and carries pictures of employees, their kids and even their pets!
- **Drift** calls itself a "scrappy team", shares "the Drift Vibe", invites users to subscribe to its newsletter and uploads videos on how the team unwinds on Fridays!
- **Affirm's** home page opens up to deliver its mission statement in a simple and direct way. There are testimonials from the Founder/CEO to senior managers who define what it's like to work there and their core values.

#2. Employee Referral:

A traditional and time tested tool, which accounts for around **30% of hires**.

#3. Social Media:

It is very effective in reaching out to candidates. **For example**, Using LinkedIn and FB to target older candidates for more senior roles, and Instagram for millennials.

#4. Visual Components:

They infuse life into the foundation elements of employer branding, namely words and context. Using videos and images to showcase your company culture, your people and your workplace is a great way to propagate your employer brand!

#5. Print Media:

While it may be on the decline, it still isn't dead. It can send a powerful and meaningful message to the right candidate.

#6. Other Websites:

These can be sites that are not your company site, company careers page or social media profiles, and can be in the forms of blogs, news outlets or online communities like [Glassdoor.com](https://www.glassdoor.com)

#7. Brand Ambassadors:

They can be current and past employees, advocates for the brand and partners who speak positively about your company.

#8. Blogs:

You could have your own blog setup on your company's website or have bloggers and spokespersons (could be paid or unpaid) for brand evangelism opportunities.

#9. Job Boards & Aggregators:

They can help with sending targeted emails and text messages to candidates promoting the core reputation, benefits, and uniqueness of the employer. **You could have a consistent home page or ongoing messaging feature.**

#10. Career Events:

Career Events are still effective, even in the age of social media.

These include good old fashioned in-person career events, open houses, job fairs and informational sessions about your company.

How HCL's #CoolestInterviewEver Recruitment Campaign on Twitter did wonders for them...⁽⁵⁾

In 2014, **HCL Technologies** launched what it bills as the first ever global Twitter recruitment campaign titled **#COOLESTINTERVIEWEVER**.

Recruiters conducted a series of 'interviews' exclusively over Twitter, offering the winning candidate an opportunity to work on a yearlong strategic project with the company's top management.

This campaign had no strict age-oriented target audience and was a huge success, purely because of its ability to establish a direct dialogue with potential talent, for different kinds of skills and profiles fit for varied positions and functions.

- Prithvi Shergill, former CHRO at HCL Technologies

⁽⁵⁾ Source: <http://www.campaignindia.in/article/hcl-technologies-goes-social-to-recruit-with-coolestinterviewever/420320>

CHAPTER 6

Recruitment Messaging For Modern Job Seekers

A lot of why candidates apply to your organisation depends on the messaging they receive. This messaging could be through a combination of many channels like job sites, social media or job adverts.

How do you choose the right kind of messaging to target your kind of candidate?

#1. Do the research:

Start by determining the kinds of candidates you need. Then, gather information about what motivates each of those types.

- Where do these profiles spend their time?
- How do they learn and get industry news?
- What events are important to them?
- Who do they follow?

The more you learn about the candidates you're looking for, the more effectively you can target your messaging.

The voice of your recruitment messaging should be developed with your ideal candidate in mind.

Focus on the ideal traits and qualities that you're looking for, such as quick-thinking or flexibility, rather than fixating on years of experience or qualifications. Especially when you're looking for long term employees, the right traits can more than make up for a slight lack of experience.

#2. Craft targeted messages for your candidates!

You cannot get the required results from generic messaging to all candidates, especially the passive ones!

The best of the best have many options and will favor companies that seem more specifically interested in them over employers that send out mass mails.

Your message should be useful to your audience. If you understand the profiles of the candidates you are reaching out to, you can selectively include the articles, videos, and infographics that they will find interesting in your emails.

Targeted messaging should also be used across your web assets, **such as in your job postings and on your career pages**. Some generic messaging like videos can be included for a general audience.

Your recruitment messaging **should be consistent through all forms of candidate communication**, so that everything from the job announcement to the interview conveys the same recruitment message.

How do you make your brand stand out through your messaging?



- Choose the **right recruitment messaging** based on how your brand stands out, who your audience is (the job role/position/age bracket of the hires, etc.)
- **Share videos, pictures and visuals of your company** where future employees can visualize themselves.
- **Have your employees engage with candidates at meetups and industry events.** Chances are, your candidates will remember this interaction more than the time spent on your website!
- Harness the power of social media! **Talk about your culture or an upcoming company event on social media.** Employees could snap photos of their favourite moments at work and share them later. They could highlight anecdotes about the company and share what they do for fun.
- **Address your candidate's internal motivation.** Candidates may want to know if they possess the right qualifications, but what they care about most is how they can individually create an impact in your organisation.

CHAPTER 7

Employer Branding Audit: Build An Effective Strategy

Employer branding experts suggest performing a deep assessment of your current brand to identify opportunities.



Conduct an internal analysis of the current state of your brand to determine the right direction and let a recruitment branding strategy come to fruition....

#1. Evaluate your careers page!

Your careers page is the first stop where your candidates can see what's on offer!

- **Evaluate the main page.** Make it interactive, upload company cultural videos and employee testimonials.
- **Test what the user experience is like.** A few random users could apply for various openings and rate the usability of your application process.
- **It should be optimized for Google and other major search engines.** Failing to use relevant keywords, page titles, and keyword-rich content can result in reduced visibility.
- **Social media initiatives should be incorporated into current job openings.** Candidates not interested in applying can join a talent pool. To increase traffic, consistently promote open positions via social media.
- **Optimise your careers page for mobile devices** - candidates look for ease and speed of applying through a mobile app or device.
- **Use innovative and creative elements on the careers page** to attract candidates. For example... Talent communities with people of similar interests and knowledge and have insight into your brand that will help your organization grow.

#2. Take inventory of the job sites and other web pages you are currently active on!

Are you gaining maximum visibility for your job openings? For example, You could **use niche job boards** for candidates highly proficient in a particular trade or skill.

#3. Assess your recruitment marketing campaigns!

How are you currently marketing available positions and showcasing your company culture? Using **Facebook or Twitter can be a cost-effective option.**

Work up a comprehensive recruitment marketing strategy by using internal communication, job boards, and social media optimally.

#4. Put in a unique and honest effort!

Simply talking to a prospective hire over a quick breakfast or lunch will add value to your brand - a lot more than an occasional hashtag or a corporate video!

#5. Do you advertise accolades and awards won by your company, effectively?

Evaluate if you publicise benefits, rewards and **CSR initiatives** of your company effectively. This attracts candidates sharing similar values as your organization, and goes a long way to put forth the values you stand for as an organisation.

#6. Evaluate where your current brand stands!

Collect feedback from your employees. What do they value about your organization and what do they consider are the shortcomings? Keep your employees posted about your efforts to fix these issues.

An effective employer brand audit helps with not just identifying the areas you need work on to improve the branding; it will also help you assess where (which channels) you should allocate your resources to build a more effective employer brand!

CHAPTER 8

Getting The C-Suite To Buy Into The Employer Branding Strategy

An organization's employer brand needs to be driven both from the top (**with C-suite individuals**) as well as from the ground up—starting at a newly hired employee's orientation!

Here are a few guidelines on how HR can influence the top management to support employer branding initiatives!

#1. Understand your brand perception!

The HR will need to go outside your organisation to survey this....

- *Why is the brand perception positive or negative among potential hires?*
- *What is the time taken to convert applicants to hires?*
- *Does your image motivate a job seeker to apply for you?*

#2. What do the bosses think?

You could hold an informal discussion or training on employer branding for all your senior staff.

Why is your top brass resistant to employer branding? Understand their specific issues so that they can be addressed later.

#3. Share facts and figures!

Share insights on what your competition is doing. Show your leaders the statistics on how various channels can be used to add to your talent pool. Present figures proving that having a good employer brand can bring down the time, cost and effort of recruiting.

Prove that these campaigns are necessary and a worthy investment!

#4. Align organisational goals with your leaders and other teams!

Branding does not vary team wise nor is it the responsibility of a single team. The entire organisation should be on the same page where branding efforts are concerned.

One simple way is to change the vocabulary.

“What if you started explaining talent sourcing as a supply chain, for example, and showed how the brand is an important top-of-funnel element? They might understand better because the terms are more familiar. When HR uses their own set of terms, executives can tune them out.”

- Johnny Torrance-Nesbitt, award-winning Global Recruiting & Employer Branding executive.

#5. Keep communication channels open!

Share results of your branding efforts with your leaders.

Reiterate that employer branding is **an extension of corporate branding** and it is just as important to be seen as a great place to work.

#6. Talk about the benefits!

A great employer brand translates into lower cost per hire, greater access to talent, shorter time to fill vacant positions, enhanced engagement and higher quality of hire!

Convince them that employer branding is an ongoing effort and not a one-time thing!

CHAPTER 9

Measuring The ROI Of Your Employer Branding Strategy

Employer branding involves great and persistent efforts. From acquiring management buy-in and assigning the necessary budget, to allocating resources, a host of factors have to be considered to create a strong employer brand.

It consequently becomes critical to track and measure the returns on the employer brand investment.

Retention rate is the most commonly used metric to measure ROI on employer branding, followed by:

- **Employee engagement:** More engaged employees will be more productive, this is a very valuable sign of ROI.
- **Quality of hire:** While it's difficult to objectively measure candidate quality, you can assign a value to the manager's perception of quality per candidate or hire.
- **Cost per hire:** Determine a set value for the process of successfully posting a job, as well as attracting and recruiting a candidate.
- **Number of applicants for a vacancy:** Has the number of applicants for a job posting increased post your brand building exercise?

Some other metrics could be:

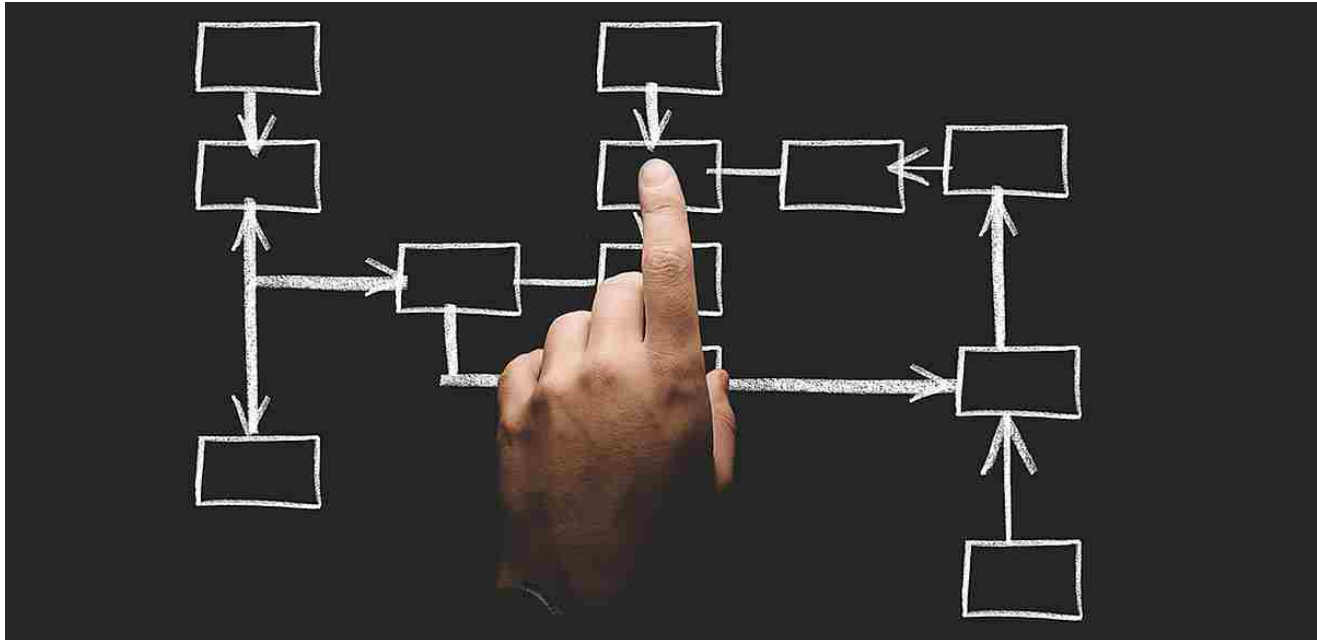
- **Time taken to fill vacancies:** Has the job posting-to-hire time reduced considerably after your branding exercise?
- **Number of employee referrals:** When you fill positions with candidates referred by your employees, you know your internal brand building exercise is working!
- **Employee satisfaction:** Keep up the dialogue with your employees. Conduct informal surveys and ask employees to rate your company on different parameters.
- **Brand awareness and attractiveness with prospective employees:** You could do this by surveying your target group, distributing evaluations at career events, or inviting target audience members to join focus groups or write reviews online.
- **Online ratings** on external sites like Glassdoor.
- **Interview feedback:** A discussion with prospective employees on what makes them want to work for you.
- **Reputation word clouds**

As you work to determine how your investments in employer branding are paying off, **keep in mind that employer branding is a subjective exercise**. Many of the results you're looking for cannot be calculated in numbers, so it will be difficult to determine a strict mathematical result.

But that doesn't mean you're not getting valuable returns on your investments!

CHAPTER 10

Is It Time To 'Rebrand'?



As straightforward as it may sound, rebranding is still important if:

- The brand no longer reflects the vision!
- What you offer your potential and existing employees fails to differentiate itself from the competition.
- The brand messaging has become overly complicated or diffuse instead of a single, unified image to represent both the company's products and its workplace culture.
- The business model or strategy has changed!
- The company has outgrown the brand!
- The company is undergoing a merger or an acquisition!
- The company has moved or expanded beyond its original geography.
- The company needs to dissociate from a negative image of itself or its product.
- The company is trying to connect with multigenerational audiences - each generation has different patterns of behavior and preferences for engagement.
- The company is not attracting top talent anymore!

CHAPTER 11

6 Steps To Rebrand Successfully

Rebranding can be a little tricky - what if you change it too dramatically and end up alienating your customers and employees? What if you end up with a messy brand - one that's not grounded in practical research and data?

Following these 6 steps to rebrand successfully!

#1. Research

What is your brand? How it is perceived by customers and employees?

To know this,

- Assess social media posts.
- Conduct surveys for existing and target customers.
- Monitor online reviews.

#2. Strategy

Core messaging: Messaging can take various forms—a tagline, ad slogans, headlines, your sales pitch. Persuasive brand messages are always brief and convey critical aspects of a firm's brand. This way, a brand is to be noticed, remembered and desired.

Brand personality: It's the tangible benefit that makes a product or service desirable. **What personality does your brand convey? Is it unique, caring, funny, trustworthy, creative, straightforward, dishonest?**

For example: *McDonald's delivers on its brand promise: an inexpensive, familiar, and consistent meal delivered quickly in a clean environment.*

#3. Competitive Advantage

- Which brand differentiators does the company excel at?
- How is your offering different to your customers?
- Where does your company excel compared to its competition?

#4. Identity

How does your company communicate its identity? What is distinguished and unique about your identity?

The most important aspects of your brand identity are:

- *Logo*
- *Business materials like cards, letterheads, etc.*
- *Non-visual communications and messaging*
- *Marketing materials like books, brochures, website*
- *Product packaging and design*

#5. Expression

Make necessary changes in websites, marketing strategies, social media, blogs, etc. **Incorporate storytelling in your communication.**

How GE and Accenture Did it...

- **GE created a video to convey** its goal of employing **20,000 women in technical roles** by 2020 - the video conveys how great female scientists are celebrities.⁽⁶⁾
- **Accenture demonstrated transparency** by having its employees share their own diversity. Accenture believes that individuals and organizations have the power to change the world by using their voice. They started a series, “**#InclusionStartsWithI**” around the importance of a positive, inclusive work environment, where everyone feels a sense of belonging.⁽⁷⁾

#6. Alignment

This is an ongoing process of ensuring that employees understand and are consistent with the brand's purpose. Brand alignment starts and ends with every employee fully understanding the brand's promise to the customer.

How Whirlpool Did it... ⁽⁸⁾

Leading manufacturer and marketer of major home appliances, **Whirlpool Corporation introduced an all new logo in 2017.**

The new logo was designed to showcase that Whirlpool delivers appliances that boast of quality, integrity and innovation.

The logo did away with the 'Swirl' above Whirlpool's 'W', which was originally added in 1960 and was a symbol of laundry products.

Also, **the ring around the middle** of the logo was modified from a hook to a continuous circle to **resemble a gold ring.**

This change focused on the Ring of Promise, which symbolizes Whirlpool's commitment to deliver products with quality and integrity.

Old Logo



New Logo



⁽⁶⁾Source: <http://www.youtube.com/watch?v=FF2ezB6zSpc>

⁽⁷⁾Source: <http://www.accenture.com/us-en/company-diversity>

⁽⁸⁾Source: <http://www.slideshare.net/preeti52/whirlpool-employer-branding>

CHAPTER 12

Time To Hire A 'Employer Branding Specialist'

Posting a simple job description that outlines job duties is no longer enough to compel top talent to apply!

- Candidates, today, are **more informed than ever before** and want to know everything about the prospective employer - the company's mission, values, culture and commitment to social responsibility.
- They also want to **know what they can expect from the organisation**, if hired, and they take the time to research the position and company before they submit their resumes.

Research shows that a whopping 75% of jobseekers consider an employer's brand before even applying for a job.

This new reality has presented some challenges for employers.

They have to take the lead in managing their employer brand...

- one that helps to draw in right-fit talent and...
- build a workforce of individuals aligned with the company and its goals.

The key to achieving this is having a dedicated resource responsible for defining, maintaining, and promoting the company's unique employer brand.

Companies might now need an **Employer Branding Specialist** - a resource dedicated to creating, defining and maintaining your brand in the recruitment space, making your organisation a desired place to work for!

What does the Employer Branding Specialist do?



He/she is typically responsible for activities like developing communications to drive candidate attraction and engagement, whether through social media, online marketing, or other digital channels.

He/She can help position the company as an employer of choice for jobseekers, by:

- Identifying the best sources for prospective candidates.
- Researching the talent market to find relevant audiences.
- Setting up recruiting events.
- Developing engagement programs.
- Creating the employee value proposition to differentiate from competition.

Actively Brand... Or Be Branded!!!

Having an Employer Branding expert on board will ensure that all levels of your organization – from the CEO to senior leadership to HR and Marketing – will be on the same page regarding brand messaging and strategy.

Branding isn't "set it and forget it" – **you must constantly analyse your employer brand and modify it to fit the current pulse of your organization.**

Else, you risk being 'branded' incorrectly by the same people who could be your future customers or employees!



That Was...

The HR Manager's Handy Guide To **Employer Branding**

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