



## Best practices for Employer Branding

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**Abstract:** A brand is something that is woven around a product. A good employer brand would, and should, represent the personality, the soul of the company. Building such a brand requires a lot of introspection by the company, and answering the question, “what kind of company we are, and want to become”; it must involve all the constituents of the organization. Employer branding as “the image of the organization as a “great place to work” in the minds of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders). More and more companies today are looking at intellectual capital as a corporate asset. Most of them have realized that managing human potential is now a crucial element of delivering shareholder value. The recognition of manpower development is a part of the new age asset inventory. Strong employer brands have employer value propositions (EVP’s) which are communicated in company actions and behavior and evoke both emotive (e.g. I feel good about working here) and tangible benefits (this organization cares about my career development) for current and prospective employees. This organization segments and communicates EVP’s which reflect the image that the organization wants to portray to its target audience. A company’s employer brand is reflected in the actions and behaviors of leaders and is affected by company policies, procedures, and practices. How does an effective employer brand assist in the attraction and retention of quality staff, particularly Generation Y? How do organizations research and develop an employer brand that delivers results?

### INTRODUCTION:

The corporate branding concept places an emphasis on employees' attitudes and behaviors. This has given rise to internal branding and employer branding, which argue for a closer alignment between the employees' values and those of the corporate brand. If you are going through a major transformation within your organization, a shift in mindset, behavior, culture, and direction may be at play. If that's the case, employer brand can play a pivotal role in defining the new employee expectations and aligning them with the business focus. The employer brand can be used to enlist brand ambassadors contribute to building the new culture, engage customers, reward internal performance, share, and mentor others. Employer brands were once thought of as simply defining an

expectation between employee and employer. But today, the employer brand plays a much bigger and more vital role within organizations and in driving their futures. However, few studies have attempted to provide a platform by which the two concepts could be synergized to achieve a strong, consistent corporate brand. This paper therefore seeks to explore and demonstrate how the three concepts of branding are interrelated through a new framework.

### NEED FOR THE STUDY:

“Employer branding is the strategy companies use to appeal to desired current and future ideal talent”. In other words, employer branding is to convey to the ‘employees that matter’, why an employer’s workplace is appealing and unique. The purpose is to make it easier for the employer to attract good

workers, or even more importantly to get the top talent it needs from the job market.

Employer branding in a nutshell is match-making, creating the perfect relationship between the employer and the employee. Employers should research their environment to know how their target group perceives them, understand what they want and need from them and understand their market position. They will need to develop or update their EVP to be consistent in their communications and help people in the organization be the brand. They will need to communicate or implement tactics to build or reinforce the desired employer image. Finally, an evaluation of all activities will need to be made to ensure that they are on track. Securing a talent pipeline and ensuring that companies have the right people on board is probably the most important task of any employer. To be able to succeed you need knowledge. Employer Brand strategy is predominantly based on management's vision, goals and objectives followed by best practices and research on the talent market. The success of the organization depends upon the employee contribution. Your employer brand is "the image of your organization as a 'great place to work' in the mind of current employees and key stakeholders in the external market Employer branding is therefore concerned with the attraction, engagement, and retention initiatives targeted at enhancing your company's employer brand. The strength of your employer brand can be directly linked to achieving your business objectives and, by helping to attract and retain the most talented people, it can help to protect and generate consumer revenue.

#### **OBJECTIVES OF THE STUDY**

1. To find what behaviors are felt to be most characteristic of the organization? What are the

moments of truth when your organization is at its best (and worse?)

2. To find the difference between existing culture and the culture required for the development of the organization. And how consistent is it across geographical and divisional boundaries?

3. To find how will a stronger employer brand support our business strategy — growth, consolidation?

4. To focus on what are the most effective channels of employee communication, both top-down and bottom-up?

5. To find what is the most useful way of segmenting the employee population in terms of their cultural characteristics and distinctive needs?

6. To find how consistent are the messages we are communicating internally and externally about our organization as a place to work? How do we inform our vendors?

7. To find which positions are most critical to our success and what are we currently doing/need to do to attract, engage, and retain them?

#### **DESIGN/METHODOLOGY/APPROACH:**

The approach taken entails reviewing books and academic journals from the area of marketing, organizational behavior (OB) and business management. The review shows that research and theory from a range of fields can help add to one's knowledge of employer branding; these include areas of research that investigate organizational attractiveness to potential new recruits, research and writing linked to the psychological contract literature as well as work that examines organizational identity, organizational

identification and organizational personality characteristics. The direct interviews have been taken from the employees of educational institutions and private companies in East Godavari district. Sample size is 100

#### **RESEARCH LIMITATIONS / IMPLICATIONS:**

The main limitation of the review is that, while different areas and fields of research are being drawn on to help identify useful knowledge that can improve one's understanding of what effective employer branding might involve, the literature and research in each area will be (necessarily) selective.

#### **REVIEW OF LITERATURE:**

Employer branding being a rather new concept not much academic literature can be found. The main research and theoretical analysis is generated by Richard Mosley (1990), who originally created the concept. In addition most of the research focusing on employer branding is based on the work of Backhaus and Tikoo (2004), Barrow and Mosley (2005) and Moroko and Uncles (2008; 2009). The author found that the literature is rather simplistic in its views all literature and case studies found have only one message: "employer branding is good". Hence the author has not been able to find much literature on negative impacts or research proving otherwise.

Markets are extremely competitive and products and services are becoming more homogeneous globally. Hence companies must find ways to differentiate themselves to fight for their customers (Berthon et al., 2005), so is the case with fighting for employees. A justification for employer branding thus lies within the market conditions.

Moroko and Uncles (2009) point "Employees who can respond to challenging and intense competitive environments are valuable in every market cycle, and arguably more so in times of significant change" (p.182).

Employer branding is founded on the basic human resource management assumption that human capital brings value to the firm, influencing performance levels (Backhaus and Tikoo, 2004), which is the foundation of competitive advantage in the modern economy (Berthon et al., 2005).

Barney (1991) introduced the Resource Based View (RBV) which suggests that characteristics of firm's resources may contribute to sustainable competitive advantage. However only if these resources are rare, valuable, non substitutable and difficult to imitate the company can have a competitive edge compared to its competitors.

(Barney, 1991). Employees are seen as resources that are more difficult to imitate. Companies that nurture an employer brand can secure and retain the most significant employees who will promote brand success and bring profits hence generating value to firm and shareholders.

(Moroko and Uncles, 2008). Ritson (2002) supports this by emphasising the importance of employer branding in reducing costs of recruitment, enhancing employee relations and retention and in the ability to offer lower salaries, compared to the companies with weaker brands. Consumer brand management has been used for decades now in order to communicate a distinctive customer experience and making the company externally attractive (Mosley, 2007). Only 20 years ago the concept of service branding, bringing people to the process of brand differentiation, was introduced and the concept of the customer service experience has become relevant (Mosley, 2007). The

understanding that employees bring value to companies has been accepted in literature; e.g. Mosley (2007) discovers "employees are increasingly key in developing sustainable service brand differentiation". A shift towards employees in marketing activities can also be based on the development of the Relationship Marketing concept (Egan, 2001). Originally marketing has focused on external customers whereas in relationship marketing internal markets and employee (recruitment) markets have been highlighted (Egan, 2001).

### **What is an employer brand?**

An employer brand is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that organization is offering. An employer brand represents the image a company projects as a potential employer. If you have a strong employer brand, then your company is considered a distinctive place to work, with attractive brand values and career prospects. It communicates the company's culture and values and helps to ensure employees are passionate about, and fit in with, the organizational culture to help move the company forward. James Wiggins, Employer Branding Practice Manager, TMP Worldwide Australia. "If you are not living the brand values internally then it is very hard to build the brand externally." Therefore, successful employer branding reflects an organization's aspirations but is firmly based on the ability to deliver on the promise.

### **HOW TO CREATE AN EMPLOYER BRAND**

Consumer Branding doesn't start with the product, it starts with the consumer. Understand your consumer. Then make it your passion to satisfy them. The idea that business success comes from

focusing on customers is not new, and vision and mission statements are full of inspirational language about customer satisfaction, customer loyalty, and being customer centric. Yet, some of the most metric-driven companies would be hard pressed to explain how they are measuring and managing the customers views of their company's value to them. Understanding what he or she does, think, buys and feels. Why? Because brands aren't built in boardrooms, or marketing departments, or factories. They're built in the minds of consumers.. A brand is an entirely mental and emotional thing - it is the sum total of what people thinks about you. As an employer brand, it's the sum total of what 'consumers' (staff, potential staff, ex-staff) think about your organization as a place to work.

### **Consistency in everything you do. Every time.**

It's certainly not just about the rewards package you offer or the career development programme you promise - but they're important too. What you do matches what you say. The satisfaction could be derived from the end of the customer when the promise must become true when he use the product. Your communications must, must, and must be consistent. At any cost of time you should not go back from your words. It's not just about how you look for recruits. It's not just about internal communication -

### **BRANDS WIN HEARTS AND MINDS.**

If you want to create an Employer Brand, think about how people make choices. Few purchasing decisions are taken on a purely rational basis. Emotional drivers are probably more important than rational. Perhaps people 'buy' employer brands in the same way? Here's a challenge - what is there in your organization that makes people proud to say 'I work here'? The healthy environment encourages the employees to come forward voluntarily to

contribute results. The self interest could be generated in the mind of the employees depends upon the way they have been treated by the employer. Personal values of the employee could not be disturbed at any cost of time.

Beyond Becoming 'Employer of Choice': The successful mantra of the organization is "MUTUALITY OF INTEREST" principle. It means that the employer should understand the employee and in the same way the employee understand the employer and mission statement of the organization and plan accordingly to contribute the results for the organization. But now a days the communication became one-way and employee do not have the scope to open up his ideas. The organization is not a one man activity, group of people require and they work together to accomplish the goal of the organization. Just to recruit is not only the job of the employer but he has to create a healthy environment and generate the interest atmosphere and moreover to build the confidence into the mind of the employee that he is in right platform.

The bees and birds find honey in flowers. The flower attracts bees and birds through its colorful exterior. The purpose of the exercise is not to disseminate honey or build a reputation for being a beautiful flower. The purpose is unequivocally - 'procreation'. Similarly, managements must understand that the core value offering of the organization is to engage performers towards being productive and responsive to customers. In the process of doing that, they must encourage employees towards extracting their performance and involvement. This leads to customer satisfaction and brand building. The brand in turn attracts more customers. Additional customers need to be served well, for which motivated employees are essential and so the cycle continues.

What is included in the Employer branding process?

### The Employer Branding Process



(Source: [http://: universumglobal.com](http://universumglobal.com))

Employees are Investors : People are our greatest assets. The customer expects quality good or service form the company in the same way in order to produce the quality good every employee could pay the attention (showing interest towards) on work. Hence it is the courtesy of the employer to create sound environmental conditions where employee can utilize their experience, education and ability for the potential of the organization and for their personal growth. That sort of lip service reveals a mind-set that regards people as overhead, much like inventory or buildings and is transparent to cynical professionals. Candidates aren't assets and employees are not assets. They are investors. Candidates and employees are investing their time, talents and the lost opportunity of working at another company, and they're looking to get a return on that investment.

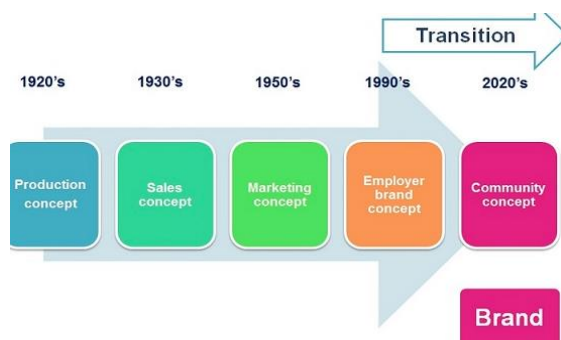
Examples of employer brand: Infosys, Wipro and TCS never consciously built a brand. They just built a workplace that would be productive and where people would be happy. Employer branding becomes a tokenism when it doesn't fit in the DNA of the company. And, there needs to be a lot of self-sustained and conscious effort needed to create such a fit; to 'become oneself'

The importance of employer branding for Generation Y : “The new demographic tends to be more career loyal and less company loyal. They want to know what the organization will offer them. Work is something that fits into their lives, rather than the other way around as in previous generations. Cross-functional training, strong provision for career development, work-life balance and opportunities for overseas travel are all top priorities for Generation Y.

"Generation Y really focus on the ethical stance of companies when considering potential employers. They look at things like annual reports to assess the gender and age make up of the board members to form an opinion of the corporate culture. In terms of attracting these people, they will want to work for organizations that are socially responsible. This should be demonstrated in the various channels that potential employees come into contact with an organization if you are going to be best placed to attract these people." When developing an employer brand, organizations must take these new generational realities into account, or risk alienating this group of employees.

"Gen Y's are sending the message to the corporate and public sector: If you're not willing to have good leadership...challenging work, not willing to mentor me, then I'm not coming to work for you.

### The inclination of the organizations towards employer brand



### About the educational institutes and companies

Educational institutions and private companies are advertising that salary is not a major constraint for the deserved candidates. Some extent they stand on their words. In some organizations I personally found that environment is good but lacking of intellectual assets of employees. In some more organizations employees are good but the management is not up to the mark to reach the expectations of the employees. One and only successful mantra to drive any business organization is “MUTUALITY OF INTEREST”. It is lagging in most of the organizations. Keep in that view the study is revolving around the relationships between the two parties.

The importance of fulfilling the employer brand promise - walk the walk : Developing and maintaining an employer brand requires organizational purpose and determination, realistic time frames for changing perception and buy-in from all levels of an organization.

"The reality is that you can only fool people about what an organization is really offering for a very short period of time and if you do try to fool people, and if you do try to paint an overly optimistic or asp rational fairy tale or if you lie, it doesn't just result in turnover but it also results in a pretty negative perception of your organization in the marketplace so it's really not worth doing." James Wiggins, Employer Branding Practice Manager, TMP Worldwide, Australia.

Organizations can benefit greatly from a well-researched, strategically implemented employer brand that truly reflects the culture and realities of the organization. It will assist in attracting new employees, retaining top talent and managing generational shift. Consistency is vital, as is delivering on the promises of the employer brand.

According to the words of." Nigel Barcham, Managing Director, Robert Half ANZ. "If you have the resolve to invest time and effort across the business in defining and implementing a strong culture, a consistent employer brand, you will stand out from your competitors. Candidates will want to come work for you, employees will be motivated and stay longer with the company and you will weather ups and downs in the labour market.

### **THREE GOLDEN PRINCIPLES FOR EMPLOYER BRANDING**

1. Research your company's current attraction and retention performance:

- Ensure the right people at your organization are conducting candidate interviews; do they represent the image you would like to convey?
- Assess whether your current employees represent the caliber of employees you would like to hire in the future. Ascertain for which departments or job titles you have problems hiring
- If you make a job offer and it is declined, find out why the candidate wasn't interested in working for you
- Conduct exit interviews to establish why people are leaving.

2. Conduct an audit on your company's values and points of difference:

- Ensure current employees are aware of what the organization represents in terms of culture and values.
- List the reasons why someone may opt for employment with your organization. It may be worthwhile to conduct a survey and/or a focus

group with internal and external stakeholders to compare your stated company values with the reality of internally and externally held perceptions and opinions about your organization. Consistency between brand reality and the image you sell are critical for success.

- Measure the consistency of your employer brand across all channels
- Speak to your Robert Half consultant: the finance, accounting and banking fields continue to experience a severe shortage of candidates and the media landscape is continually changing. Placing an advertisement in the paper is no longer sufficient. We use a very diverse range of print advertising; online and networking channels to attract candidates and our consultants can talk you through the merits of each one. Our consultants can also help you identify and highlight your organizational selling points.
- Based on what candidates are being offered in the market place.

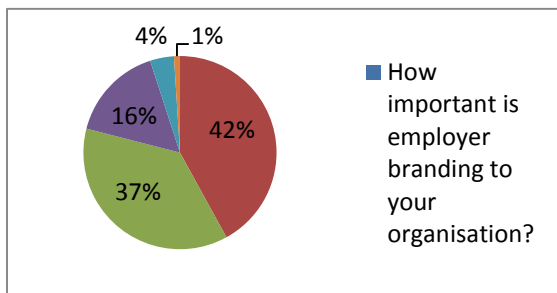
3. Initiate your roll out plan:

- Establish an 'Employer Brand Team' which includes at least one C-level Executive
- Ensure the values and attributes are conveyed in your hiring channels such as advertising, company websites and public relations programmes.
- Review the messaging on a quarterly basis to ensure your organization continues to adhere to the guidelines you have established.
- Conduct an annual '-brand health-check' to measure the perceptions of your internal and external stake holders.

DATA INTERPRETATION AND ANALYSIS

1. How important is employer branding to your organization?

| Importance of employer brand | % of Respondents |
|------------------------------|------------------|
| Extremely important          | 42%              |
| Very important               | 37%              |
| Fairly important             | 16%              |
| Not very important           | 4%               |
| Not at all important         | 1%               |

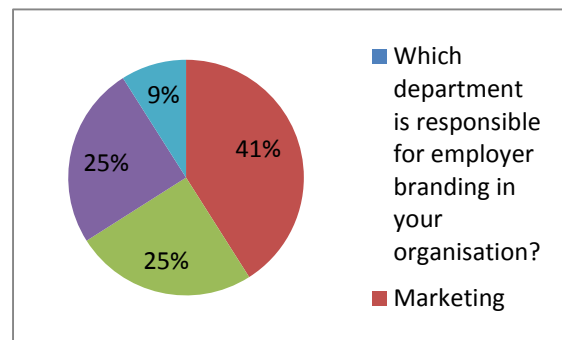


INTERPRETATION: From the above table we can understand that 42% of the respondents responded that the employer brand is extremely important because employer brand represents the image a company projects as a potential employer. If you have a strong employer brand, then your company is considered a distinctive place to work, with attractive brand values and career prospects. It communicates the company's culture and values and helps to ensure employees are passionate about, and fit in with, the organizational culture to help move the company forward. 37% of the employees responded that it is very important because employer branding is to convey to the 'employees that matter', why an employer's workplace is appealing and unique. The purpose is to make it easier for the employer to attract good workers, or even more importantly to get the top talent it needs from the job market. 16% responded that is fairly important because the Employers should research their environment to know how their target group perceives them, understand what

they want and need from them and understand their market position and 4% , 1% responded that it is not very important and not at all important

2. Which department is responsible for employer branding in your organization?

| Name of the department   | % of Respondents |
|--------------------------|------------------|
| Marketing                | 41%              |
| Corporate Communications | 25%              |
| HR                       | 25%              |
| Other                    | 9%               |



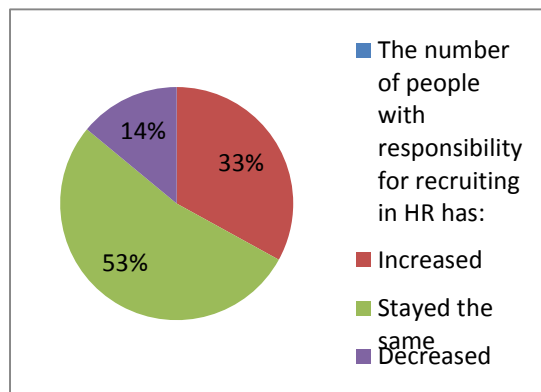
INTERPRETATION: Different departments are having the different opinions on employer branding. From the above table we can understand that 41% of the respondents responded that marketing department is highly responsible for employer branding. 25% and 25% of the respondents responded that corporate communications playing a vital role and are responsible for employer brand. 25% of the respondents responded that Hr department is responsible for employer branding. According to the words of Nikki Floyd, Marketing Executive at Broad bean a solid, positive employer branding strategy is the collaboration between marketing and Human Resources leadership can yield some pretty powerful returns. Increased innovation, productivity and quality of execution are just the tip of the iceberg when these traditionally siloed departments breakdown the walls and start



collaborating.” This is a problem because Marketers specialize in creating strategic communication plans, and they also produce compelling content and material that many employer branding campaigns could benefit from. While HR happens to be experts on the workforce, the marketing department knows how to effectively tailor engaging messages to an intended audience. To say that HR and marketing need to work together on employer branding is an understatement. HR knows the people, and marketing knows how to reach them.

3. Responsibility for recruiting in Hr has Increased/stayed the same/decreased?

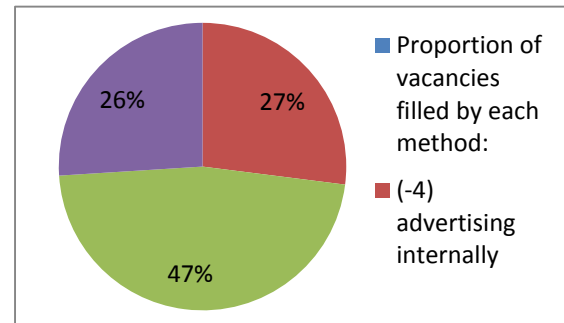
| Status of recruiting in HR | % of respondents |
|----------------------------|------------------|
| Increased                  | 33%              |
| Stayed the same            | 53%              |
| Decreased                  | 14%              |



INTERPRETATION: For the question the number of people with responsibility for recruiting in HR has increased, stayed the same, decreased. Most of the respondents’ i.e 53% responded that recruiting in Hr has stayed the same and 33% responded that it is increased and 14% responded that it is decreased.

4. Proportion of vacancies filled by the each method

| Name of the method                    | % of respondents |
|---------------------------------------|------------------|
| (-4) advertising internally           | 27%              |
| (-9) advertising externally           | 47%              |
| (+13) using recruitment consultancies | 26%              |

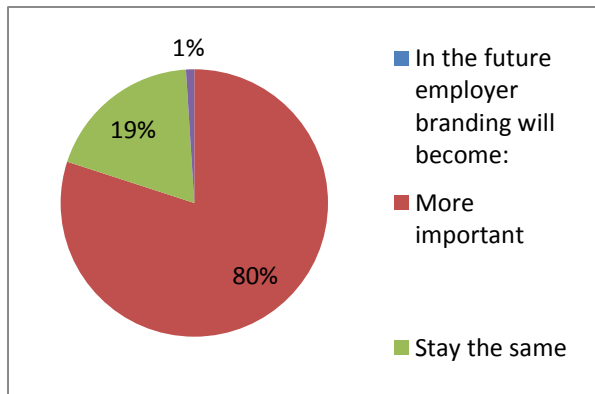


INTERPRETATION: Most of the vacancies i.e. 47% filled by the advertising externally and 27% of vacancies filled through advertising internally and rest of the vacancies i.e. 26% filled through recruitment consultancies. Each and every consultancy has different departments that deal with different areas in the job market. Typically a team is dedicated to Marketing specialized careers and another set to Finance specialized careers. In the mid-size and large set ups specific teams for overseas job placements also exist. This helps the candidate to contact the specific person according to his individual preference of job location. As an individual he may not be able to effectively negotiate and land the best package. This is where a consultant helps the most, where they will match the candidate's expectations with what the company is offering and make sure that the two are in sync. They ensure that the candidate is satisfied with the offer being made and the company is happy with the candidate as the best man for the job. Their aim is to ensure a win-win situation when the parties leave the negotiation table.

5. How will be the employer brand in future?

| Future aspects of | % of |
|-------------------|------|
|-------------------|------|

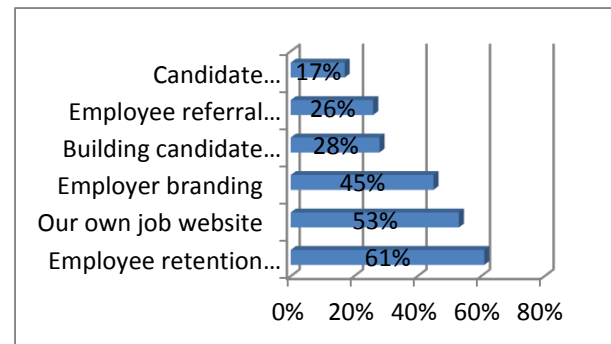
| employer brand | respondents |
|----------------|-------------|
| More important | 80%         |
| Stay the same  | 19%         |
| Less important | 1%          |



INTERPRETATION: 80% of the respondents responded that in the future employer branding will become more important. 19% said that it stay the same and rest of them i.e. 1% responded that it is less important in future. Employer branding as we know it today will inevitably play a role in this process in more and more organizations. But surely we will also see HR managers borrowing and recasting other tried and tested tools from their colleagues in the marketing function? This will involve the HR function viewing employees and potential employees as ‘internal customers’ and doing what the Chartered Institute of Marketing sees as its profession’s core task: ‘anticipating, identifying and satisfying customer requirements’. We would therefore anticipate an increase in the use of surveys of employee opinion and of market research activity among potential employees to Employer branding establish what exactly people are seeking from the experience of employment. This will lead to the identification of distinct market segments, employers realizing that different types of employment experience are sought by different groups according to age, attitudes and lifestyles.

6. Which areas are to be focused by the companies to invest over the next two years?

| Investing areas for next two years | % of respondents |
|------------------------------------|------------------|
| Employee retention schemes         | 61%              |
| Our own job website                | 53%              |
| Employer branding                  | 45%              |
| Building candidate databases       | 28%              |
| Employee referral schemes          | 26%              |
| Candidate management systems       | 17%              |



INTERPRETATION: 61% responded that the company has to invest on employee retention schemes. Employee retention has become a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision. 53% of the respondents responded that invest on our own job website because if a person wants to work with a particular company he will go through our website to find about the historical perspectives of the company. There by his decision could become

easier. 45% responded favorably towards employer branding because once the employee has satisfied with the company norms and environment then he will act as a brand ambassador for the company. He disseminates the value to all the people. 28% responded that invest on building candidate database can reap the fruits for the organizations. 26% responded that to invest on employee referral schemes there by the cost of selling could be reduced. 17% responded that to invest on candidate management system.

### FINDINGS

- Employer Brand strategy is predominantly based on management's vision, goals and objectives, followed by best practices and research on the talent market.
- Most of the employees responded that there will be an increase in the recruitment of young professionals. The recruitment will be in the fields of IT, financials and government/public services are the top three industries that will increase their recruitment.
- Employers Are Looking Beyond Easy Metrics. Many respondents aren't evaluating their employer branding solely on numerical metrics that are easy to track, such as time to fill and cost per hire. Though "career site traffic" was the metric that most respondents associated with employer brand, 49 percent also look at employee engagement and 51 percent consider quality of hire. It's tempting for companies to measure themselves by simple rankings and by how they rate in "best places to work" lists, but softer metrics can actually lead to better results for the bottom line in the long run.
- Employer Branding Works. Out of more than 100 respondents at organizations of all sizes,

80 percent consider their employer branding to be successful — bringing down costs, increasing applications from top candidates, and making them top of mind as employers of choice. Even more interesting to me is that 91 percent of smaller companies found their project to be successful, even though they had lower budgets. At least 58 percent of the time, employer branding research led to changes in social media strategy, career sites, recruiters' toolkits, and recruitment advertising. Even the lowest-scoring categories, such as diversity messaging and benefit communications, changed at least 15 percent of the time.

### SUGGESTIONS

- In order to build a employer brand the organizations designs the healthy environment and culture where the employee feel comfortable to work and more over he feel proud. There by the self interest could be generating in the mind of the employee he could come forward voluntarily to contribute the results. In some of the work places we found the environment is good but the staffs are not up to the mark. In some organizations, their culture is good but the environment is not good. So environment and culture play a vital role to build the employer brand.
- In most of the organizations employees were dissatisfied, because of Being underpaid, Limited career growth, Lack of interest, Poor management. Hence we are suggesting to the organizations to initiate formal employee awards to recognize those who are doing a great job and to encourage co-workers to follow their lead. Those who earn the award receive a cash award as well as an embroidered jacket commemorating their accomplishment, and these jackets are highly valued in the company culture.

- Reward system. Create a system which enables the company or your team to acknowledge hard work done. Giving them recognitions and rewards can definitely help them boost morale and also encourage others to work harder to achieve the goal.

- Employee feedback. Hierarchy for most companies stops their workers to be outspoken and give out more brilliant ideas. Try initiating an employee feedback program wherein employees can shout out their views and suggestions on a certain project.

- It can be as easy as posting position announcements in the break room, sending out regular emails with open positions, or posting information on the company intranet. Even if current employees aren't a fit for the position, they may be able to refer someone who is. Learn more about how to get social and get more referrals. Along with seeking outside candidates for new positions, be sure to advertise openings to current employees as well. Even employees at small companies often say they aren't aware of other positions, and may leave the company if they don't know about opportunities for advancement.

- Offer incentives for referrals. Because current employees understand your company culture and needs better than anyone else, they are often the best people to refer other candidates who may be a good fit. Find creative ways to encourage their referrals — cash rewards, gift cards, paid time off.

- Create a spectacular on boarding experience. Offer standardized training that is both enjoyable and informative; design welcoming events that make new employees feel right at home and give current employees opportunities to interact with them; and designate mentors or

trainers who are trained to be attuned to the needs of new hires and can be available to answer questions and provide guidance through the first several months or year.

- Create a blog that will genuinely tell the story of your workplace and what it's like to work there. A blog that comes across as real and genuine is more likely to generate interest among potential candidates than one that seems stilted and bureaucratic. Allow non-HR employees to post about their workplace experiences and tell stories about their work lives.

### **CONCLUSION:**

Employer branding in a nutshell is match-making, creating the perfect relationship between the employer and the employee. Employers should research their environment to know how their target group perceives them, understand what they want and need from them and understand their market position. They will need to develop or update their EVP to be consistent in their communications and help people in the organization be the brand. They will need to communicate or implement tactics to build or reinforce the desired employer image. Few years ago employer branding was a nice to have. It has now become a strategic imperative and while we see companies such as Google, LinkedIn, Marriott and Nike adopt a strategic approach to employer branding, the majority of companies are still focused on using employer branding for recruitment. This only leads to an employee experience that is inconsistent, disjointed, and far from what was promised on their way in to your organization. Employees deserve better!