



# Employer Brand

## Introduction

**This Factsheet offers an introduction to the topic of Employer Brand.** It describes what an Employer Brand is, what makes a good one, why you need one and how to go about developing one. We intend the Factsheet to be a useful starting point for a greater understanding of the topic and we hope you find it useful.

**If you would like deeper insight, please contact us to find out more.** We can help you with all other aspects of developing a winning Employer Brand, such as: how to capture the essence of your Employer Brand in words, images, stories and messages; how to reinforce your brand message internally, including the creation of brand ambassadors; how to communicate your brand message externally to reach active and passive candidates; and how to ensure authentic delivery of your brand message.

## What is an Employer Brand?

Employer Brand is often confused with Employee Value Proposition (EVP). They are connected but not the same. Your EVP is the whole of your employment proposition and must be well defined first. Your Employer Brand is the 'wrapper' or the badging of the EVP. It is essentially your reputation as an employer, as perceived by current and potential employees. Every organisation has an Employer Brand, whether one has been knowingly developed or not.

Employer Brand is about taking the employment proposition (your EVP) and communicating it in a way that (1) reminds current employees why they love working for you, and (2) reaches and engages with the new potential employees you'd love to recruit.

It's about being authentic and honest about what you can deliver for employees now, and what you are working to deliver in the future. It should encompass the values, behaviours, policies and processes that define your two-way 'People Deal' and the kind of organisation you are.



## A great Employer Brand will help you to:

### Attract and retain talent

A clear and differentiated EVP translated into a compelling Employer Brand ensures that you attract and retain people that you would inevitably lose to other organisations with more attractive Employer Brands.

### Appeal to different markets and 'tough to hire' talent groups

A good Employer Brand contains elements that appeal to different groups of current and potential employees from different cultures, age groups and functions. The most successful EVPs are derived from combining needs of key segments of the workforce to form a universal Employer Brand, which is then communicated through the best channel for each segment. This is essential in tight recruitment markets, where competition for the best talent is fierce. A segmented approach can help your company to stand out in a crowded market and provide compelling reasons to join your organisation.

### Increase Employee Engagement

If your developed EVP is largely real (in an ideal world 70% real, 30% aspirational) and it has been translated into honest and transparent Employer Brand messages, there is a good chance that you will deliver on your recruitment promise. This in the first instance will increase Employee Engagement because employees like it when organisations do what they say they will!

Greater Employee Engagement and motivation have been shown to result in improved productivity and higher retention rates – these contribute to the retention of skills and knowledge, and ultimately can help to improve your profitability. Simply put, happy, motivated employees do their job better. This impacts positively on the customer experience, making repeat business and client retention more likely.



### Build brand loyalty

Increased engagement with your brand will help to build employee loyalty. This will reduce the risk of losing your best people, and avoid the financial implications of having to recruit and on-board their replacements, something which is thought to cost, on average, £30,000 per replacement employee.



## What makes a good Employer Brand?

There are three key things great Employer Brands do:

### 1. Support your Corporate Brand

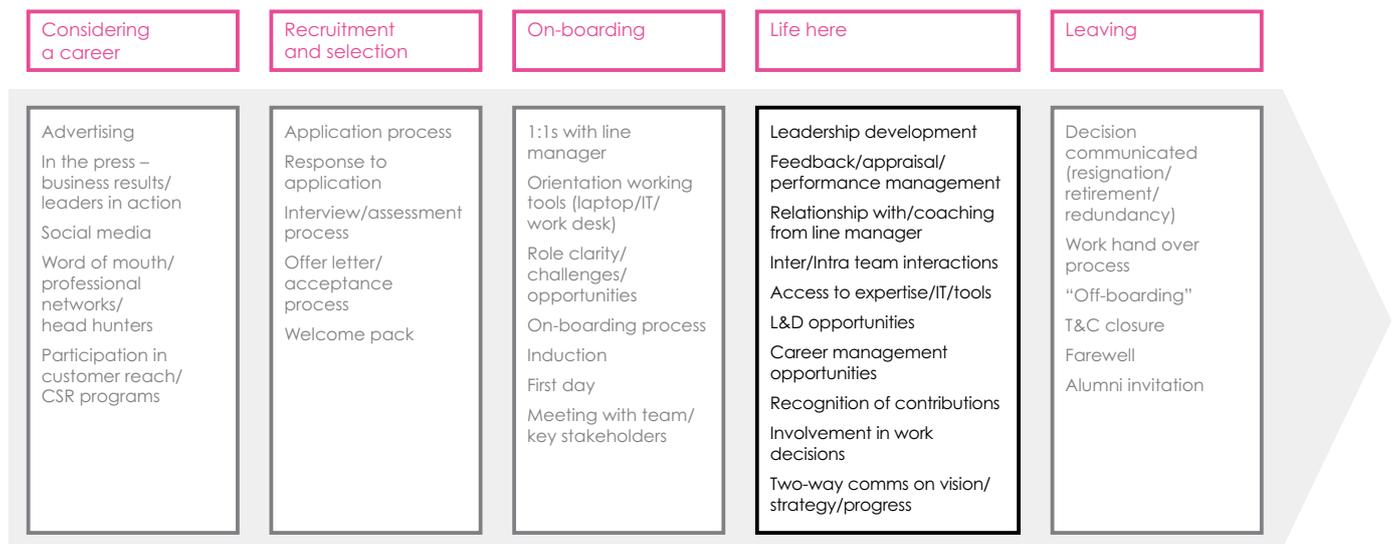
Your Employer Brand must be in sync and support your Corporate Brand. Your Corporate Brand is more about 'who' and 'what' you stand for as an organisation, your Employer Brand is more focused on 'how' you do what you do. Aligning them is essential.

### 2. Keep it real

A great Employer Brand honestly reflects what's real about an organisation. Be transparent and clear about what you can offer and what you can't offer. If you are working towards implementing something you know candidates will find attractive, but it's not ready yet, tell them that. In our experience 9 times out of 10 the candidate will find it exciting to be part of that journey. Your culture should be felt the minute a candidate walks through the door, because it is being lived and breathed every day.

### 3. Have touch points across the organisation

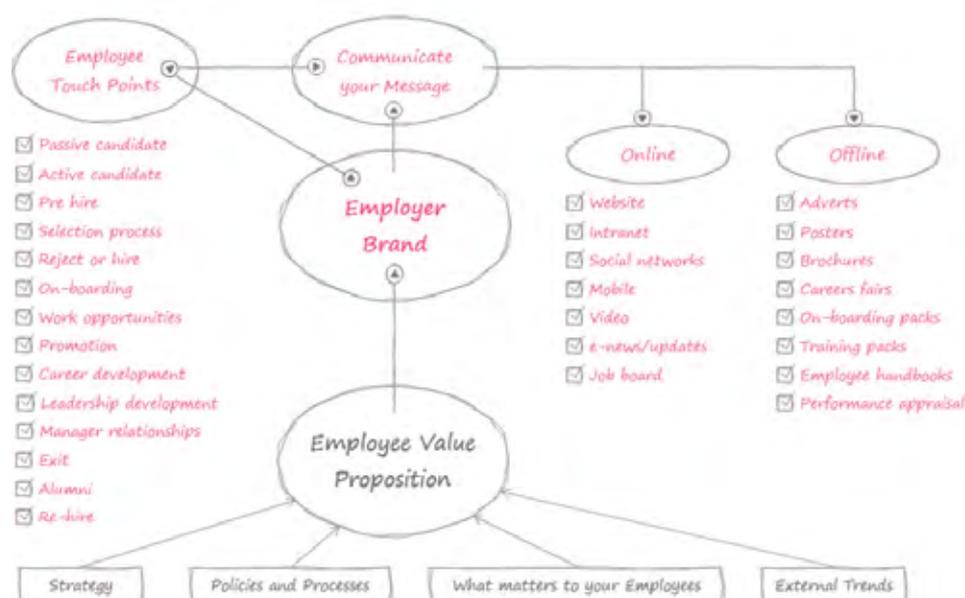
Your Employer Brand experience should start the moment a candidate begins to interact with your company, and it should continue through the recruitment process, on-boarding and their entire employment experience including exit and alumni. Here's an example of some of the touch points an Employer Brand should have.





## How to develop your employer brand

- 1. Start with clear objectives.** Understand what you need your Employer Brand to do for you. For example, what are the main challenges you have right now? Who do you want to attract? Who do you need to retain? What does success look like to you? Be clear about who should be involved internally and involve them from the outset.
- 2. Deconstruct your EVP.** Understand the values, behaviours, and promises at the heart of your EVP that will inform your Employer Brand messages. Identify which might be more important to particular talent segments. The amount of research required at this stage depends on what data is available. If you've got little existing insight then undertake an EVP diagnostic. This includes:
  - a. Data gathering - gather existing information such as your business strategy, employee opinion survey data, policies and processes, and any external trends affecting you now or that may affect you in the future.
  - b. Qualitative data analysis. Speak to people to really get a handle on your situation and understand what matters to your employees.
  - c. Create the draft EVP. Using the data gathered and an expert's knowledge of what motivates people at work, develop a draft for testing.
  - d. Test the draft EVP. Employees and potential employees enjoy this part; it's an engagement tool in itself!
  - e. Create the final EVP. Create one EVP that will work across your employee segments; agree the segments — for example they can include talent group, business group, geography or gender; you will be clear if any segments require different things when it comes to implementation.
- 3. Define your 'Messages' and 'Look and Feel'.** Develop a number of design options and test internally and externally.
- 4. Communicate your Employer Brand.** Once you've agreed the creative design of your Employer Brand, decide how to communicate your message to your target employees. This targeting strategy can include the relationships and networks — both academic and industry led — that you need to build. It will include how to use your best advocates — your current employees — to sell your brand, and, it will detail the suggested offline and online tools that are just right for you and your objectives.
- 5. Measure and adjust.** Agree your measurement criteria at the start of the project and put the tools in place to start tracking the effectiveness of your strategy from day one. It's an ongoing process with the goal of continuous improvement. Adjustments will be necessary, because what you need will change over time and you will want to continually improve what you do.





## Find out more

We'd be delighted to talk to you about your Employer Brand and how we can help you create one that attracts and retains the right talent for you.

Please contact Justine James on +44 (0)20 7127 4741 to find out more.



## We are talentsmoothie, organisational development consultants

We are experts in Employee Value Proposition (EVP), Employee Engagement, Effective Leadership, Employer Brand and Recruitment, and creating Innovative Workplaces (the changing world of work). Sometimes our work fits into one of these areas. Other projects span them all. From one-off reviews, assessments and workshops to global strategies and large-scale implementations, the talentsmoothie team is ready to tackle any challenge to get you the results you need.

For more detail about how we help organisations succeed, please visit the talentsmoothie website at [www.talentsmoothie.com](http://www.talentsmoothie.com) where you can learn more about our work, read client case studies, download our other free Factsheets, Action Sheets and Position Papers, join our mailing list of valued contacts, and get copies of our research reports.

Or if you'd like to talk through anything you've read in this Factsheet, or any business challenge you're facing right now, please email [hey@talentsmoothie.com](mailto:hey@talentsmoothie.com) or phone +44 (0)20 7127 4741. We'd love to hear from you.



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