

Employer Branding Playbook

Build a strong employer brand
that reduces attrition and
boosts retention.



loop



Why this guide?

A lot of companies like Starbucks or Google work hard to build their employer brand, making them quite likable for job seekers. But what's the secret behind this desirability? Employer Branding is the way companies sell themselves to potential employees. It's the way they position themselves as an “**Employer of Choice.**” And so their company springs to mind when somebody thinks of working in that industry.

This guide will help you do that and that's why you need it!

- You'll spend less on hiring. **Lower your cost per hire** by as much as 50%.
- You'll boost retention. **Reduce employee turnover** by up to 28%.
- You'll **influence the conversation** with candidates. If you don't, others will.

Let's dive right in!

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Chapter 1

What is Employer Branding?

Employer branding is your **organization's reputation among the workforce** as well as your employees' perception of you as an employer.

In other words, employer branding is how you market your company to job seekers and internal employees.

To show you the influence of employer branding, we're going to run a small experiment. It will take a minute - promise!

Close your eyes and **think of everything you know about working for Google**, from the internal benchmarks to the perks of the job to how the office is laid out.

Go on, we will wait...

Done? Cool.

Before putting this out here, we got a few people to do this. And like you, the majority of them came up with similar answers, like:

- Moonshot goal setting
- 20 percent time

- Colleagues in headphones and hoodies
- Funky artwork on the walls
- Open-plan offices
- Sleeping pods
- Slides connecting different floors

Perhaps words like “forward-thinking,” “creative,” and “innovative” came to mind.

Whether it’s because you’ve visited the office, applied for a job there, or watched The Internship, you already know so much about what it’s like to work there.

Why is that? Because Google has spent so much time on their employer brand, which is now stuck in people’s minds.

Their employer branding has had them at the top of the list for “Most Attractive Employer” for the best part of a decade, and that is no coincidence: it is by design.

And folks, this is the power and impact of employer branding.

It enables people to visualize what it is like to work for a business long before they submit an application or even need a new job.

Chapter 2

Who Is Responsible For Employer Branding?

Like your other utilities - water, and electricity, employer branding is also **an ongoing investment**.

Typically, with responsibility, the first person that comes to mind is HRs. While they're partly responsible, **employer branding is not something you choose, but who you are**. And your organization's identity is shaped by various stakeholders.

- The C-suit execs, like the owners, founders, CEO, etc. set the values they want to reinforce.
- Managers are the ones who train, evaluate and lead teams.
- HR teams manage company policies and employee relations.
- The marketing team handles communication.

Every one of these stakeholders plays a vital role in how job seekers perceive their company. However, to build a strong employer brand, **all of them need to work in tandem**. For instance, unless the senior management approves employee benefits like flexible working hours and bonuses and HR implements them, marketing can't promote how happy the employees are.

Employer branding is a team effort

Chapter 3

How To Set Up An Employer Branding Strategy?

Alright, so you're ready to get serious about your employer brand.

To build a compelling employer brand, you don't need to get experts. We'll break it down for you into some [fundamental steps to kickstart the process](#).



Step 1: Audit the perception of your brand

A real-life example of a brand audit is [Goldman Sachs](#). They conducted a survey of over 40,000 employees on a variety of metrics to understand the perception of the company (including diversity and reputation).

In the results, they discovered some unfavorable words crop up repeatedly like “cutthroat,” “elitist,” and “competitive.”

To counter this, they launched the [“Day In The Life” campaign](#) that shows what it's really like to work at Goldman Sachs and attract the next generation of talent.

Before anything, the first thing you need to do is **clearly understand how people initially view your company.**

With a comprehensive audit of the brand's current perception, both external audiences and your employees, lets you figure out if your present reputation and messaging project the attractiveness and values you're aiming for.

You can pick up cues from several places, including:



Social media - Track your organization's mentions to get a deeper understanding of how outsiders view your brand.



Employment review sites - Many potential employees will scour through such sites in detail prior to deciding on their future employer. Here you can find answers to questions like what people say about your organizational culture, what's your rating, what are the negative reviews, etc.



Employee feedback - Hear from your employees themselves through surveys or open meetings. This way, you can pinpoint issues and rectify them.

Feedback Methods →



Team meetings



Employee surveys



Performance reviews



Suggestion box

Ultimately, this audit will help you determine what your brand looks like from different angles.

Step 2: Define your employer branding goals

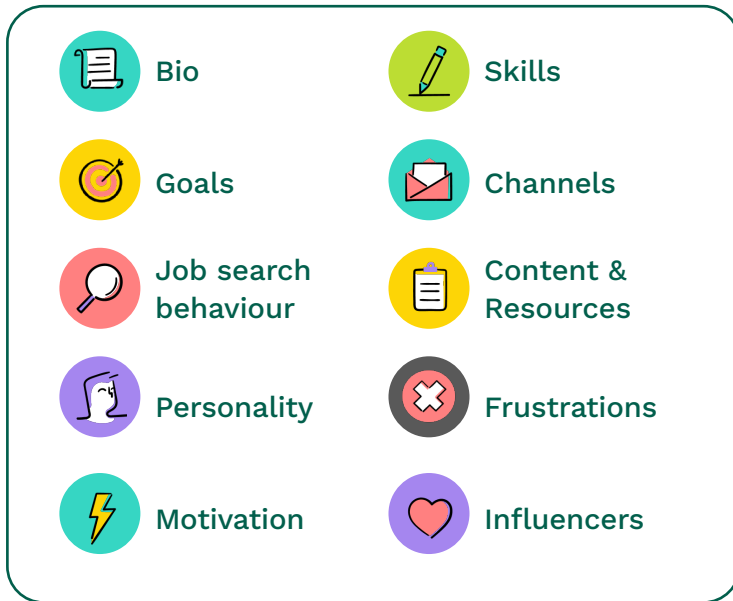
This is pretty simple and straightforward. You need to think about what you **want to achieve with your employer branding strategy**. A few common goals:

- Increase offer acceptance rate
- Increase referral rates
- Get more career site visitors
- Build trust with current candidates
- Increase employer brand awareness
- Increase candidate engagement
- Increase online engagement
- Get more high-quality candidates
- Get more job applicants

Step 3: Identify your candidate persona

This is a crucial step in the employer branding process. If you don't know who your perfect candidates are, you cannot **send out a targeted message** to attract them.

P.S. Here is our cheat sheet for defining a candidate persona ↘



Step 4: Establish your company's differentiators

Knowing why your company is unique, helps **craft your brand story**. Essentially, it's your company culture, social responsibilities, values, mission, etc.

Feeding this into employer branding helps someone **decide why they want to stay with you or join you** over another company.

Steps of USP Analysis

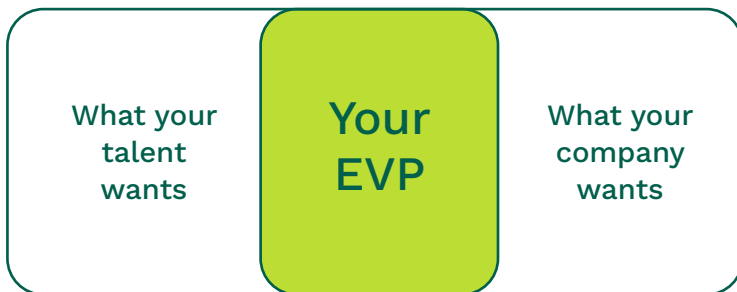
1. What do candidates value?
2. Create rankings list
3. Pick your strengths
4. Defend your turf



Step 5: Create your Employee Value Proposition (EVP)

Employee Value Proposition is a unique set of values and offerings that positively influence the targeted audience.

Essentially, it's what you offer that makes employees passionate about being a part of your organization, and as such is a lynchpin of your employer branding strategy.



The employee lies at the heart of your EVP. Your proposition must cover everything they're looking for so they can connect with your firm in a fulfilling and positive way. So what matters to your staff?

- Health insurance?
- Paid time off?
- Bonuses?
- Work-life balance?
- Flexibility?
- A thriving culture?
- Professional development?

Ideally, it should be an assortment of the above. Either way, your EVP is central to how you can retain your existing staff and how attractive potential candidates find your brand.

To set up a **successful employer branding strategy**, you need answers to a few questions like why have your current employees picked you? Why are they staying back and not jumping ship? What do they like the most about you?

Answers to these questions will best explain your EVP and using this you will target your candidates.

Every EVP has 5 main blocks:



A quick recap of the above steps:

After following the above steps, you've managed to:

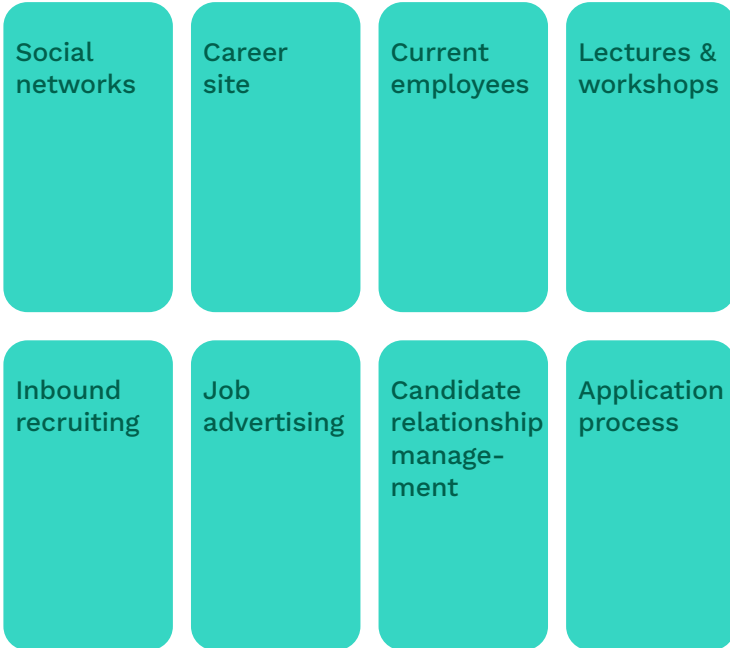
- Audit your brand
- Understand your goals
- Identify your ideal candidates
- Mark out your differentiators
- Determine your EVP

Step 6: Define the channels to promote your employer brand

After you've done all the above, you have ample information in hand. Now the question is **'how are you going to reach your prospective recruits, or best engage with your existing employees worldwide?'**

Here's where the candidate persona comes to aid. It helps understand what channels your candidates connect with. Once you know the effective channels, it's easier to position yourself and target your audience successfully.

These are just some channels where you can promote your employer brand:



Through images, testimonials, blogs, etc. you can translate your vision, inclusivity, the development of your employees and brand, and what your brand stands for. Just remember, not to make it seem fabricated or forced. To appeal to your audience, authenticity is critical.

Step 7: Internal review and alignment

At least in the initial stages, you must get buy-in from all stakeholders - whether it's management, employees, internal recruiters, or others.

Once everyone is happy, you can [develop the resources and tools to educate the wider teams](#) and ensure every single person is on the same page going forward.



Step 8: Measure your employer branding success

Based on the goals you set in the first few steps, you must measure the success of your Employer Branding strategy.

[Keep reading this guide and we'll help you with actionable ways to measure employer branding.](#)

Chapter 4

Employer Branding Initiatives You Can Implement

While there's no one-size-fits-all solution, through employer branding you can **tell your company story in your own words and paint an insightful and compelling picture of company culture.**

We've gathered some **tried-and-true examples** along with dozens of real-world employer branding examples. We've also included a few thoughts as to why we consider these to be stellar examples and what you can learn from them.

This is what you need to get the ball rolling!

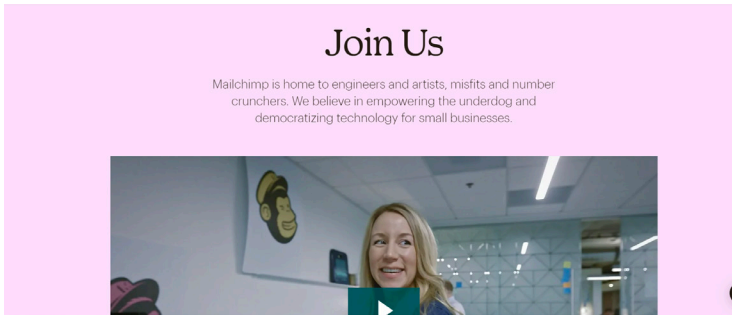
1. A well-branded website

Your website serves as a **central hub** for all employee branding.

Future candidates will make use of your website to **explore your values, research your brand, and gain insight into the reasons they may want to work for you.** It is also your opportunity to:

- Publish job openings
- Display employee stories
- Set the bar as to who should apply
- Share why someone must work for you

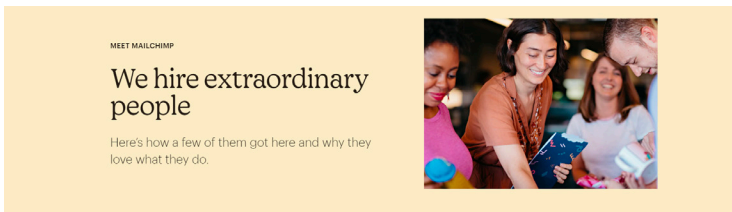
MailChimp is a fascinating example.



Why we like it:

Besides blending their mission statement with well-written copy, they create a mini-environment for potential candidates with elements like 'experience,' 'teams,' 'locations,' and 'meet MailChimp.' The 'meet MailChimp' section really stands out.

“Meet some of your future coworkers”, is not just a catchy piece of copywriting. It is a statement of their culture, ideals, and what it would be like to work there.

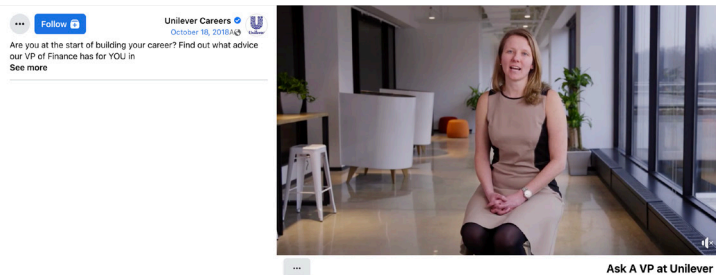


2. Inspiring social media content

With social media, your options are endless!

From the viewpoint of the candidate, it's an excellent landscape to learn about their future company. Did you know candidates say that after the company website, **social media is the second most important tool for researching an employer's brand?**

UNILEVER is an excellent example.



Why we like it:

Unilever created a video series where **executives answered questions and gave advice to prospective employees**. Rarely do you see executives get hands-on with employer branding. It goes to show the collaborative spirit.

Similarly, [Facebook](#) is another example. They posted a variety of content where Facebook's VP of People gave interview advice. Women in tech gave career guidance. Mark Zuckerberg gave hour-long talks. [Getting such in-depth advice from high-profile people is worth following!](#) Even if you don't have the names, you can still create impactful content that job seekers are looking for.

Ultimately, employer branding is a candidate-driven market. And it's important to treat and market your job openings in the same way you would your products.

3. Tell employee stories

[Stories, especially from employees, say a lot!](#) They present relevant experiences your ideal candidate may want to have, share employee thoughts and experiences, and provide insight into your workplace.

Take a cue from [SalesForce](#), ranked as one of the world's best companies to work for by LinkedIn, Fortune, Glassdoor, Indeed, and more.

They shared this image on their Instagram feed:



Why we like it:

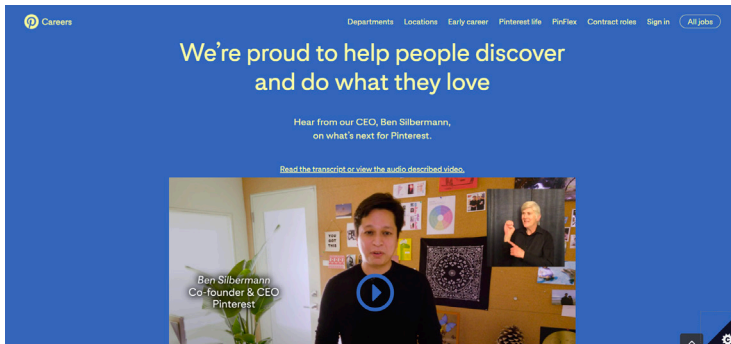
It looks like a simple image of employees at the gym, but it says so much more! Although subtly, from an employee's point of view, **it conveys people enjoying themselves, supporting communities and charities, not being chained to the desk all day, experiences, and teamwork.** This leaves a lasting impression on a would-be candidate simply scrolling through.

Walmart is another example. They manage an Instagram account named **@walmartworld**, where they share real-life employee stories that are inspiring, fun, and heart-warming from locations worldwide. Besides this, **#TeamWalmart also recognizes a job well done** - this will catch the attention of potential job seekers.

4. Company career page

Through your careers page, using testimonials, you can convey to potential hires, **a list of benefits and perks**, and a look at things from behind the scenes.

Let's take **Pinterest** for example.



Why we like it:

Unlike other companies, Pinterest is making use of videos with attention-grabbing content like client testimonials, the company's history, current employees, etc. What's more, they have a **"Future of Work" tab**, which talks about the new normal of work.

5. Employee referral programs

An employee referral program is like a litmus test for your brand. If your employees **routinely refer members of their networks to your company**, it's a good reflection of your brand. Furthermore, referrals often deliver higher-quality employees at reduced costs.

InMobi is a great example.

When their traditional methods of recruitment didn't work they had to think outside the box.

What they did is gave either a Royal Enfield Bike or a trip to Bali to watch the sunrise from a Volcano to anyone who referred a candidate who was hired. The bike was parked at the entrance so people would remember. **This helped the company take its referral rate from 20 to 50%!**

6. Implement learning and development programs

Your employees want to learn and grow. And **helping them get there with learning and development programs** will support them and give your business new resources for growth.

Capgemini has understood this and has an excellent learning and development program in place.



We, at Capgemini, pride ourselves at being an employee-centric organization that believes in nurturing our employees throughout their career with us, starting from the time they are hired. We develop and enhance their skill sets, in alignment to our brand values, which not only contribute to their learning but also ensure a healthy talent retention rate in the organization. We consistently motivate them to achieve the optimal business outcomes for our clients in a highly competitive marketplace that is driven by ever-changing technological innovation. Group Learning & Development (Group L&D) is our initiative towards preparing our employees to be perceptive to our clients' business needs.

Why we like it:

From their initiatives, we can see that they're a highly employee-centric organization that believes in nurturing its employees throughout their careers. They have the [internal Group Learning & Development \(Group L&D\) program](#) as well as numerous other programs as tie-ups with universities worldwide.

7. Offering an array of benefits

While a six-figure compensation is great, these days employees are [looking beyond compensation](#) when they choose their employer. Here's where benefits and perks come into play.

[Airbnb](#) offers benefits well beyond simple pay. Employees at Airbnb receive a great benefits package that includes the following among several others:

BENEFITS

Live your best life

There's life at work and life outside of work. We want everyone to be healthy, travel often, get time to give back, and have the financial resources and support they need.



Comprehensive health plans



Paid volunteer time



Healthy food and snacks



Generous parental and family leave



Learning and development



Annual travel and experiences credit

8. Use storytelling

Once you've initiated contact with the target talent, **storytelling helps keep potential candidates engaged** through regular communication.

A name many of you know, **Heineken** did this wonderfully!

As beer is a social product, they realized traditional advertising won't work. So **they drew the connection between beer and football**. It did wonders! Now, for more than 20 years, Heineken is one of the main sponsors of the UEFA Champions League.

Why we like it:

Heineken is the perfect brand storytelling example that shows how important it is to make successful and prolific brand associations. The **"Now you can"** campaign that promotes Heineken 0% comes to support this statement.

Chapter 5

How To Measure Employer Branding?

Employer branding helps attract the right talent to your organization and then infuses into your culture and HR programs to help retain your current employees. So when it comes to measurement, you will have to **think about it both as an HR communicator and as a brand marketer.**

With this in mind, we've created **a dashboard to help you measure employer branding.** It's long so you can have options and select the metrics that connect more with your current challenges and goals.

By the end of it, you can **reliably measure your employer branding, the attractiveness of your employer brand and which key performance indicators (KPI)** provide you with the most reliable results.

- **Retention & attrition rates** - Keep a record of the number of employees who stay and leave on a yearly basis and their average length of service. See if you can identify any shared leaving trends among your workforce like do they possess a certain skillset, are they from a particular area

in the organization or are they of a certain age?

- **Employee opinion** - Besides general employee surveys, get an in-depth analysis through deeper assessments like interviews with senior leadership, reviewing exit survey results, or focus groups to analyze better, set benchmarks, and compare results year-on-year.
- **Number of applicants** - As the name suggests, the number of applicants is the how many candidates who apply for jobs with your organization. This metric goes hand-in-hand with other metrics like quality of hire as along with increased applications you also want to hire the right candidate for the right role.
- **Quality of hire** - Sure, you want to attract talent but you also want the right people filling in the right roles, and here's where the quality of hire plays a pivotal role. You can assess with pre and post-hire performance objectives and also measure your current average profit contribution per employee and you can benchmark what top talent should be able to contribute.

- **Cost per hire** - It's the cumulative cost of filling an open role including, how long you spend hiring for that role. The lesser the time the better, but again: quality of hire is key. Calculate by adding all the internal and external costs of hire and dividing that by the number of hires in a specific period. Divide that sum by the number of hires in a certain time frame.
- **Time to hire** - Time since the position was open until the new hire starts working. The less the better, but combine this one with the quality of hire.
- **Source of hire** - Where are your best candidates coming from? Select the best source and drive all your focus and investment there.
- **Candidate conversion ratio** - Is the successful candidates hired compared to the number of vacancies available during a fixed time. This is a valuable metric to determine your recruiter's value. If you have a qualified candidate yet unable to fill the role, you need to review your recruitment strategies. Candidate conversion ratio = $\frac{\text{Successful hires made}}{\text{total vacant jobs}} \times 100$

- **Candidate satisfaction** - This is gold right here. It's easier to capture feedback from candidates who you hire than those you don't. So make the best use of it!
- **Offer acceptance rate** - Going through the entire hiring process only to not receive a job offer acceptance can be expensive and disheartening. You must figure out the reason behind low acceptance rates. You can calculate this by the number of successful job offers/number of job offers made over a period x 100.
- **Employee referrals** - During referrals, your employees are happy with your culture, which is great. And they refer candidates who will fit in, so they're sort of pre-screened. Hence, this is one of the best ways to find quality candidates. Calculate this by the total number of referrals/number of those referrals hired x 100.
Number of interviews - You can collect this information very quickly and it tells you the quality of the applications you received.
- **Number of clicks** - The more clicks on your ad or career page, the more popular is your employer brand.

- **Attrition** - A detailed review of why people are leaving your organization, will help combat this. Check time without recognition, last promotion, last manager, area, tenure, etc.
- **Exit reasons** - Exit interviews are important, and use this time to capture reasons why people leave. Typical answers will be new challenges, more money, or better opportunity. Seldom will people say the truth of a bad manager. Dig deeper, if possible.
- **Stay reasons** - “Stay interviews” will help you fix an existing problem before employees decide to leave. You can ask questions about what makes them stay but also what the company can work on to make employees happier and stay longer.

Chapter 6

What is the ROI of Employer Branding

There are many reasons to invest in employer branding, and they **benefit both your employees and your brand**. From happier people to higher profits, you can enjoy better ROI in

Recruiting

It's easier to attract top talent if your employer brand is strong. Not just that you can catch the attention of those who share the same values and are willing to support your mission. This way, you reduce the risk of a bad hire and the energy it takes to find top par candidates.

Retention

Core facets of your brand like values, communication, culture, etc. are the primary reasons individuals choose your company. They're a huge reason for them to leave. The better these elements more your employees will want to stay.

Engagement

When your employer brand is strong, you have a workforce that's more engaged and motivated. This boosts the productivity of employees and the profits of the organization. Research shows that when engagement is higher, productivity is 17% more, sales are up by 20% and absenteeism is down by 41%.

Referrals

Referrals are an excellent way to improve the quality of hires. And as we discussed earlier, the better your employer brand the better the referral candidates you receive and less time to hire.

Let's give you a few convincing stats, shall we?

- **28% increase in retention**
- **50% reduce in cost of hire**
- **36% increase in stock prices**

Sounds pretty worth it, right?

Chapter 7

The Role Of Health Benefits In Employer Branding?

The pandemic has done more than shine a light on employee wellbeing. It's directed ten cricket stadiums worth of floodlights at it – and that's long overdue.

Changes in everyday routine and social isolation have led to employee burnout, loneliness, and anxiety. Primarily **because many employers were underprepared** and didn't have the right culture to back their people or appropriate wellness benefits.

According to Gartner, nearly two-thirds of organizations have introduced new wellness benefits to support employee wellbeing.

In this post-pandemic world, it's a **good time to revisit your EVP and reevaluate based on your people's current expectations, wants, and needs.** If you get it right, you'll win big on fronts like attraction and retention.

The thing is, just giving your employees membership in the gym is excellent, but that doesn't move the dial. For that, you need a more holistic approach - **one that takes other**

parameters into account like financial, emotional, and mental wellbeing.

Beyond this, wellbeing must become a core of your employer brand. This way, you ensure you care for your workforce (a vital component of performance and engagement). And prospective talent recognizes your organization as a “company that cares.”

Today’s employer brand has to include talking points about [how employees benefit beyond their day-to-day job and pay packages](#). Here’s where benefits come into the picture and play a vital role in your employer brand.

Before, such benefits were additions to group health insurance policies. Today, they are invaluable to employees. [An excellent example of this is online consults with doctors that offer employees support with health issues from the comfort of their homes](#).

Such services provide value that extends cover to family members too. This ensures your employees have peace of mind as their loved ones are protected.



Ultimately, when you enhance your employer brand with a range of employee benefits it communicates a simple message - **we're looking after you**. Employees who feel happy, healthy, and appreciated are expected to better engage with their jobs and the organization as a whole.

This results in productive employees. Additionally, those who are engaged with their workplace, and its values and are on board with the mission **will stay with the company for longer**.



Best employees
deserve the best
health benefits

Trusted by industry leaders:



Learn more

