

# EMPLOYER BRAND AS A RECRUITMENT TOOL

**rec • right**

# EMPLOYER BRAND MAKES A DIFFERENCE IN RECRUITMENT

Nowadays, employees have the power to choose their jobs in some industries. Rivalry to get the experts to your team is rigorous between companies, and employer branding plays a significant role in luring the employees. It is the most valuable asset in your HR toolbox when it comes to recruiting the best talents. Employer brand is forming in between your strategic brand building efforts and in the tiniest messages sent to the candidates and possible future employees.

Employer brand is not just announcing open positions and claiming that you are the most awesome workplace ever. It is not something that just happens by itself – instead you need to lead the employer brand, build it deliberately and deploy it inside and outside of your organisation. Your brand – and so does employer brand – consists of multiple considered and unconscious signals that your company and its current employees convey each day.

Building the employer brand should start from scanning a current company culture. Only after initial culture mapping it is possible to choose what needs to be done and how the action points should be deployed inside your organisation. When it comes to recruitment, it is important to pay attention to each candidate in appropriate way and, at least, inform everyone about the recruitment process. Recruiters should communicate even with the candidates who are not chosen to proceed to the next phase, and this should be part of your employer branding operations. Recruitment is your opportunity to affect whether candidates are going to apply again or recommend your company as an employer to his or her friends. If you are a B2C company, unpleasant experience in recruitment process can influence on buying behaviour.

# DEFINE CURRENT CULTURE

The best way to define a current state of the company culture is to ask from people. You should make at least two different inquiries. First inquiry should be conducted to leaders of the company to find out what is their vision of the company culture. What kind of culture prevails currently and what kind of company culture would best support company's growth. After this, it is suggested to carry out more or less similar inquiry to employees to find out whether their opinions differ from the leaders' point of view.

## How to proceed?

### INQUIRIES

Conduct inquiries to leaders and to employees. Feel free to use example inquiries found on the next page and modify them to suit your needs.

### IF OPINIONS DIFFER

Find out why and figure out how to bring these two groups closer together. What needs to change before they can think alike? Make a plan.

### IF OPINIONS ARE CONGRUENT

Proceed to the Employer Branding Canvas found on the page 7. Use it as a template when you plan your actions.

### ACTION PLAN

Based on the Employer Brand Canvas create an action plan for developing the employer image. Instructions and ideas can be found in this handbook.

# Inquiry 1: Leaders view

## 1. Employee profile

- Diversity: How diversity appears amongst company's employees?
- What kind of values the company should have?
- What characteristics an employee should have (personality, attitude, etc.), in order to fit our company culture?
- Are there already different employee profiles to ensure diversity?

## 2. Brand positioning

- Mention the most important factor that makes this company a great employer?
- Has this factor, indicated in the previous question, a strong connection to company's vision or mission?
- Can you somehow prove that this factor exists? How can it be perceived?

## 3. Values

- Are values in employer branding congruent with company's general values?

## 4. Brand personality

- What kind of communication style do we have in the company (official, relaxed, aggressive, gentle)?
- Does our internal communication style correspond to the external communication style?
- How would you describe our company culture?
- Is the company culture congruent with company's values?
- Mention three adjectives with which you wish employees to describe our company.

## 5. Interests

- What are the best benefits offered to our employees (trainings, career opportunities, wellbeing, etc.)?
- What benefit should be improved?

## 6. Differentiation

- What are the factors, discussed during the inquiry, that sets this company apart from the competitors in the employees point to view? What are the factors now and what would they be in the future?

## Inquiry 2: Employee's view

### 1. If you would describe our company to your friends, what would you tell them?

### 2. Fitting to the company culture

- Diversity: How diversity appears amongst company's employees?
- What kind of values our employee should have?
- What characteristics an employee should have (personality, attitude, etc.), in order to fit our company culture?
- Are there already different employee profiles to ensure diversity?

### 3. Brand positioning

- Mention the most important factor that makes this company a great employer?
- Do you know what is company's vision and mission?
- Do you know our slogan?
- Can you identify yourself with our vision/mission/slogan? Can you somehow prove that this factor exists? How can it be perceived?

### 4. Company culture

- Do you remember company's values? Mention as many as you recall.
- Where have you seen our values before – if you have seen them?
- Can you relate to those values? Is it hard to relate to some of the values?
- In which way our values come true in practice?
- How would you describe our company culture?
- Is the current company culture congruent with company's values?

### 5. Brand personality and communications

- With what adjectives would you describe our company? If the company would be a person, what would it be like?
- Do you think that the following adjectives describe our company: [list the adjectives defined by HR/managers]? Why/why not?
- What kind of communication style do we have in the company (official, relaxed, aggressive, gentle)?
- Does our internal communication style correspond to the external communication style?
- How does the company describe itself as an employer? In your opinion, does that hold true?

## **6. Interests**

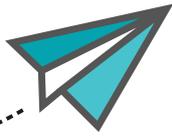
- In your opinion, what are the most important benefits that the company is offering to its employees (trainings, career opportunities, wellbeing, etc.)?
- What benefit should be improved?

## **7. Differentiation**

- What are the factors, discussed during the inquiry, that sets this company apart from the competitors in your point of view? Assess positive and negative distinguishing factors.
- What kind of employee will leave the company?

## **8. Job Search**

- How did you end up working in here? Where did you find information about the company?
- Did you know our company before you decided to apply?
- Is the company known amongst your friends? Is the company seen as a good employer?
- How was your experience about our recruitment process?
- Has the company fulfilled promises made in the recruitment process?
- Do you feel that our brand is congruent between different business units and between managers and employees?
- How did you feel that video interview, used in the recruitment process, helped to convey our company culture and employer brand?



# Employer Brand Canvas

After you have carried out inquiries, you have enough background information to proceed to the Employer Brand Canvas. You can open the Canvas as A3 [here](#) and use it as foundation when you start building or developing the company culture. Feel free to use it as your own checklist or in workshop with others.

Reserve enough time, post-its and pens. Go through each section one by one, write your notes on post-its and attach your notes in particular section.

In the following pages, we go through the Employer Branding Canvas section by section.

## Employer Branding Canvas

COMPANY:		ORGANISE:		DATE:
<b>Who are you?</b> (identity) What makes your company special? <b>CATEGORIES:</b> People Office Atmosphere Size/sign/branding Company culture History Story Future vision	<b>What is it that you do?</b> (offering) Description about the job and your preconditions. Why should a future employee apply for this job?	<b>Employee benefits</b> (key factors) What benefits do you offer to employees? <b>ASPECTS:</b> Functional Emotional Self-expressional Social	<b>Why are you the best employer?</b> (positioning) What other companies are trying to reach the same candidates as you are? How do you differ from them?	<b>How your future employees will find out about you?</b> (communications) <b>PLACES:</b> What channels are future employees using? What is the right social media and in what form communicate you should use part of?
	<b>What makes the company credible?</b> (reason to believe) Why should a future employee believe that you are good at what you are doing? <b>EVIDENCE:</b> Testimonial stories Awards Employee and awards of the current employees Labels, awards, if related to employer brand Quality systems Publications		<b>Who do you want to know of your company?</b> (target employees) To whom are you building the employer brand? Are there several different groups?	
<b>What do you need to succeed?</b> (enablers) What are the building blocks of your employer brand? <b>STRATEGIES:</b> Marketing and communication departments HR/Recruitment Employee advocates Awards		<b>What are the results?</b> (targets) What kind of results you are seeking? How to measure your success? <b>RESULTS:</b> Visibility, awareness (Internal/external) Successful recruitment Internal knowledge of the employer brand		
<b>ASSET:</b> Time Resources Budget		<b>MEASUREMENT:</b> Employee surveys Social media figures		

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## Who are you?

First section of the Employer Brand Canvas helps you to map out company's identity. Every employee wants to find the suitable workplace for themselves and by communicating truthfully about your company culture, you make sure to find the right match. Go through together, what kind of characteristics does your company have and do factors help you to stand out in the eyes of future employees. How are the current employees like and is there something particularly good in the atmosphere? Do you as a company stand behind a certain ideology or do you have a common hobby?

In marketing, one the most important aspect is the story of the company. Since employer branding is also marketing you should explore what parts of your company's story can be used in employer branding. People love stories. Do you have some story about how the company was established? Did the company face challenges in the past from which it survived together with its employees? Does our product or service have some story that the future employees would like to relate to?

## What is it that you do?

Describe briefly what does the company really do. What is your product or services like? Why would the future employees want to take part in creating your product or services? If you have open positions now or in the near future, you can briefly write the job description here.

## What makes the company credible?

Has the company or its employees been awarded for successful projects or job well done in some field? Maybe you should display these awards in your employer branding. Sometimes a charity or other social project might convey company's values and make a difference in the eyes of a job seeker. And if it makes a difference, probably you both share the same values.

## Employee benefits

In this section, you should form a value proposition for job seekers. Value proposition in employer branding means a promise, a value or combination of these two that the company conveys to its employees. Traditionally a value proposition means a marketing message that describes why customers should purchase your products. In employer branding a value proposition answers the question: "Why should I work here and how does this company fit my needs?". Employees' needs are divided in four categories that are functional, emotional, self-expressional and social.

### **Functional**

A salary, a computer and other tools or concrete benefits fulfil employee's functional needs. These are the basic requirements that must be fulfilled but these factors rarely make the difference in the end. Eminently, salary is not the most important factor amongst young professionals. Instead they want to develop their skills and they wish employer to support the professional growth. How are you meeting the need for that?

### **Emotional**

Is there a characteristic in your company, that pleases the employees? Is your company buying only fair-trade coffee or are the colleagues greeted every morning with a group hug. What kind of emotions do you evoke?

### **Self-expression**

Does working for you tell something about the employees as people? Maybe you are pioneers with harnessing or developing technology in your field, so the employees also get to be part of the company's success and be profiled as the vanguard of technology. People working for Harley-Davidson can be seen as masculine, when on the other hand people working for Louis Vuitton possibly prefer luxurious products. Is there a distinctive feature in your company, that you wish the employees to identify with?

### **Social**

Who are the people and stakeholders around the employees and why it is good to part of this group?

## Why are you the best employer?

Put here a list of reasons why an employee should work for you and not for some other company. How to verbalise these reasons?

## Who do you want to know of your company?

Who do you want to work for you? The cases listed before can vary depending on the vacant job. In addition to demographics and the needed qualifications, also try to describe the emotional features or specific personality traits, that you wish to have in your organisation.

## How your future employees will find out about you?

In the previous section, you described your ideal employee, but where does this person move? Is there a certain media, that the target group you described follows and with what kind of a message should you reach out to them? Ask a possible marketing team for help, to create tempting content. Try to find out if there are active employees in the team, whose personal channels could work for messaging the employer brand.

## What do you need to success?

Of what is your employer brand consisted of? You may need a new career page to attract new employees or an access to your company's social media accounts, in order to share your message. Most likely, you will need the assistance of the marketing department, for you might want to produce blog posts or video material to support your employer brand. What kind of investments do you need from the management? You might want to meet up with them on a regular basis about the employer brand or you want them to be part of building it. Count also how much financial support you would need for the projects and how much of your own time the employer brand's developing will take. Will you or your colleagues need education about the subject? List also all the intangible and tangible assets that you should need.

## What are the results?

For what are you developing your employer brand and how do you know that you have succeeded? Write here the results that are needed, so you can say you are satisfied with the outcome. Google's OKR-model is a good ancillary in setting your goals and it helps to guide the team's actions into the right direction.

Setting the goals with OKR's guidelines, it is good to keep the following factors in mind:

- Choose 3 to 5 main goals
- Divide each main goal into three Key Results. What happens when the goal has been reached?
- The goals must be ambitious and can even feel uncomfortable.
- The Key Results derived from the goals should be extensive and the success should be able to evaluate on a scale from 0 to 1.0.
- OKR is public and available to every employee.
- The probability for reaching a goal should be 60-70%, otherwise the goal is too easy.
- OKR is not a to-do list, its purpose is to set a vision and guide the working.

Get to know Google's OKR model [here](#).

# HOW TO MEASURE EMPLOYER BRAND

In every field of business - also in marketing the employer brand - you must be able to measure and demonstrate the results. The subjects for measurement vary a lot between companies, so there is not one right pattern for doing it. However, below you can see a few examples for supporting your thoughts.

## **Employees' opinions and well-being**

Conduct a small poll regularly about the progress of your employer brand. This way you will have a perception if the brand is moving to the direction you wanted and if your actions have had an effect.

## **ENPS**

A monthly inquiry about whether an employee would recommend the company as an employer to his friend.

## **The cost of one recruitment**

Does the amount of money and time you've spent on one recruitment decrease with the employer brand development?

## **The amount of applications**

Has the employer brand building and messaging of it influenced the number of applications?

## **Employees' success in their job**

Has the employer brand building caused people more suited for your company, people whom will probably be more successful with their job, to apply?

## **Consciousness**

If you have reached a potential applicant target group easily, conduct a study on them. Are they familiar with your company? What do they think of your company and would they apply to work for you?

## **Social media activity**

If in the centre of the employer brand building is activating employees as messengers of the company, measure how many messages the employees have sent or how much their network has grown since the activation.

# EMPLOYER BRAND IN RECRUITING

The employer brand building internally doesn't have a significance in recruiting, unless it can be communicated outside the company to the possible applicants. Recruiters should advertise vacant jobs and the employer brand as if they were products. It is advised to collaborate with the marketing department, when you want to summarise employer brand in a form of a career page or when you want to share employer brand materials on the company's social media accounts. Strong employer brands entail applicants fit for the corporate culture.

## Use videos

Interview employees on a video. Let them tell about their job, career opportunities in the company or the benefits of the company. Share the videos on social media or on your career page.

## Public event

Arrange an open house day or an event in a relevant learning institution, that will message your corporate image.

## Facebook live

It is possible to do a live stream on Facebook. Use this possibility to stream from one of your events or social evenings.

## Share responsibility

The employees are the best for forwarding your employer brand. Share your company's Twitter or Instagram posting turns with the employees. This is a way to make the content truly look like their makers.

## Engage the management

The management should set an example and communicate according to the employer brand within their channels.

## Educate

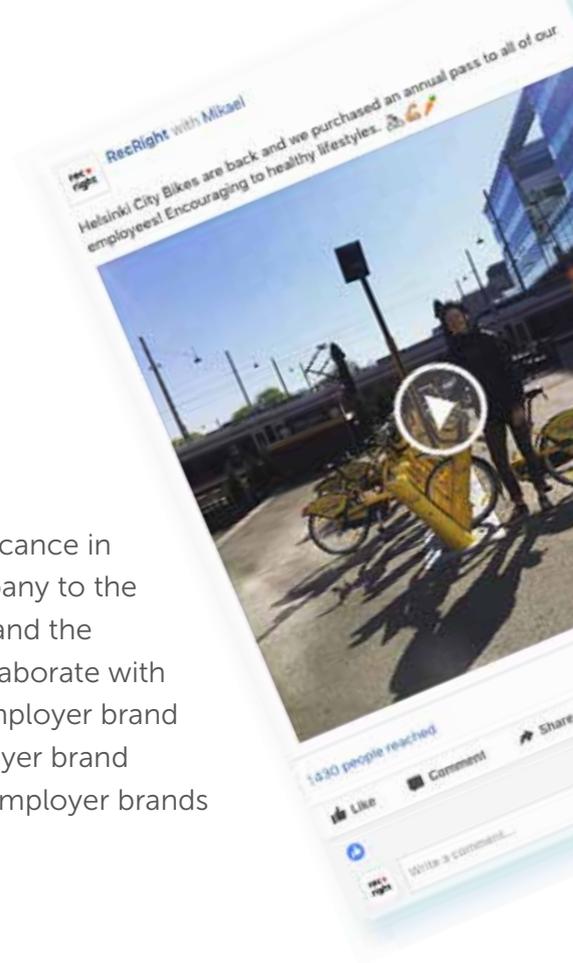
If social media is the best tool for employees, educate them on how to use it. Tell them what kind of a message you wish to deliver together of your company. Is there going to be posts of pints of beer or strangling ties?

## Friendship company

Search for a friendship company that communicates the same values as you or perhaps values that you are not yet connected to, but wish to be connected to. Plan a happening together.

## Donate

Charity for a cause you care about sends the perfect message of your company's values.



## What a career page should consist of?

Sometimes a job applicant may end up to your career page out of an interest towards your company, even there'd be no vacant jobs. Occasionally you communicate systematically of vacancies and the employer brand, so the applicant ends up to your career page that way. A well thought communication of the employer brand doesn't matter if the career page doesn't spark excitement in an applicant. The career page had to be created according to the communicational visions, so that the jobseeker would start to fill an application.

Showcase a preview of your company's atmosphere for example with a video on your career page. A video tells about the culture and future colleagues in a better way than any photo or text. A good career page contains a brief introduction of the company. It has information especially for those who are looking for new career opportunities. It is a must to succeed in adducing the pursued target group's interests in way that stands out.

Below you can find examples of career pages that have good elements on them. By clicking on the logo, you can get to each of the companies' career page.

Gant's style is graceful and stylish, which reflects on their career page. They use a lot of videos to communicate important things to the employees.

Adidas' career page can seem a bit complicated to use at first glance. It has however been constructed to a story form in an innovative way. This story guides the applicants, whom are interested of the company, through each of the aspects that Adidas wants to emphasize in their recruiting.

On Futurice's career page, they have gathered information of the company and how's it like to work for them, in a blog form. This way a jobseeker gets a comprehensive picture of what kind of a company he is applying to.

In each of the examples, open positions can be browsed through the career page. This is a natural way of disclosing them, instead of having them only in the company's recruiting system or as separate post on public job vacancies list.

GANT

adidas<sup>®</sup>  
GROUP

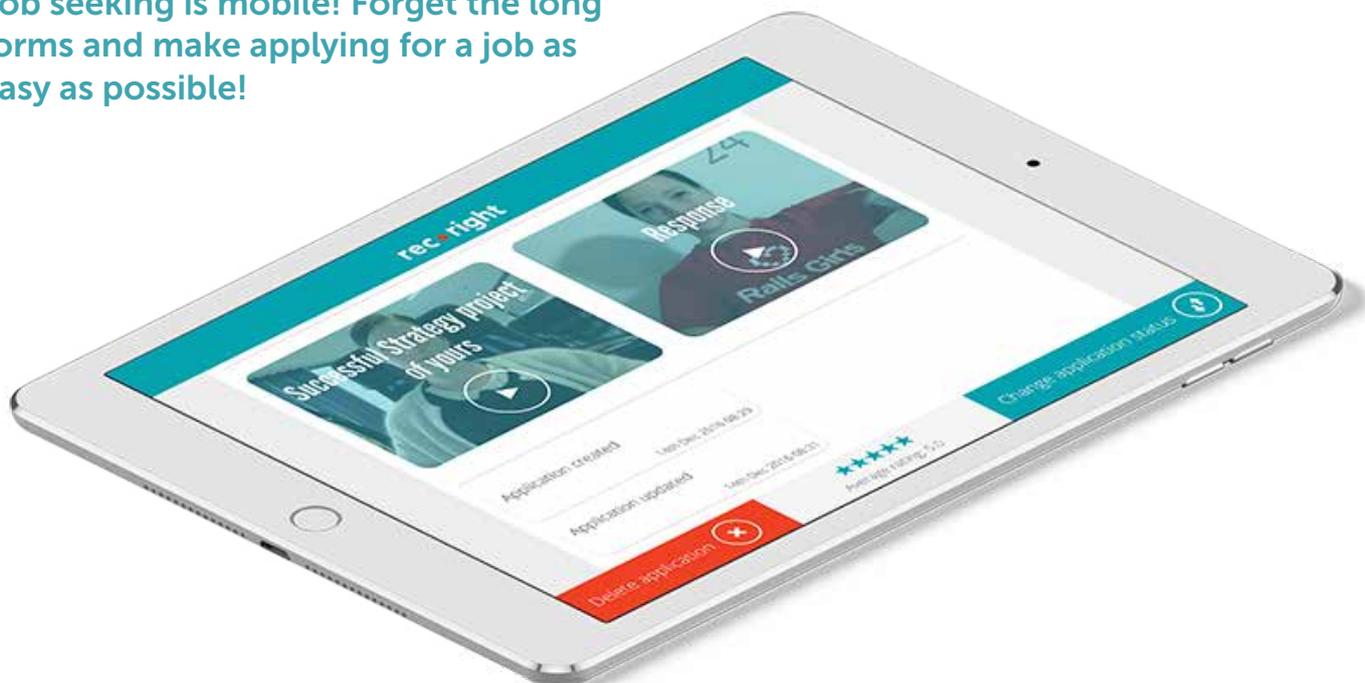
futurice

## The job application process messages employer brand

90% of job applicants start the search for a job on a mobile, but only 44% sends applications by it. So, it can be said that the best applicants withdraw from the complicated application forms, to somewhere where it is easier. No company can afford to lose their best applicants right in the beginning, which is why many companies have made it possible to apply for a job with a video. More and more open position posts offer the possibility of sending a video CV, but it would be even better to have a question ready for the video, for the applicant to reply to.

A written application can be very short, or it won't be needed at all, if the applicants are given a chance to attach their LinkedIn-pro account with the video. On the video, the applicant gets to see the recruiter or maybe even a part of a team in the form of a video question and gets a peek of your company's culture. With the help of a video, the jobseeker gets a chance to stand out and show what kind of person there is behind the application. It is impossible to discover the right people for your company's culture from the sea of applications. A pleasant application process also tells a lot about you as a company.

**Job seeking is mobile! Forget the long forms and make applying for a job as easy as possible!**



## You send a message of the employer brand with a video interview

A recorded video interview is an excellent tool for a mutual evaluation before the actual job interview. Often the people invited to a video interview are selected based on the applications, but it's also possible to give a video question already in the search part. On a video, you can show a piece of your corporate culture and you can let some team members ask questions from the applicant - their possible future colleague.

### The candidate sees you

It is said that a picture tells more than a thousand words, but a video tells even more. Dressing, the personality of the people on the videos and the style of communication help the recruiter during the application process to really see, if the applicant would fit in. This is a way to avoid useless interviews, for instance some of the applicants may notice with the videos, that this is not the right place for them. In the end, you are looking for a person to fulfil your group dynamics and forwards the team together with others.

### You see the candidate

An applicant sees the videos you have recorded, notices to fit right in with your company's culture and answers to your video interview. In an ideal situation, you let your team to evaluate the answers of the applicants and do the first eliminations together with you. This way you use your time only interviewing the right people face to face.



1.

Receive applications.



2.

Record video questions with your team.



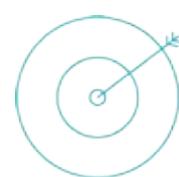
3.

Invite candidates to a video interview.



4.

View video replies and evaluate candidates together with your team



5.

Interview the best candidates personally and choose the right one.

# CLOSING WORDS

The models presented in this handbook are both a support and a basis for your own vision. You may modify, cut, combine and parse them as much as you like to make them fit to your own situation. It is impossible to form a model that would work for every situation, because the employer brand's developing projects and life cycles fluctuate a lot depending on the company.

Perhaps you will be able to build a convergent brand throughout every procedure, but especially in big companies the working culture between the teams can often differentiate a lot. In such cases you must be able to communicate of each action taken to every relevant target group. Your sales and application developers' teams' cultures may be very different, when you need to pursue the potential job applicants through different networks and possibly with a different message. We encourage you to evaluate your starting point well and choose the right angle for you.

Hopefully this handbook will make your employer branding lighter and you can measure the results of your development!



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