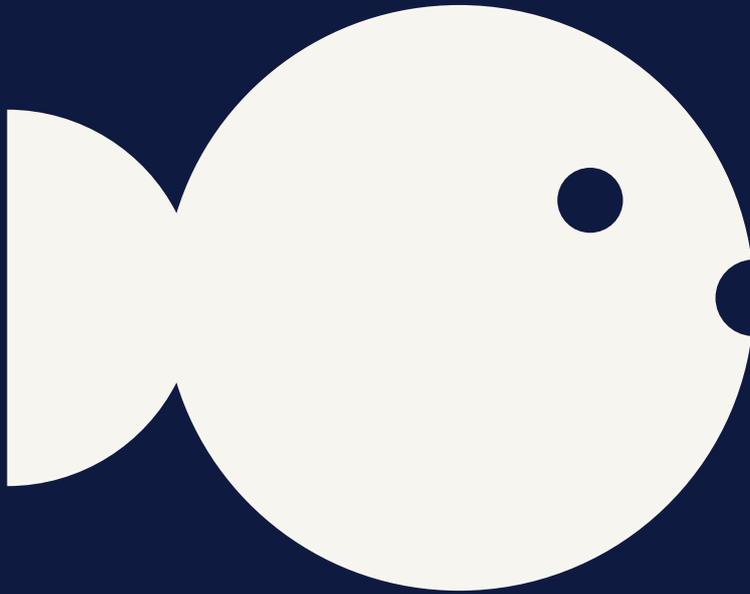


employer
brand



matters.

building, executing and measuring
employer branding success

A photograph of two women on a staircase. The woman in the foreground is a Black woman with short, curly hair, wearing a white and black striped long-sleeved top. She is smiling and looking towards the camera. The woman in the background is a white woman with blonde hair, wearing a blue top, looking towards the first woman. The staircase has a metal railing.

become the
most attractive
employer

to win the
best talent.

In today's uber-connected society, brand matters more than ever. Social media amplify everything we do. Review sites document all of our achievements and failures. Word spreads quickly thanks to technology. So attention to brand – whether personal or business – is critical.

That's why we've created this digital handbook to help you create a standout employer brand. In today's talent-scarce environment, how workers perceive your company has a business impact. According to [LinkedIn](#), a U.S. company of 10,000 employees with a poor employer brand could pay up to \$7.6 million in additional wages to acquire the talent it needs. Companies that fail to invest in their employer brand spend up to \$4,723 more per hire than peers that do look after their brand. More worrisome, nearly half of those surveyed by LinkedIn said they wouldn't take a job with a company with a bad reputation, regardless of the salary.

Need more reasons to take care of your employer brand? The [connection](#) between the brand and workforce engagement is irrefutable. How engaged your workforce is has a linear relationship with its reputation. The more your employees are tuned into their roles, the more likely they are to share their positive experience. Similarly, the stronger the employer brand, the greater the loyalty and productivity.

You don't really need quantified data to tell you how much your company's employer brand matters. If you've spent any time on LinkedIn, Glassdoor or relevant talent communities, you know how quickly employees and candidates share their experience. Furthermore, attracting the right talent has become an increasingly prolonged exercise for just about every organization, including probably yours. With talent scarcity rising around the world, workers have more choices than ever. And they're choosing employers with the best employer brands.

To help you get started with creating an admired and relevant employer brand, we've created five practical chapters to help you develop a strategy, assess your needs and successfully activate your brand. You'll need to invest some time, energy and budgeting to reach your goals, but in the end, you'll see it's well worth the effort.

One final thought: because an employer brand is an ongoing asset, keep in mind that you must continually foster and support it. Doing so will help you stay ahead of competitors looking for the same kind of talent your company needs to grow and prosper.



with talent scarcity rising
around the world, workers
have more choices than ever

the business case

for building

an employer
brand.

Many studies have shown that a company with a strong employer brand enjoys a variety of business benefits, from lower hiring costs to greater worker engagement that leads to higher productivity and retention. However, talent acquisition and HR leaders often encounter organizational inertia when looking to activate their brand caused by several reasons.

Among the key barriers are:

- failure to demonstrate a business case
- no dedicated budget to support branding activities
- lack of understanding of the subject matter
- unclear ownership of the employer brand
- lack of interest expressed by executive decision makers

Consider your own organization. Do you face any of these obstacles when seeking support for investing in your employer brand? Most companies today are challenged by these issues in one way or another. Successful employers address each through a comprehensive and holistic strategy, which we'll cover in chapter two, but these [leading practitioners](#) are in the minority. Most companies simply can't justify dedicating resources to enhancing their employer brand simply because they haven't considered all of the benefits.

While many executive leaders understand their employer brand plays an important role in their ability to attract the right talent, it's usually low on their priority list for investments until a problem occurs. These issues could

be protracted time to hire, poor ratings on review sites or even losing customers, as [Virgin Media](#) learned when unhappy candidates cancelled their service with the company en masse. By not being proactive, companies stand to lose more than just qualified applicants.

One bright spot is that today's highly competitive market for talent is leading more companies to reassess their employer branding efforts. Executives are worried about their ability to acquire the skills they need to grow with the global economic expansion. [PwC's 2018 CEO survey](#) again shows that availability of skills is still one of the top five threats leaders perceive to their business.

demonstrated value

How can talent leaders, then, capitalize on prevailing sentiments and win over greater C-suite support for investing in employer branding activities? According to [Malcolm Peak](#), National Director of HR consulting for Randstad Australia, developing a clear business case is the first step. By showing business leaders that a small budget increase can lead to significant enhancements to the brand and talent attraction, brand champions are much more likely to get the resources they need.

make sure that as part of your business case, your goal is connected to a business impact

“Building the business case starts with establishing clear goals you want to achieve. You don’t want an employer branding project to be a solution looking for a problem to solve. Maybe it’s to increase sharing of job vacancies through social media or to build content for candidates, but whatever you hope to accomplish, make sure it is measurable and has a demonstrated value to your organization and your employer brand,” he points out. “The goal needs to be connected to a business impact such as filling sales roles more quickly or attracting more qualified job applicants, which can lead to a reduction in hiring costs.”

One of the difficulties of building a business case is defining quantifiable [benefits that matter to all stakeholders](#). Without this, it may be difficult to gain buy-in, especially when an organization is highly decentralized and decision-making is spread out across many business units among different program owners. Peak again notes that “it is important to understand your stakeholder map and the key drivers of these key stakeholders across the business. Canvassing their pain points and goals will be crucial in gaining their buy-in to deliver a successful employer branding project”.

Realizing stakeholder benefits is the basis for determining the return on investment for your brand project, so make sure to clarify them in your business case. Some metrics you may want to track include:

- [cost per hire](#)

This may seem straightforward, but focusing on the costs affected by the strength of an employer brand will better determine the real return on investment. For instance, a weak employer brand may result in an insufficient number of applicants for a particular brand, requiring more advertising or social media promotion. However, operating costs such as subscribing to a recruiting marketing platform is a standard cost of talent acquisition and shouldn’t be included in your calculation.

- [time to fill](#)

A critical component of the business case should focus on improving time to hire. Typically this is determined by counting the days from when a requisition is submitted to when a worker is hired, but there are administrative steps that the employer brand has no influence on. Focus on the metrics that can be improved with a stronger brand.

- [quality of candidate](#)

A strong employer brand will help you attract more high-quality candidates, which ultimately results in improved organizational performance. If your hiring managers are dissatisfied with the candidate slates presented to them and are requesting for more applicants, your brand may be failing to resonate with the talent the business needs.

- [glassdoor/social review sites](#)

Sites such as Glassdoor provide a numeric rating of employers, which makes it easier to quantify improvements in the employer brand. However, because these sites are built on the reviews of current and former employee, they don’t reflect the perception of prospective workers. Efforts to improve ratings, then, must be internally focused.

Whatever the goal you hope to achieve in your branding efforts, make sure you can correlate the outcome to investments. By setting quantifiable targets and demonstrated value to the business, you can create a compelling story for continuous investments in your company’s employer brand.

five tips for creating a compelling employer brand business case

- 1 Start by clarifying your goals and how enhancing your employer brand can help achieve them. Involve all relevant stakeholders – hiring managers, HR executives, business leaders – in defining the deliverables.
- 2 Clearly define the scope of activities you will undertake in support of your goals. Is it a specific campaign to build brand recognition on university campuses or to attract truck drivers for a specific region? Avoid being inclusive of too many needs at one time and, if necessary, build a progressive plan with key milestones and sub-projects to be delivered over a timeframe.
- 3 Clarify the costs of resources you need to execute on your plan. Whether it’s additional budgeting to spend on ad campaigns or extra employee time to draft messaging, account for all the support required to accomplish your goals.
- 4 State the ROI to executive sponsors. This should be as quantifiable as possible so they can make a decision based on data and not on anecdotal evidence.
- 5 Be prepared to pare back your plans. Your sponsors may want to scale up or down the proposed program, so remain flexible to changes to your goals and plans.

developing an

employer brand strategy

for your organization.

After a company has developed a business case for investing in its employer brand, the next critical step is developing a holistic strategy to support its goals. This can be more challenging than it sounds because the function is often administered in fragmented fashion, especially at large organizations with numerous businesses operating in many markets. In your company, HR may manage employer branding activities for one business unit while at another marketing is responsible. At some companies, hiring managers are the ones who end up promoting the brand.

Even when a centralized function exists within an organization, different lines of business may execute on their own brand promotion simply because budgeting is set up this way. Corporate provides guidance but local stakeholders make decisions on how investments are made, messaging is crafted and outcomes are measured. This approach works for some employers, but it's neither the most efficient nor the most effective. The absence of a coordinated effort results in duplication of work, inconsistent and even conflicting messaging and fails to build on existing campaigns.

A robust strategy should begin with a consistent and coordinated approach, regardless of the organization's size or structure. And at the heart of the strategy sits the employee value proposition (EVP), which should convey a strong and relevant reason for why a candidate would want to work for a company. It should clearly state the benefits but also align with the company's values and mission to convey to prospective workers what kind of organization it is, what it stands for and how it treats its workers. This is the pillar upon which all employer brand activities are built.

According to [Gartner](#), a well-managed EVP can significantly improve talent attraction. In a global market survey conducted by the firm, companies with a strong EVP have a 50% deeper reach of passive candidates than those that don't. In addition, these companies have 69% lower employee turnover and pay 50% less in compensation premiums to entice workers to switch jobs. So when organizations set out to develop an EVP, getting it right has significant rewards. According to the [Society for Human Resource Management \(SHRM\)](#), companies with a strong employer brand achieve 50% lower cost per hire and 28% lower turnover. They also have 2.4 times more revenue growth and 1.8 times larger profit margins.

However, many don't get it right, resulting in employers failing to make a compelling argument to win workers over. One common pitfall is EVP architects don't adequately capture their company's core value, mission and opportunities, leading to an incomplete portrayal of the organization. While compensation is the [No. 1 factor that attracts workers to take a new job](#), other considerations also play an important role in their decision to accept an offer. In today's competitive talent marketplace, businesses need to present a comprehensive EVP in order to become an employer of choice.

always keep in mind
the attributes that
make your company
stand out

The [2017 Randstad Employer Brand Research](#) shows that even among large enterprises, creating a relevant EVP isn't easy. Workers surveyed said while attractive salary and benefits are the most important attribute they look for in a potential employer, they don't believe companies do a good job offering these. In fact, of the five most important attributes they seek from an employer – attractive salary, job security, good work-life balance, pleasant workplace and career progression opportunities – only job security is something they associate with many of the employers surveyed. This suggests that often organizations are missing out on what's important to candidates.

corporate and employer brands: strands of the same DNA

When developing an employer brand strategy, companies should always align it to their corporate brand strategy. Because candidates often already have exposure to the corporate brand, they expect the employer brand to mirror the same values. Think of the two as different strands of the same DNA, and misalignment can cause confusion in the marketplace.

For instance, a company that touts itself as an innovator and market leader should reflect these sentiments in its EVP and all of its brand messaging. It should make clear how the efforts of its workforce help to differentiate from its competitors and how a career with the business brings meaning and a sense of achievement for its employees. The employer brand should be completely complementary to the corporate brand, treating candidates as both prospective workers and customers.

"When developing an employer brand strategy, always keep in mind the attributes that make your company stand out as a business. By reinforcing these values to candidates, employees and any other constituents, the impression you leave with them will become amplified over time," said [Steven Brand](#), the EMEA employer brand director for Randstad Sourceright.

He points out that companies mistakenly view employer branding as a tactic of talent acquisition. In reality, it's a component of the overall business strategy, as essential as the corporate or product brand. Failing to align all of these functions means companies aren't taking advantage of the additive effects each brand can contribute to the other.

One final thought: organizations should consider creating a global leader to head up their employer brand function if they haven't already. The role will provide critical guidance around creating messaging about the company's core values, mission and EVP. The leader should have visibility if not management of all employer branding activities, ensuring the company is consistent in its approach. Even when brand activities take on different flavors to enable targeting based on geography or lines of business, the brand leader will ensure these don't stray from the company's principles and remain true to the overarching offer.

key steps in building an effective employer brand strategy

- Create a dedicated brand leader and centralize the function. By doing this, you'll be able to coordinate all branding activities and promote a consistent message throughout the organization.
- Conduct a SWOT analysis. By identifying your brand's strengths, weaknesses, opportunities and threats, you can better develop a holistic strategy to address the concerns of all stakeholders in the organization.
- Plan for the long term. An employer brand is an ongoing initiative that doesn't stop with a successful campaign or campaigns. It needs constant attention and monitoring to keep your brand top of mind of workers.
- Leverage your corporate brand. Companies with a strong corporate brand should use this asset as much as possible to enhance its reputation as an employer of choice. The success of Google, Apple and other market leaders demonstrate how valuable the corporate brand is when it comes to talent attraction.

activating



your

employer brand.

With executive buy-in and clarity of mission established, the next step in your employer brand building journey is to activate your strategy. There are many ways to do this, so you should be deliberate in the activities you want to undertake. After all, employer branding is still underfunded at most organizations so the challenge is to stretch budgets as far as possible. However, when smartly directed, a small investment can have a big impact.

According to [James Foley](#), Global SVP, Employer Brand at Randstad Sourceright, company executives are becoming more educated about employer branding and want to know in detail from HR and talent acquisition leaders how they plan to enhance their brand. The C-suite may have signed off on more funding for brand building, and now they want to know how it's being spent, he points out.

"When it comes to brand activation, there are many choices — some obvious and others not so much. A good strategy should align your employer brand to the company's business strategy," he says. "Business leaders are willing to continue to invest in your employer brand, but it's up to the brand managers to demonstrate value for each dollar spent."

Where to start? As mentioned in the previous chapters, with your current goals in mind, examine how you can quickly effect change in the perceptions and behaviors of your target audience. Are you hoping to attract a specific skill set or workers in a particular location? Have you been lax in promoting your company's social media presence and now want to elevate it to a higher level? Are you finding that competitors are doing a better job promoting their EVP on their careers site? The goals you've established should help direct you down the right path.

That said, there are some common internal and external activities to undertake that may have a broad effect across your employer brand strategy. These steps address gaps that exist at nearly every organization so start by considering how you can improve these touchpoints for all of your constituents. You may need to undertake additional steps to reach your goals, but a few quick fixes will help lighten the lifting elsewhere.

career site audit

This is an area often overlooked and underestimated when it comes to having an impact on talent attraction. Companies that don't invest in their career site can leave candidates wondering if these organizations are as negligent with their employees. A career site should be supported by robust technology, contain messaging consistent with the EVP and help applicants better understand its culture and people as well as support an efficient application process.

However, employers commonly fail to offer a cohesive experience to candidates at their site (more on the candidate experience is covered in the next chapter). Conducting a site audit helps identify the reasons why jobseekers may be turning away from your career opportunities. You can also use this exercise to update content and messaging to ensure you are providing the latest information about your business and people.

"It's surprising how many companies don't regularly update their career sites other than for postings. Candidates who come to an outdated page are less likely to apply for a position," Foley adds.

Career portals should quickly present the company at its best, showing its culture, mission and people. A highly compelling way to sell the organization is through employee advocates speaking on videos about their positive workplace experience. The site should also contain leadership comments on the company's EVP to demonstrate their hands-on involvement in the brand.

Finally, job description should be concisely and accurately written to pique interest, and the application process should be unencumbered and effortless. According to a [study](#) published on recruiter.com, only 10.6% of jobseekers complete an online application with fewer than 25 questions. That percentage drops to 5.7% when an application contains 50 or more questions.

social media game plan

Another area of activation with a broad impact is social media. In today's connected economy, jobseekers often share career opportunities, and employers lacking a social strategy are potentially missing out on many applicants. Beyond the sharing of job postings, the big social channels such as Facebook, Twitter and Instagram offer employers a way to publicize their people and company culture in a fun and informal way. It also takes advantage of one of the most important assets for activation: employee ambassadors.

only 10.6% of
jobseekers complete
an online application
with fewer than
25 questions

Some companies have adopted highly innovative approaches to social sharing. For instance, Cisco as part of its [WeAreCisco](#) campaign, has customized its approach to using Instagram to promote its employer brand. (Read [here](#) about the company's effort to reinvent its employer brand.) Aer Lingus tells the behind-the-scenes story of its operations using Snapchat. Employers such as L'Oreal ([L'Oreal Talent](#)) have a dedicated YouTube channel they regularly update with fresh content featuring its workers.

For several reasons, social media is an area that requires significant attention in your employer brand work. A constant feed of fresh content is the only way to engage an audience. Expectations are that your company and its people will post often. At the same time, you should monitor what is said about you on key channels to gain feedback from your constituents. Your company may already employ a team of social media specialists for your business so you could potentially tap this resource to support your employer brand efforts.

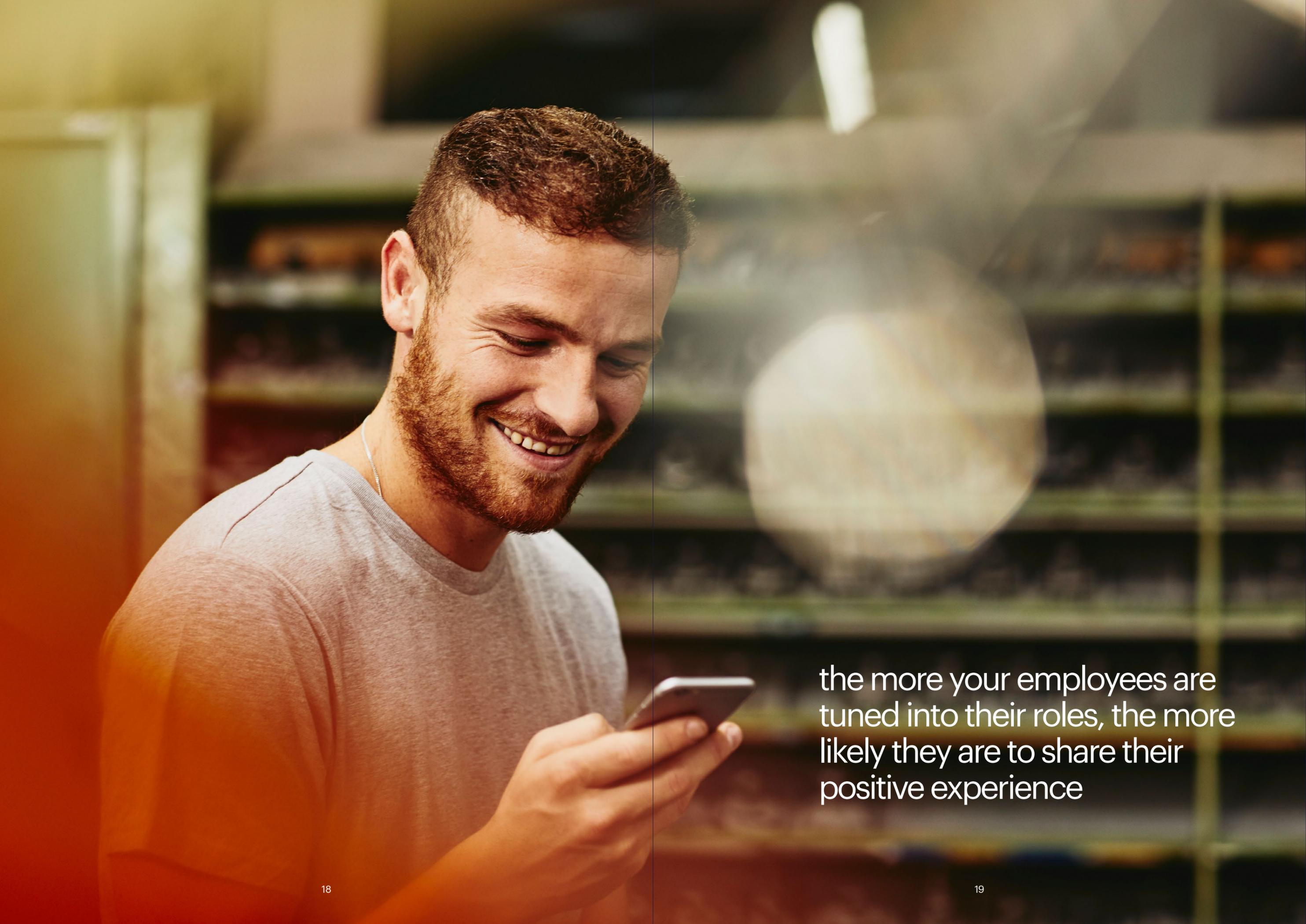
engage the evangelists

Your current and former employees are great promoters of your brand so make sure to leverage their network. Beyond these internal evangelists, don't forget to engage with the many external ones as well. These could be your customers, your partners, media and anyone else within your orbit. Sharing what your workforce is doing and the fun and unique culture they operate in is a great approach to further amplifying your message.

There are many ways to activate your employer brand strategy so don't worry that you can't address all of them at once. Prioritize the activities that you can tend to quickly and with the resources available to you. Keep in mind that your journey is ongoing so pace your efforts accordingly.

tactics to successfully activate your strategy

- 1 Prioritize activities that can achieve quick and measurable wins. This will help your program to gain momentum and demonstrate to executive sponsors that the ROI is real and meaningful.
- 2 Continue internal education. You may have sold internal stakeholders to initially support your brand-building efforts but if you want to sustain that support, keep them informed of the work you plan to undertake and explain what's in it for them.
- 3 Adhere to the global message but localize the activities. Your EVP should be reinforced across all regions, but when activating your strategy, make sure your campaigns account for local nuances.
- 4 Consider all distribution channels. Aside from major social channels, have you thought about sharing through other channels such as talent communities or professional societies? You'll be able to better target the specific kind of skills you need.
- 5 Be innovative. Just as Cisco and other companies have looked to reinvent its brand, consider how your organization needs to evolve in its employer brand messaging.



the more your employees are tuned into their roles, the more likely they are to share their positive experience

creating a

memorable



candidate experience.

No discussion about employer branding is complete without addressing one of its most critical components: the candidate experience. The journey that your company creates should leave new hires and candidates who have been passed over feeling good about their experience and the people they've encountered.

This achieves several goals:

- Reinforce workers' positive impression of your brand so they may be open to accepting a different position, whether as a permanent employee or a contingent contractor.
- Ensure passed-over candidates do not walk away disillusioned both with your employer and corporate brand. As pointed out earlier, Virgin Media lost customers who were dissatisfied job applicants.
- New hires who rate their experience highly typically become engaged more quickly with their work. This has a direct impact on business performance.

Talent acquisition leaders increasingly are investing in their candidate experience. [Randstad Sourceright's 2018 Talent Trends](#) global survey of human capital and C-suite leaders say 46% have budgeted more for this area of their employer brand strategy. In LinkedIn's Corporate Recruiting Trends 2017 report, which was compiled based on a survey of nearly 4,000 talent acquisition leaders in 35 countries, 30% say if budgets were unlimited, they would invest more in improving candidate experience.

In your organization, has the candidate experience been a focal point or is it an afterthought in need of attention? To help you better create a memorable journey, let's examine some important considerations.

You might see the candidate journey start from when applicants enter the funnel by viewing job postings and registering with your applicant tracking systems. The truth, however, is most have already researched your company online. According to the 2017 Talent Board North American Candidate Experience Research Report, 49% of candidates have a previous relationship with a prospective employer, and nearly two-thirds (74%) conduct their own research through sites such as Kununu and Glassdoor.

This means even before jobseekers enter the funnel, they have already formed an opinion of your organization. Good or bad, your goal is to further enhance that impression deeper into the funnel.

70% of candidates use employer reviews in their decision-making

going mobile is key

As mentioned in the previous chapter, your career portal is one of the most important of many touchpoints applicants have of your company, so optimizing it should be at the top of your priorities when crafting the applicant's journey. This means making applying for a job as accessible and effortless as possible. However, many companies still fail to account for one of the most important considerations for this process: mobile access.

In 2015, the [Pew Research Center](#) found that 28% of Americans – and half of young adults – used a mobile device to search for a job. Since then, global mobile device usage has continued to grow, leading to an even higher number of mobile job applicants.

Despite this development, the career portals of many companies still aren't optimized for mobile job applications, resulting in missed opportunities to attract experienced and younger workers whose digital skills are in high demand. If your business hasn't invested in mobile application capabilities, this should be among the first touchpoints you address.

By the time candidates reach your job application page, they have already performed much research about your company. According to Glassdoor, 70% of candidates use employer reviews in their decision-making, and most will refer to six different sources in their research. This means you should actively monitor as many channels as possible to understand the prevailing perception workers have of your organization. Remember, you have limited control over some of these channels, especially review sites, but you can create content that counters negative comments and accentuates the positives.

For instance, encouraging your employee ambassadors to write reviews will help lift your ratings. Ask them to also share positive developments in their work and at the workplace as additional testimony to your employer brand. Not only will this help engage external candidates

but it also facilitates communication with peers in the company. This doesn't always require huge amounts of investments; rather, consider this to be a daily or weekly exercise in which individuals or teams are awarded for outstanding effort. Encouraging your ambassadors can be a fun and productive experience.

keeping applicants happy

After jobseekers have submitted applications, it's important to maintain a positive journey. This starts with providing regular communication and feedback, ensuring they don't feel as if their resume has been swallowed up by a black box. Surprisingly, most companies fail to follow up after an application has been submitted. According to the Talent Board's 2017 North American Candidate Experience Research Report, 64% of jobseekers receive no feedback after a decision has been made about their submission, and 74% are never asked about their candidate experience.

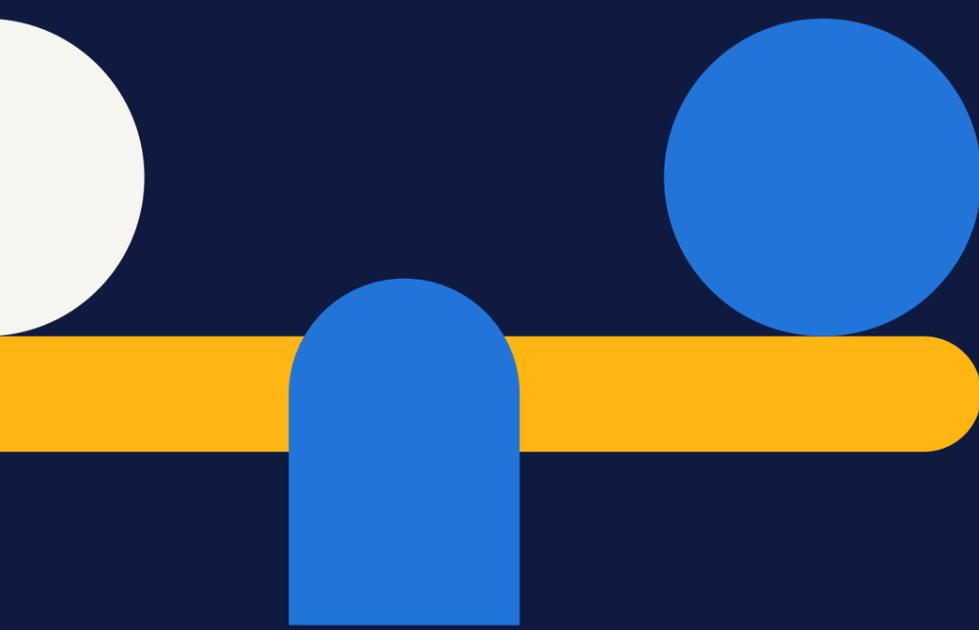
These dismal figures show that prospective employers provide no guidance for them to improve as candidates nor are they seeking input on how to make the applicant journey better. Without only a quarter of companies seeking feedback, it means most aren't capturing data that can help improve their candidate experience. By simply following up with a few questions, employers can develop a much better understanding of how applicants – those who are hired and those passed over – view their organization.

Creating a positive candidate experience should be a key component of any employer brand strategy, but many companies are failing to regularly monitor improve on this. This could have a long term impact on their ability attract the right kind of workers and the costs of acquiring them.

five tips for developing a great candidate experience

- 1 Begin with an audit of your candidate experience. Walk through every touchpoint a jobseeker may encounter, from Glassdoor reviews to disposition of their application. The results will help direct your improvement efforts.
- 2 Provide differentiated content. Your career portal should contain messaging and content that sets you apart. Among all of the resources a candidate turns to for information about a company, the careers page is the leading source. Make sure you use it to deliver compelling content.
- 3 Maximize your use of internal and external champions. The words of people – employees, customers and other evangelists – carry more weight than corporate messaging. Include their testimony wherever you can.
- 4 Write good job descriptions. A perpetual complaint that candidates have is job descriptions don't match what is presented to them at the interview. According to the Talent Board, 55% of candidates say the description is the most important content they review in a job search.
- 5 Adopt a team approach. Because there are so many touchpoints, you may want to create an internal team to review and make changes to those touch points.

sustaining



a robust

employer
brand.

As you activate your employer brand, keep this in mind: it's a continuous task. The most admired employers do a great job of continuously monitoring and building on their brand momentum, but they also have to make significant investments in time and resources to reach those achievements. As you reflect on your strategy, will you be able to secure and even grow the resources you have today?

To do so, you'll need to regularly communicate the gains made through your strategy. Stakeholders need to know the efforts they've made – whether it's hiring managers coached on presenting the EVP or marketing teams asked to help monitor social media – contribute to the success of the employer brand. There are many ways to convey the wins, but the most important one is knowing the organization is acquiring the talent it needs to keep growing. Sharing these developments will encourage your supporters to continue to invest.

The best way to share is referring to quantifiable results. Measuring the metrics mentioned in Chapter 1 is important, but conducting post-hire surveys will also reveal whether you're meeting your most important mandates. Hiring manager satisfaction usually indicates how well the talent acquisition process has performed, but questions relating to quality of candidates, offer rejection rates and any other insights can paint a bigger picture of your employer brand. After all, if a candidate turns down an offer for reasons other than compensation, then the employer has failed to present a more compelling EVP than its competitor.

Early successes will help you gain more high level-level support and demonstrate the impact a well-executed employer brand strategy has on winning talent. These gains should be well-documented, and in some cases can be used as a template to follow by. For instance, a university recruiting event that draws a strong turnout could be replicated at campuses in all of your markets. Similarly, a pilot program promoting a pleasant work environment at one site could be expanded to all of your facilities. The most important thing to remember is capturing every achievement – big or small.

updating your brand to market changes

To ensure your employer brand continues to grow and reach your target talent pool, be agile and open to changing directions if the market dictates it. Take the example of GE, one of the most well-recognized brands in diversified manufacturing and engineering. In 2016, it launched a campaign featuring a fictitious, nerdy programmer named Owen, who finds a job with GE. The company spent millions of dollars promoting the commercial in hopes of attracting programmers.

the brand you develop should be a constant beacon to attract talent

The campaign was part of the company's strategy to change its employer brand, which as an old-economy business struggled to compete for programmers and software engineers that are critical to the development of its manufactured products. Because of its size and manufacturing roots, it lacked the entrepreneurial and startup glamour that many dot.com businesses offer. In 2013, the company launched GE Ventures to inject the entrepreneurial feel to the organization. It followed up with the ads in 2016 to further attract the STEM workers needed to drive growth.

GE is not alone. A number of other well-established [global businesses have changed their employer brand](#) to better compete for digital economy skills. These include premium airline company [Singapore Airlines](#) and tech giant [Google](#) and others.

stay relevant with content

Another important way for companies to sustain a strong employer brand is through content. Engaging with talent is only effective when an employer has fresh content to share. It's the only way to hold on to the attention of prospective workers. Whether it's employee testimonials, a culture book, news of company events, blogs or other types of content, an organization must continuously invest in this area to stay relevant and interesting. Fortunately, content can be crowdsourced within the organization or curated externally so costs can be kept to a minimum.

Finally, think of your employer brand as a complete part of the entire employee life cycle. Consider the impact on your brand every time a worker leaves your organization voluntarily or involuntarily. They will share their experience – good or bad – with their network and make an impact on your brand. Stories posted on Glassdoor and elsewhere will live there perpetually so make sure your organization's offboarding process is considerate of this implication. Not only will a well-developed process help former employees maintain a positive impression as they offboard, it may also help convert them to become champions of your brand post-employment. Additionally, for those who leave voluntarily, an amicable separation leaves open the possibility of re-employment in the future.

Your employer brand requires continuous nurturing and attention, so make sure your strategy is sustainable. As economies expand and contract, as market trends come and go and as availability of talent rises and falls, the brand you develop should be a constant beacon to attract and win over the human capital that will propel your organization forward.

five tips to keep growing and enhancing your employer brand

- 1 Continually reinforce to your company's leaders the value of investing in your employer brand. Without constant gentle reminders of the program's achievements or benefits, you risk losing support over time.
- 2 Identify new areas of your brand efforts that can be measured and used as a baseline to determine gains. Glassdoor ratings are effective but what other KPIs will show you how well your employer brand is performing against those of competitors?
- 3 Don't stop assessing. Auditing your candidate experience and other components of your brand shouldn't be a one-time exercise. Even a broken link on your careers portal can detract from your brand so make sure to regularly assess your touchpoints.
- 4 Revisit the business case. Your initial investment may not be sufficient to address all of the gaps in your employer brand. You may have to lobby for additional budgeting to remedy shortcomings in your brand strategy.
- 5 Conduct annual planning. Map out the projects and campaigns you want to undertake at the beginning of the calendar or fiscal year to provide clarity on how you will invest for the year ahead.

