



16.05.2024

Outline of today's lecture



1. Define what is 'employer branding' (EB)?
2. Recognize the benefits of employer branding
3. Identify the components of an employer's brand
4. 4 P's concept
5. Identify the steps of the employer branding process/cycle
6. Employee turnover and contract termination
7. Review of topics for the exam
8. Work sheet - Diversity
9. Questions

EXTERNAL EB

a company's strategy to manage and influence its reputation among job seekers and key stakeholders, ultimately to position itself as an employer of choice.

Employee Value Proposition

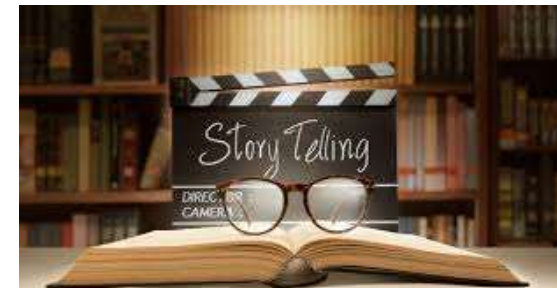
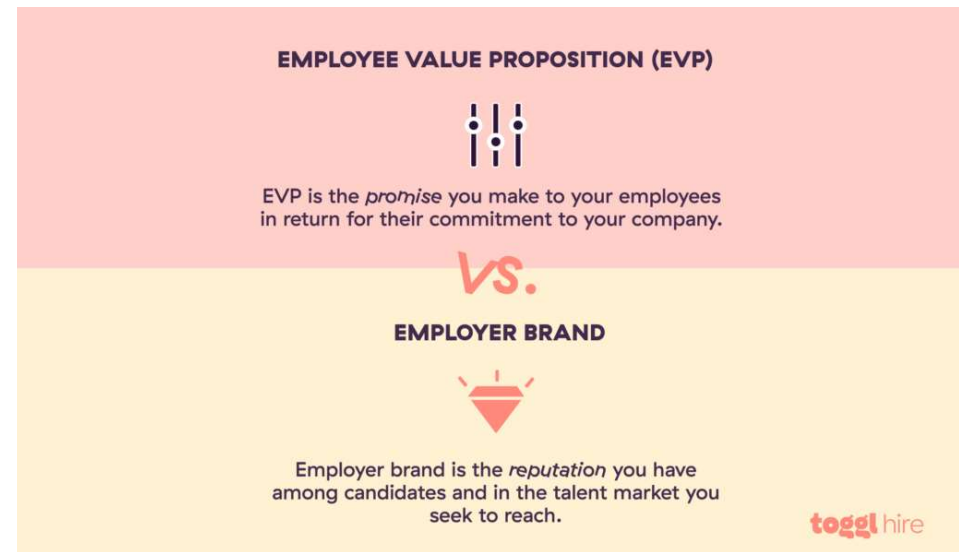
An employee value proposition is a summary of the benefits a company offers to potential hires.

- compelling EVP helps attract talent, prevent attrition, and ensure higher employee engagement

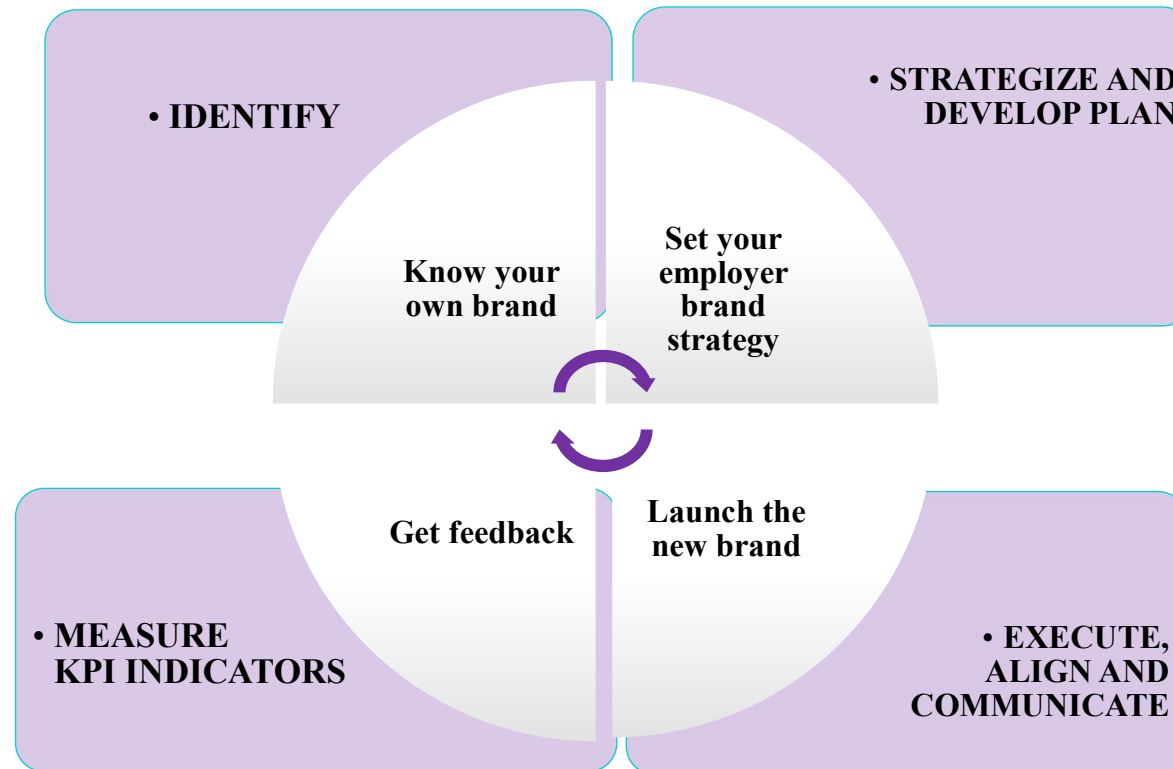
https://www.youtube.com/watch?v=IM7lelQJlw8&ab_channel=AIHR-AcademytoInnovateHR

Storytelling examples

https://www.youtube.com/watch?v=RzIWwU6Yw30&ab_channel=MomentiveAI



Process of building of an employer brand



https://www.youtube.com/watch?v=qnWwVXg zrT0&ab_channel=AIHR-AcademytoInnovateHR

https://www.youtube.com/watch?v=645lduqK80A&ab_channel=AIHR-AcademytoInnovateHR

Why?

Reduce annual employee turnover

Employee turnover refers to the **volume of people who leave your company, whether voluntarily or due to termination.**

Expressed in percentages, the number helps better understand how well you retain people.

Average employee turnover rates vary by industry and role. **Average employee turnover rates hover at 10%** for roles in customer service, marketing, and sales,

while managerial, creative, design, and educational roles have an **average turnover rate of under 5%.**

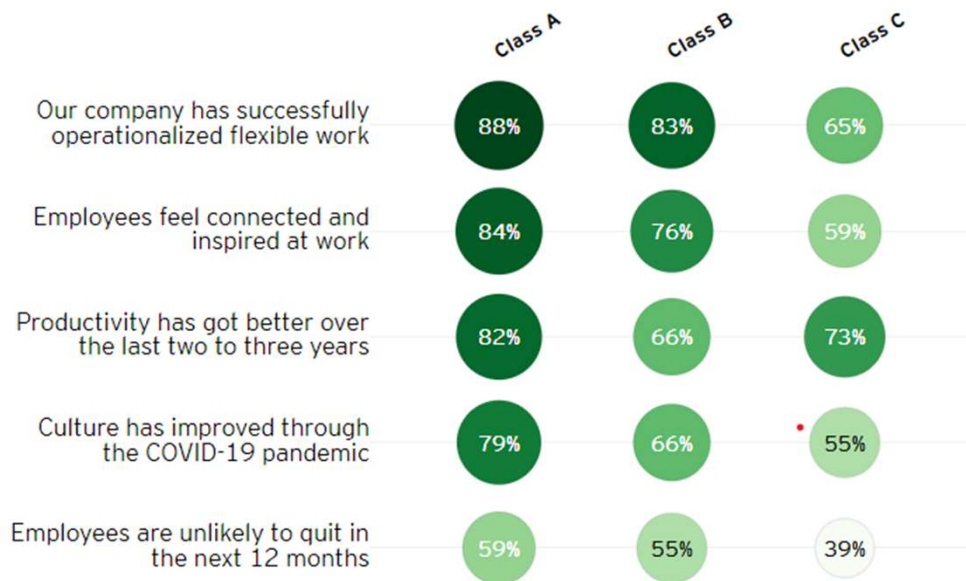
High employee turnover also equals **higher hiring and operating costs.**

Employee turnover rate is the **number of people you hire versus those who leave your organization within the tracked timeframe**

EWP aspects – EY survey 2023

Employers see many benefits to high quality workplaces

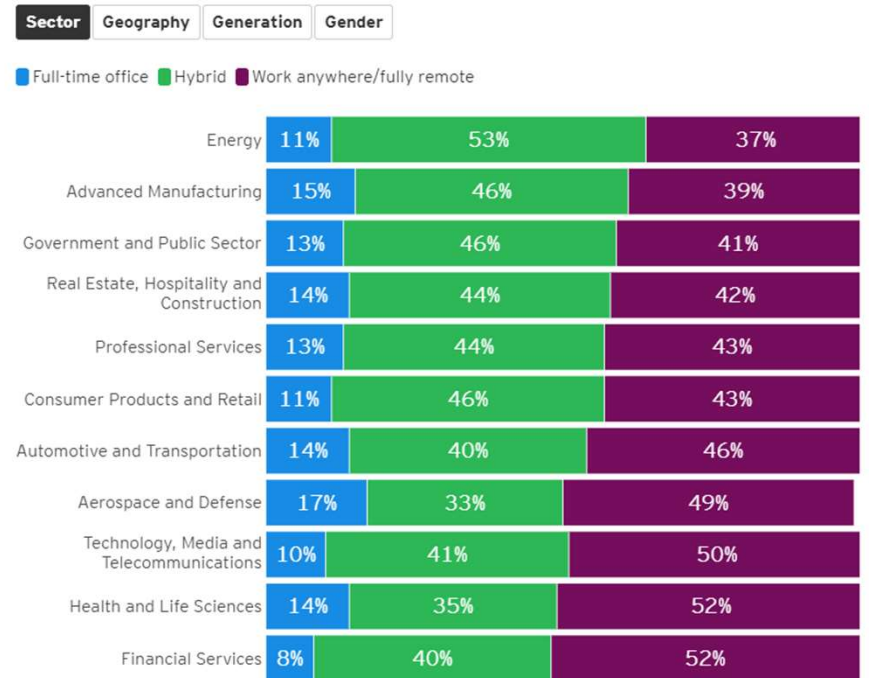
% of employers who agree with each statement, by quality of their workplace



Source: EY 2023 Work Reimagined Survey • Note: Agree includes “agree” and “strongly agree”.
 Class A real estate is typically the best quality and located centrally in cities, with the best amenities; Class B is generally functional and located in solid markets; Class C is typically less well-located and with less functionality and amenities.

Knowledge workers prefer hybrid and remote work

Employees' preferred work preferences for 2023 and beyond

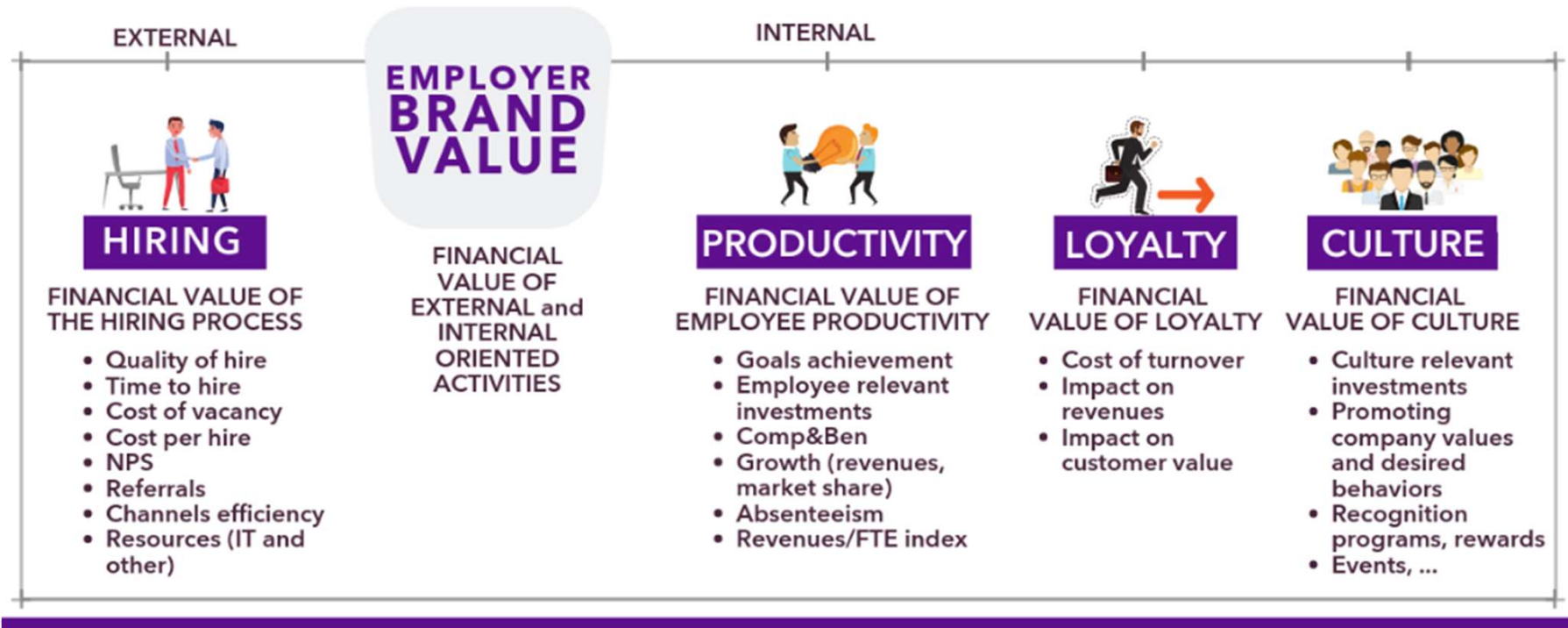


KPI of EB



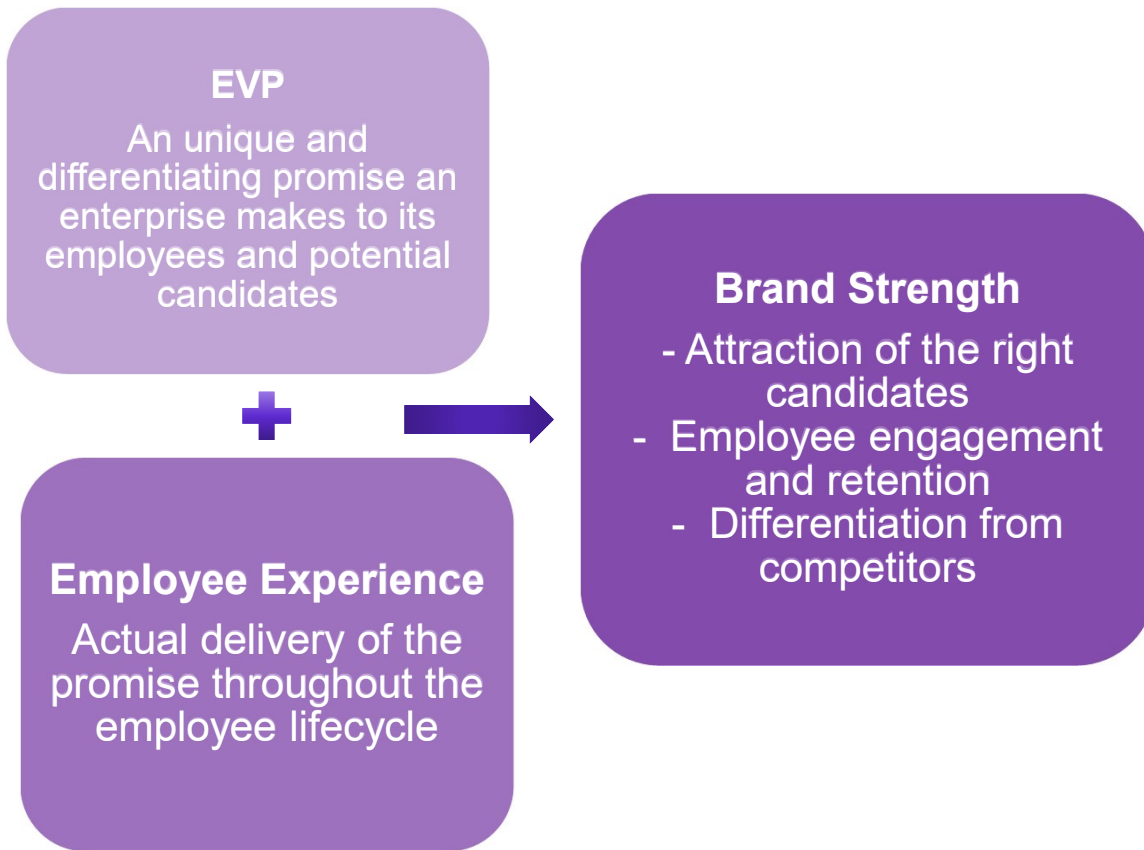
EMPLOYER BRAND VALUE MODEL

How To Measure Your Employer Brand Value



How to implement EB





Brand Strength

Employer Branding 101

STEP 01
Who is creating your Employer Brand?
HR?
Marketing?
Employees?
CEO's?

STEP 02
Why would someone want to work for your company?
Benefits
Corporate reputation / culture
Leadership
Working environment.

STEP 03
How are you communicating your employer brand?
Company Website
Social Media
Careers Fairs
Job Holler :)

STEP 04
What are the main challenges?
Engagement from Senior Leadership
Obtaining an adequate budget
Having the time / correct resources to execute effectively.

STEP 05
How will you benefit from an improved employer brand?
Candidate Attraction
Decreased time to fill
Increase in unsolicited CV's

Jobholler

Employee Value Proposition (EVP) – WIIFM (What’s in it for me)?



Compensation

- Salary satisfaction
- Compensation system satisfaction
- Raises and promotions
- Timeliness
- Fairness
- Evaluation system



Benefits

- Time off
- Holidays
- Insurance
- Satisfaction with the system
- Retirement
- Education
- Flexibility
- Family



Career

- Ability and chance to progress and develop
- Stability
- Training and education at work
- Career development
- Collage education
- Consultation
- Evaluation and feedback



Work Environment

- Recognition
- Autonomy
- Personal achievements
- Work- life balance
- Challenges
- Understanding of one’s role and responsibility



Culture

- Understanding of firm’s goals and plans
- Colleagues
- Leaders and managers
- Support
- Collaboration and team spirit
- Social responsibility
- Trust

Employer Branding Strategy

GOALS

- Get more job applicants
- Get more high-quality candidates
- Increase online engagement
- Increase candidate engagement
- Increase Employer Brand awareness
- Build trust with current candidates
- Get more career site visitors
- Get more applicant from social media
- Increase referral rates
- Increase offer-acceptance rate

EMPLOYER BRANDING STRATEGY IN 5 STEPS



1. Set your goals

Get more applicants, get presence, attract talent, reduce time and cost to hire...?

2. Identify your Candidate Persona
Identify the characteristics of your perfect job candidate!

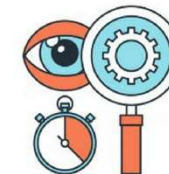


3. Define your Employee Value Proposition (EVP)

What is it your current employees love about you as an employer?

4. Define the channels and candidate touch-points











Where and how will you promote your brand?



5. Measure the results

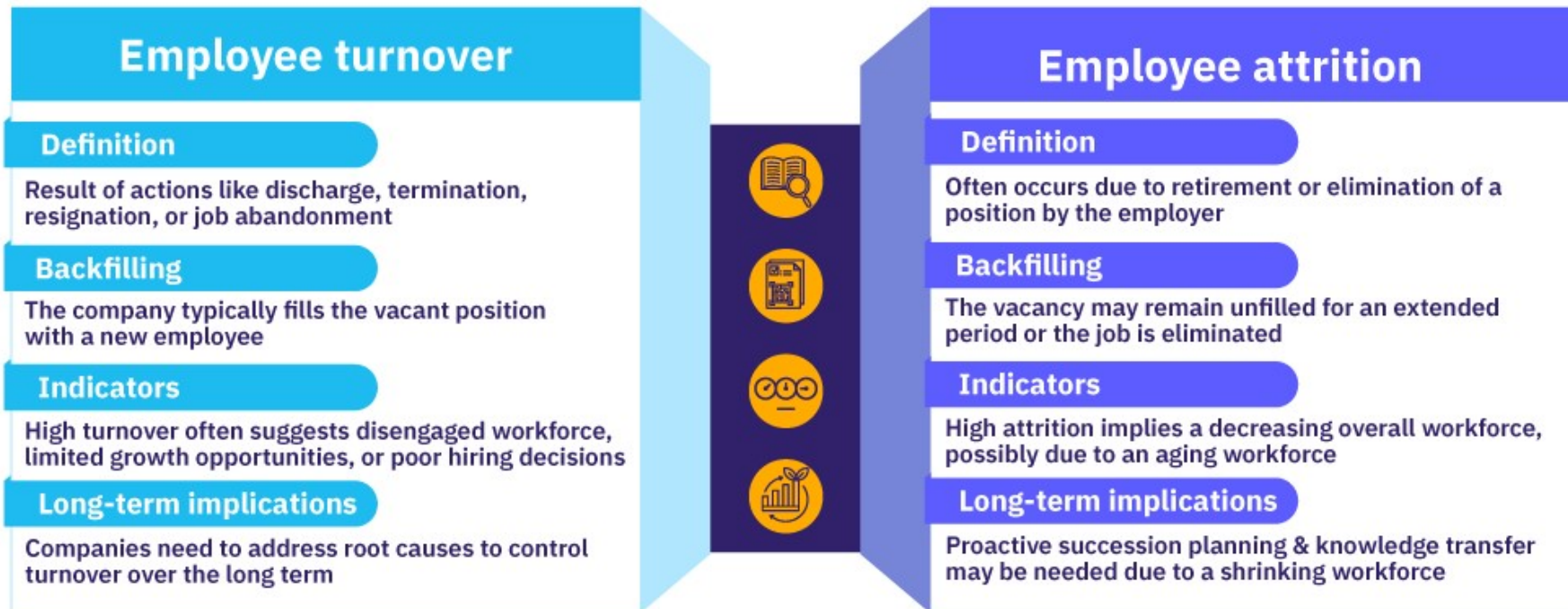
Measure the results of your strategy and efforts, and adjust accordingly.

Candidate PERSONA

<p>BIO</p>  <p>Who is your candidate persona?</p> <ul style="list-style-type: none"> • Age • Position • Title • Salary • Location • Education • Experience • Social background 	<p>GOALS</p>  <p>Reasons to change jobs?</p> <ul style="list-style-type: none"> • Life goals • Career inspirations 	<p>JOB SEARCH BEHAVIOR</p>  <p>How do they look for jobs?</p> <ul style="list-style-type: none"> • Active or passive • Mobile, desktop, friends and family... 	<p>PERSONALITY</p>  <p>What are their main personality traits?</p> <ul style="list-style-type: none"> • What would their psychometric analysis show? 	<p>MOTIVATION</p>  <p>What motivates them?</p> <ul style="list-style-type: none"> • Firm's reputation • Mission & vision • Values and norms • Organizational culture • Pay & benefits • Projects & innovations • Work environment • Learning & education • Colleagues and managers
<p>INFLUENCERS</p>  <p>Who influences their decision?</p> <ul style="list-style-type: none"> • Family & friends • Partners • Current employer and colleagues • HR managers, recruiters, CEOs • Future employee and future colleagues 	<p>CONTENT & RESOURCES</p>  <p>Which and who's information will they trust?</p> <ul style="list-style-type: none"> • Job ads on job boards • Social Media jobs and posts • Corporate sites and career sites • Current employees and leaders • Talent networking events 			
<p>FRUSTRATIONS</p>  <p>What frustrates them?</p> <ul style="list-style-type: none"> • Why do they want to change jobs? • Barriers to change current jobs 	<p>CHANNELS</p>  <p>Where do they look for jobs?</p> <ul style="list-style-type: none"> • Social Media, referrals, job boards, career sites... 	<p>SKILLS</p>  <p>Their primary skills & attributes?</p> <ul style="list-style-type: none"> • Area in which they have most knowledge and experience 		

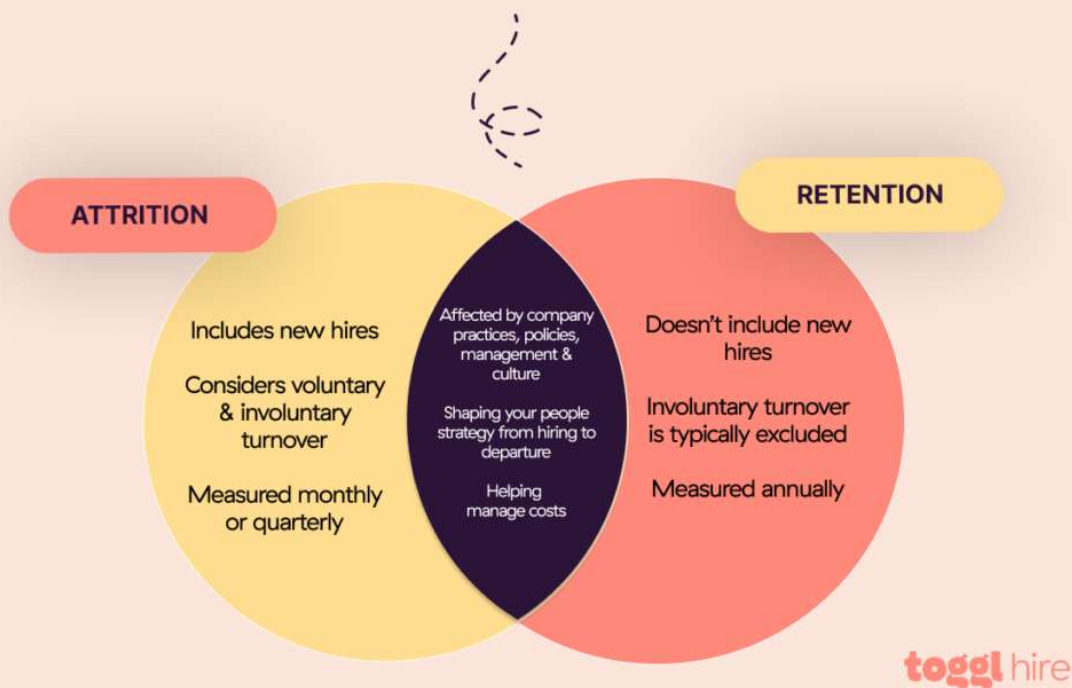
Turnover vs. Attrition

The Key Differences



Employee attrition

ATTRITION vs. RETENTION



<https://toggl.com/blog/remote-work-statistics>

5 Types of Employee Attrition

- 1. Involuntary Attrition:** When a company dismisses an employee.
- 2. Voluntary Attrition:** When an employee decides to leave on their own.
- 3. Internal Attrition:** When departments or teams lose staff due to promotions or similar events.
- 4. Demographic-Based Attrition:** Employee losses from specific demographic groups.
- 5. Retirement:** When employees leave because they've finished their years of service.

https://www.youtube.com/watch?v=B8QWWschq6c&ab_channel=HiBob%2CmodernHRmadeformodernbusiness

Attrition rate calculation + example

The formula for calculating your employee attrition rate

$$\frac{\text{number of employee departures in a period}}{\text{average number of employees in a period}} \times 100$$

toggl hire

1/ Take an imaginary company with 1,500 employees. Over a year, 200 staff leave and 300 arrive.

2/ At year's end, the headcount is 1,600, and the average number of employees is $(1,500+1,600)/2$ or 1,550.

This creates an attrition rate of $(200/1,550) \times 100$ – or 12.9%.

Rates under 20% are generally fine (or even healthy). Anything above that level should raise an alarm bell or at least warrant further analysis.

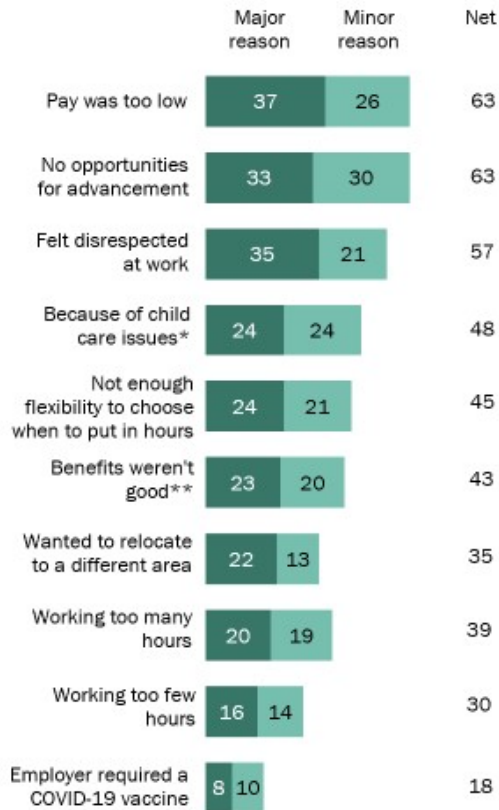
However, this is just a simplification. In reality, **attrition rates vary between sectors and sizes of companies**. One study of firms in the Culture 100 index [found 2-30%](#) attrition rates.

Reasons

- Low pay
- Lack of growth opportunities
- Poor company culture
- Burnout
- Skills mismatch

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so



*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.
Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

PEW RESEARCH CENTER

What is skill mismatch?

Mismatch by country ?

Customise Export My Queries

Mismatch	Field-of-study mismatch	Qualification mismatch	Qualification mismatch	
			Overqualification	Underqualification
Country				
Australia	32.7	38.7	20.2	18.5
Austria	27.7	34.9	20	14.8
Belgium	29.8	33.5	10.8	22.7
Canada	..	38.2	15.5	22.7
Czechia	29.3	16.7	8.1	8.6
Denmark	27.6	31.5	17.1	14.3
Estonia	34.5	39	17.5	21.5
Finland	23.7	28.2	8.39	19.7
France	35.2	33.2	12.5	20.7
Germany ?	22.2	39.9	18.8	21
Greece	41.7	42.5	25.1	17.5
Hungary	28.7	21.2	8.39	12.8
Iceland	31.1	38.5	23.2	15.3
Ireland	40.9	41.5	10.6	30.7

Data extracted on 16 May 2024 06:31 UTC (GMT) from OECD.Stat



CONCEPT OF HR MARKETING

4P's concept (product, place, price, promotion)

Definition of HR Marketing

HR marketing is a concept, which aims to create a powerful and positive candidate experience.

This is achieved through the combination of **target group-specific content** (employer branding content) and a recruiting marketing strategy. These two components enable companies to build and maintain relationships with their candidates. With this method, companies can reach **active** as well as **passive** candidates and excite them about the company.

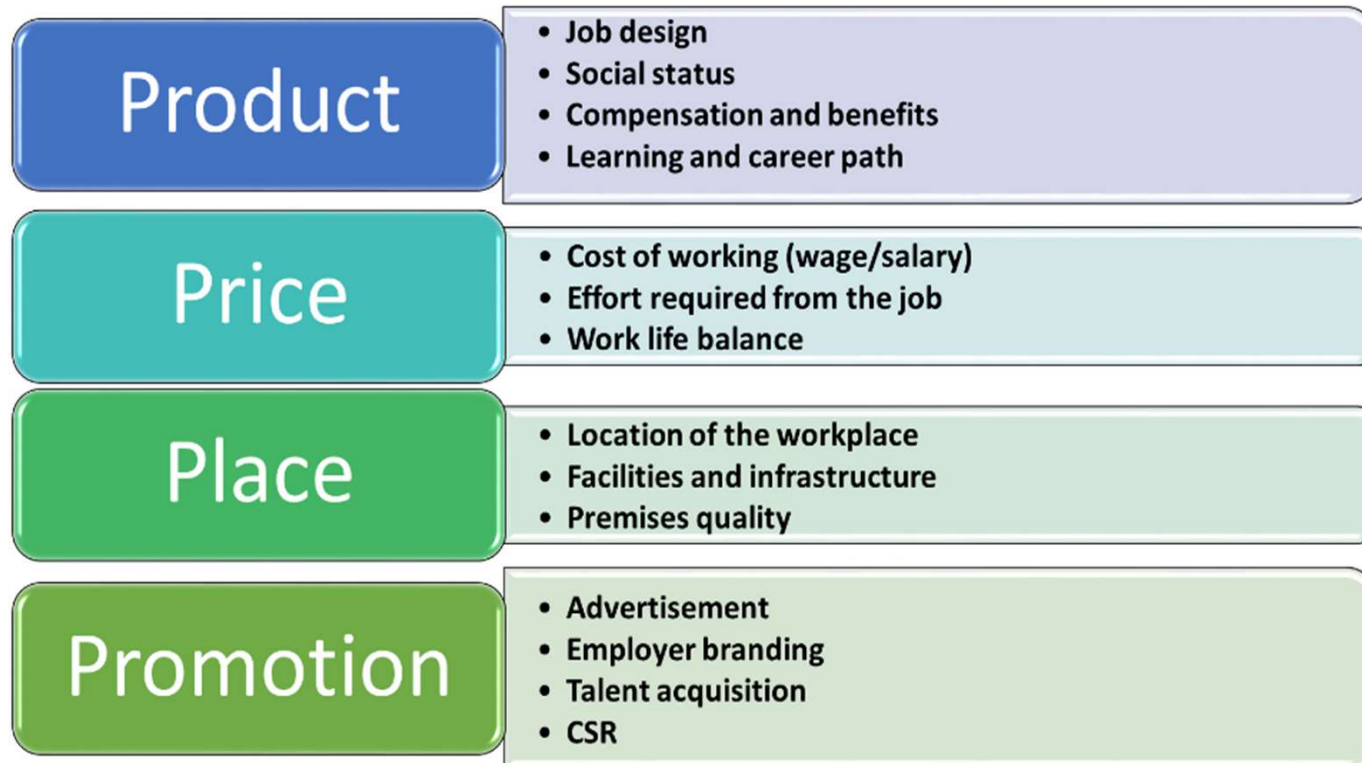
Task for Teams

consider 3 examples of 4P's in HR marketing

(5min + presentation)

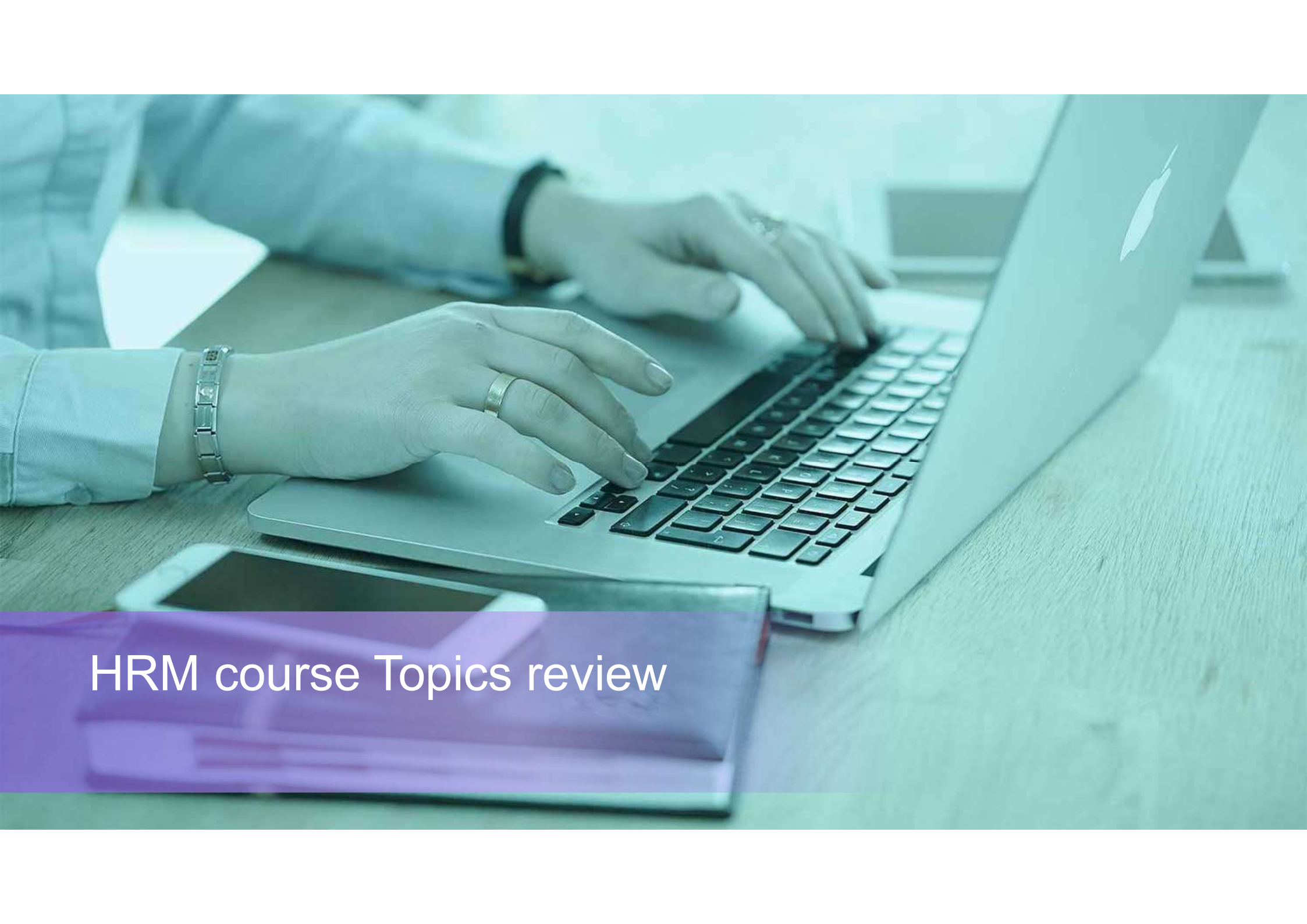
4 P's concept in Human Resource Management

HR MARKETING



Specifics of employer branding in SMEs

What are they?



HRM course Topics review

- Introduction to HR, employee life-cycle – aspect of international HR, specifics in SMEs
- Training and development of employees
- Legal framework of HR (relations of employee and employer – related to phases of employee life-cycle)
- Recruitment in the international context
- Diversity and equity in the workplace
- Employee well-being
- Reward and performance management
- Talent management
- Managing human resources – challenges and specifics of SMEs
- Employer branding
- Knowledge management – knowledge sharing and hiding
- Digitalisation in HR
- Employee retention and turnover/attrition

