



WORLD EMPLOYER BRANDING DAY

27-28 April 2017 | Budapest

Voices of INDUSTRY

Expert insights for 2017 from
leading employer branding
vendors from around the world

www.worldemployerbrandingday.community



**In January 2017 we asked
industry experts from leading
employer branding vendors
around the world the
following question.**

**What's the #1 piece of advice
you would give a company
to build a stronger
employer brand in 2017?**

This e-book details their responses.

**Connect with these industry leaders
online via their contact details
provided and meet them in-person at**

**World Employer Branding Day
27-28 April 2017 | Budapest**



Employer branding is not a HR, Marketing or Communications function. Employer branding is a business function.

In 2017, change your perspective on employer branding!

Even if you have no employees you still have an employer brand. The nature of resource allocation is changing and contractors, freelancers and even volunteers are attracted to companies that have a clear purpose, provide a great experience and have a similar philosophy to people experience whether they are customers, candidates, employees or investors. It should not be about a 'customer first' or 'employee first' led strategy, the common goal should be about providing exceptional experiences for all stakeholders.

Focus your efforts on adopting a strategic approach towards employer branding across the employment lifecycle for the talent you engage. There is no point attracting the best talent, if you cannot inspire and retain them.

Employer branding is not a HR, Marketing or Communications function. Employer branding is a business function.

To build a world class employer brand takes strong leadership, collaboration across business functions and communications aligned with your brand promise. Don't promise what you can't deliver!



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At Randstad Sourceright, we believe that for it to be representative and successful, the EVP has to belong to everyone.

To build a strong employer brand, you need to involve every employee you can. They must have the opportunity to understand what's happening and why.

It's important to remember that the brand is not the story of the company, it is the story of everyone within the company. The benefits of this approach include:

- Greater involvement building a greater sense of ownership of what's produced: The proposition belongs to employees.
- Making it more natural for them to advocate for the brand across their professional and social networks which are (or should be) fundamental to your talent attraction and brand-building strategies.
- Delivering heightened engagement from employees and stronger hiring metrics as you recruit more from a smaller, better informed pool of candidates.

Be it in research (e.g. surveys, focus groups), development (e.g. concept testing, communications) or ongoing execution (e.g. referrals, social advocacy, on campus), the role you ask people to take, whether it be an active or passive one, is not the most important factor. What's important is that they are engaged enough in the purpose of the programme to involve themselves in contributing to its success.

There's a lot of debate about where the EVP really belongs – to HR, communications, marketing or to the executive. At Randstad Sourceright, we believe that for it to be representative and successful, it has to belong to everyone.



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www.randstadsourceright.com/our-expertise/employer-branding

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knowledge is power

We work in real partnership with our clients — inside and outside of their business, crossing borders and boundaries — to attract, engage and manage the best external and internal talent.

To find the right resource at the right time
To bring their employer brand to life
To deliver on their strategic objectives

We call this the 'human intelligence advantage'. To find out more, contact:

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Develop your employer brand by making relevant stakeholders accountable for the experience they provide to the employees.

Add sparkle to your employer brand by building an integrated employer branding strategy.

We know that the landscapes of our organizations are shifting. We experience it. In fact experience is what drives our businesses today. Do you care about your employees' experience the same way as you care about your customers' experience? We do. Attract, engage, retain.

These are the three simple goals in employer branding achieved by a system consciously built around employee experience. It all begins when a potential candidate first encounters the brand. Even before a conscious decision to become a candidate, they have already begun to engage with the company.

Employees go through the entire value chain of organizations as employers. Employment is a long journey starting well before the interviews and lasting until their moment of exit and beyond.

It is important that we think carefully about the employee experience in the entire employee lifecycle and integrate the employer branding tools and channels on each experience touchpoint with the aim to influence what existing and prospective talents think, feel and share about your company as a place to work.

And how about the business impact of employer branding as a key issue nowadays? Develop your employer brand by making relevant stakeholders accountable for the experience they provide to the employees.

That is how you add sparkle to your employer brand.



brandfizz
SPARKLE TO EMPLOYER BRAND

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Add Sparkle to Employer Brand: Build Integrated Employer Branding Strategy

We know that the landscapes of our organizations are shifting. We experience it. In fact experience is what drives our businesses today. Do you care about your employees' experience the same way as you worry about your customers' experience? We do. **Attract, engage, retain.** These are the 3 simple goals in employer branding achieved by a consciously built system around employee experience.



ATTRACT



ENGAGE



RETAIN



EMPLOYER
BRANDING

It all begins when a potential candidate first encounters the brand. Even before a conscious decision to become a candidate, they have already begun to engage with the company. And that is just the very beginning! Employees go through the entire value chain of organizations as employers. Employment is a long journey starting way before the interviews and lasting until the moment of the exit and beyond!



ANITA ZVEZDOVICS
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The success of any employer branding project relies on the support of senior leaders and the CEO. If there is no support, the results will suffer and so will your employer brand. Identify ambassadors for your projects amongst senior managers and even involve negative or sceptical managers. Influential and respected HR or employer brand managers should be the most active communicators between employees and senior management.

All efforts to promote your employer brand should occur in collaboration with senior leaders and I recommend you organize various internal communication activities to keep them engaged across the project timeline.

This may include communications via an internal messaging platform, internal conferences or team brainstorming sessions.



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Employer branding may be owned by the HR or Marketing department, but it is the responsibility of the entire organisation.

The number one determining factor to any organisation's success is its ability to attract and retain the best talent. In a world where candidates have so much access to information about a company through the Internet and their networks, employer branding is an increasingly important part of that process.

Employer branding may be owned by the HR or Marketing department, but it is the responsibility of the entire organisation. Make sure that employer branding is discussed at the boardroom level within your company to ensure your future business success. It is not a campaign-based strategy, but an ongoing business strategy.

It's not just about being well-known; being a big consumer brand doesn't automatically mean you'll attract the right people, just that people are aware of your products or services. The motivations and decisions that go into buying a soft drink, for example, are very different to how people decide to place big bets with their careers.



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Building the employer brand is all about leadership breathing, living, forming and acting out the brand culture.

Building a really strong employer brand is all about building a strong and inspirational brand culture with key roles for leadership, HR communications and HR.

In the core of this brand culture, a true spirit or soul, is comprised of a meaningful purpose, energising values, futureproof core competences and burning ambitions. Its identity is a shared personality, where brand and people are aligned in purpose, values and ambitions.

In finding a truly great identity, building the employer brand is all about leadership breathing, living, forming and acting out the brand culture. If they don't live the brand, who else will?

'Brand-leadership' is mostly undervalued in truly making a difference. More than anyone, leaders can make or break the brand.

Communications elevate the brand story. A 'great story', also needs to be 'well told', and here communications add to building the brand. They need to infuse strong stories, with the power of words and images in order to add to the inspirational, 'snackable', and shareability of great (employer) brand stories.

Communication talent should seek to build a 'communicative organization' where every employee and leader feels empowered and inspired to begin the brand dialogues and truly advocate for the brand.



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One aspect of the employee experience is employee benefits, and this needs to be tailored to the needs and wants of your employees.

To build a stronger brand in 2017, turn to technology!

One must remember your employer brand evolves for better or for worse. However with a vigilant HR department that thinks strategically, your employer brand can be managed so as to radiate the desired positive image of your organization.

One must also not be shy in turning to technology for support in developing a hub where your message as an employer can be distributed to your workforce and where your employees in turn can maximize their experience with you.

One aspect of the employee experience is employee benefits, and this needs to be tailored to the needs and wants of your employees.

Most importantly, these offers must be personalized and communicated in order to maximize appreciation by the employees. Benify helps tailor a solution for HR departments that want to create an employee experience to bolster a strong employer brand. Compensation, benefits, discounts, participation in social events – they can all be part of the content that feed into the employee experience.



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Organizations with the highest levels of engagement and ambassadorship amongst their employees and clients are the most efficient.

The right engaged person in the right place at the right time. The individual and their relationship with your company has never been more important

To attract, engage and develop the right people who can create and develop relationships is not only the single most important competitive factor for the future, but also one of the best ways to achieve the desired level of quality, efficiency and profitability in business.

Today everything can be copied except for one thing - the people within an organization. In other words, people are the most unique competitive factor there is. Individuals and their relationships have never been a more important factor for you to

stand out and achieve your goals.

Why is it then that we choose one company over another? The answer is quite simply, relationships, and the best relationships win. This is why the organizations with the highest levels of engagement and ambassadorship amongst their employees and clients are the most efficient. The ones that have the highest number of engaged clients achieves the best result. That is why it is alarming that the number of companies with a decreasing level of employee engagement now surpasses the number with increasing employee engagement for the first time in a decade.

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Reduce interview rounds for a much better candidate experience that helps build your employer brand.

There needs to be a radical change in the way companies approach candidates today. Any candidate who enters the recruitment process will definitely have a say about your brand.

You absolutely need to speed up decision-making by reducing interview rounds for a much better candidate experience that helps build your employer brand.

Furthermore, part of the positive candidate experience is to always provide feedback to candidates who apply for a position at your company (especially if they are rejected).

74% of negative comments on the SSC Heroes platform are posted by candidates because they did not get a response at all.

You will have many rejected candidates, but it definitely helps shape their opinion of you if you provide them with useful feedback.

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In this cyber-social age, a world of robots, chat-bots and internet-connected everything, what's your brand's play for the future?

Step out wearing only your corporate coat and you're likely to be seen as cold, machine-like and uncaring of personal needs.

So what is the solution?

We suggest you begin by putting yourself in the position of the person you want to communicate with. The foundation for any strong brand is trust. Trust is built on understanding and there are plenty of opportunities for building that understanding.

For starters look at ways of improving your insight. Go to the right places, hang out with the right people, listen to the

conversations they're having and adapt what you want to say to the people you are talking to at that particular moment.

Let people know how your brand will make a difference to their lives. Millennials in particular crave meaning and purpose and it's the job of employers to match what they're able to offer with those needs.

Make every interaction more human and personal. The result will be greater engagement and differentiation.

Finally, never be afraid to wonder. It's something we do all the time. And it works.



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WHENEVER WE
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out new
insight

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remove
all the
filters

we
think about
great

we go
deep

we
put it all
on the
line

we break
the rules

we get
it done

...it works

We're a London-based innovation agency that brings brands and people together.

We combine deep insight with creative excellence to deliver for clients such as The British Army, RBS, Vodafone and Mars.

Our work informs, engages and excites the talent that they need. Because at the end of the day, it's all about people. What they see, hear and experience, will affect the decisions that they make.

That's why we always aim to create wonderful work that works.

If you have a new project you would like to discuss, we'd love to hear from you.

Email us at tom.chesterton@tonic-agency.com, or visit us at tonic-agency.com





At the end of 2016 Havas published a Prosumer report titled, "Shifting Mindsets in an Age of Uncertainty." Based upon 12,000 responses globally, it looked to make sense of some of the year's big global events exemplified by Brexit and the election of Donald Trump.

With the emergence of 'neopatriotism' (described essentially as nationalism based on the recognition of the elements that make one's country and culture worth celebrating - and protecting) organisations must take a critical look at their global employer brand and assess its ability to achieve cultural relevance with audiences at a national level.

This does not mean discarding existing global employer brand constructs - after all a well-designed employer brand is fundamentally about cohesion and emotional connectivity, rather than uniformity.

But it does mean an increased focus on the development of regionally segmented messaging and a greater degree of personalisation. Both of these disciplines require us to understand our markets, but the latter requires the need to build personas around our target audiences. Personas that take into account not only their career drivers, but their cultural values, perspectives and likely behaviours.

We believe this approach will go a long way to helping global organisations develop meaningful effective employer brands - ones that markets choose to adopt and that audiences are drawn to.



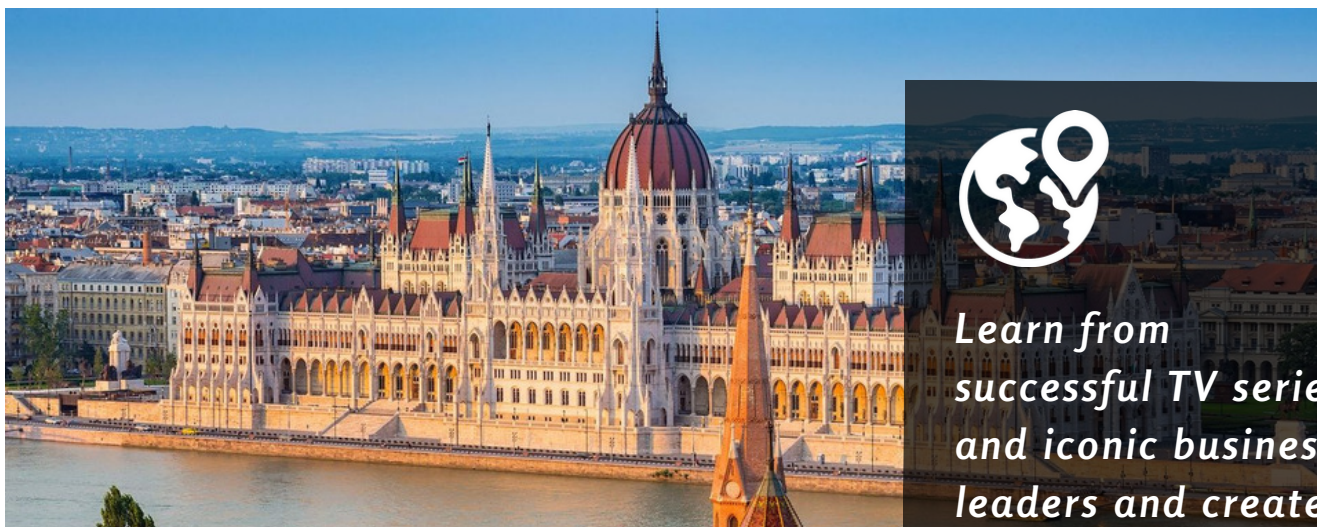
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Learn from successful TV series and iconic business leaders and create a business with its own personality and 'feel.'

Learn from successful TV series and iconic business leaders and create a business with its own personality and 'feel.'

One of the biggest challenges facing a business when it comes to communications and leadership is how to create a uniform brand that not only permeates the organisation internally, but also permeates external communications aimed at customers, the job market and investors, and as a brand, will remain clear, logical and convincing over time.

It is not uncommon for a company's communications to be spread in different directions, with the market speaking one language, HR another and the company itself, a third language internally. It's almost as if there are several different companies in the same company, and it is experienced differently depending when you have contact with the company, and on the context in which you do so – as a customer, a potential

employee or an investor.

In most cases, the underlying problem is that there is no clear, jointly shared vision of the company's personality and internal culture.

Companies can learn something from blockbuster TV shows such as Game of Thrones, Mad Men, Orange is the new Black and other successful series in this area.

These series have a showrunner, who is responsible for ensuring that each programme always has the same 'feel' and 'pitch' across the series regardless of whether you are watching season 1 or season 5, and who must ensure these do not change even if the characters and plots are developed as the series progresses and if new directors and actors join the show.

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Start by listening to your people, then dream big to build a story that is bold and distinctive.

In 2017 stick to your story – internal is external.

When building your employer brand, start from the inside. The communications landscape is becoming more transparent, leaving less room for polished glossiness. This creates an opportunity for the organisations that manage to develop a true, yet ambitious, internal employer brand. And crucially, have the ability to empower people to communicate it.

So how do you get a diverse group of employees to feel that the story is true and worth sharing?

Start by listening to your people, then dream big to build a story that is bold and distinctive. Aim for a narrative that is simple enough and based on just a few core themes. Review how these themes are reflected during the employee journey and identify what acts are needed to both amplify and energise.

Mobilise your key employees to make sure that behaviour is fully aligned with the message. Then count on your people for visibility. Provide them with the skills, tools and freedom to open up their individual employee experiences. Add some professional marketing and communications for excellence.

Your employer brand is a combination of the employer image and the employees' experience. Dedicate effort to syncing both communications and leadership.

Have confidence that image and experience will strengthen each other, as long as your story is anchored in reality, but built to be visionary.

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It's important to remember that the brand is not the story of the company, it is the story of everyone within the company.

At Papirfly we are passionate about employer brand consistency!

In 2017 companies should build a stronger brand by investing in measures to consistently apply it.

Your employer brand showcases your company's personality and most importantly, its promise. It aims to appeal to specific target audiences, engendering positivity, trust and confidence.

A strong employer brand is distinctive and appealing, fresh and engaging and it reaches its target audiences using the most relevant marketing and media channels.

It needs significant, consistent exposure in order to win recognition and trust. However, without sufficient controls in place, employer brands become inconsistent and diluted. Target audiences get mixed messages and the desired impact is compromised.

Of course, it can feel like an impossible task, ensuring all employer brand marketing is consistent. Especially, as it is likely to be marketed in multiple countries and requires some flexibility to cater for the nuances of local markets.

Empower your teams to create their own employer brand marketing, everything from social media posts to HTML email and brochures, without specialist production support and controlling the elements that guarantee compliance.

The benefits of building a consistent and stronger employer brand is that employees will free up time to devote sufficient resources to developing engaging campaigns that have impact. Strong brands attract the right kind of people to help them succeed... talented employees, committed investors, positive customers and loyal supporters.

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**Louise is a TA Manager.
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Using Papirfly's unique Employer Brand Portal, our customers **store and share** their employer brand assets, easily **communicate and educate** on their EVP/brand guidelines, and most importantly, they **produce their own expert marketing**, creating consistent, compliant print and digital content and branded emails, simply and easily, **without specialist support**.

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If you have a strong brand infrastructure and wish to boost talent attraction, you must get great at building relationships with candidates.

Deciding how to invest in your employer brand depends in part on how evolved your existing brand is.

If you're looking to build your infrastructure from scratch or from a minimal foundation, my advice is to take a holistic view, based on the following strength factors:

1. Make your story and employee value proposition (EVP) compelling: determine what's most exciting about your vision and how to answer, "What's in it for me?" for each talent group. Be rigorous in defining what really matters to them.
2. Communicate with clarity and consistency across all media. Your website, social media, advertising and intranet need to be fully aligned and integrated, despite needing nuanced channel strategies.
3. Bring the experience to life: use imaginative videos, employee stories, CSR soundbites, interviews, imagery and job details (benefits etc.).

This will help to keep talent engaged and help candidates to visualise themselves working for you.

If you have a strong brand infrastructure and wish to boost talent attraction, you must get great at building relationships with candidates. Some current technologies to consider are:

Plot and personalise the candidate experience: automation and simplification gives a consumer-grade experience and drives conversion.

Work with data that matters: smart tech tells you which ads drive most traffic, where dropout occurs, which candidates are most likely to convert based on their behaviour...helping you make smarter decisions about media investment and process enhancement.

Sometimes a big leap is required instead of a small step but the rewards are worth it!



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See examples of our work at cielotalent.com/brand





Leaders must bring together the right skills, not only during the design phase, but also during deployment and ongoing management of the employer brand.

The employer brand strategy should connect to the business needs, not only today, but also into the future. It should consider where the company is headed and what this means from a talent attraction perspective:

Consider:

"Are we going to continue doing what we do, just more? Then we need to be able to hire MORE people.

Are we diversifying our business and providing different products/services?

Then we need to be able not only to attract MORE people, but also DIFFERENT people, which means we need to do different things and maybe convey different messages for those audiences.

It is not only a matter of 'making it look pretty' but making sure whatever we do is going to make the business stronger and connect with our different audiences.

It is important to combine the strategic and tactical efforts along the way. Leaders must bring together the right skills, not only during the design phase, but also during deployment and ongoing management of the employer brand.

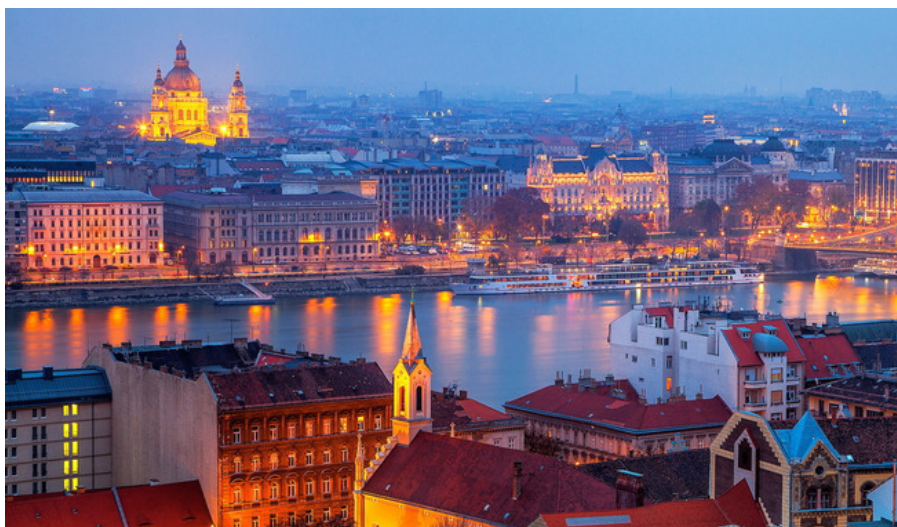
Employer branding is about people and building a strong employer brand over the long term will require representatives of the different business areas working alongside each other to achieve business objectives.

peplematters

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To build a stronger employer brand in 2017, implement Activity Based Working.

To build a stronger employer brand in 2017, implement Activity Based Working.

Globalisation and digitalization has changed the landscape for how we sell and consume products and services. If the way we do business is changing so radically, shouldn't our way of working also be changing?

Far too many organizations are missing out on that connection. They spend a lot of time and money to change their business while at the same time they are holding on to their old offices with private rooms or desks and often using poorer technology than employees have at home.

It ought to be obvious, that if we want to survive as a company we need to be as mobile, flexible and digital as the customers we are creating our new products and services for.

The successful employer of the future needs to provide support to the time and place independent employee, making a transition towards Activity Based Working (ABW). ABW is a catalyst for organizations to rethink the way they work aligned to their cultural and strategic objectives.

It provides freedom of choice in how, when, and where people work, helping them to be more effective and engaged. ABW recognizes that people perform different activities and need a variety of work settings, the right technology, and a trusting and collaborative culture to be best supported.

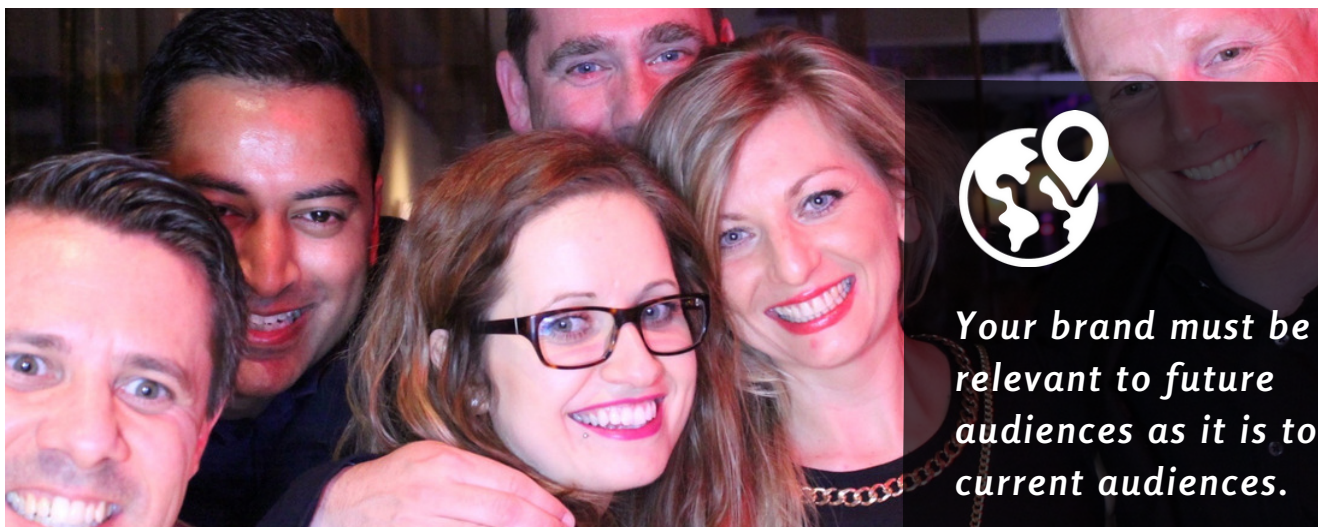
The impact of employer branding in ABW is most evident when companies see work as something we do rather than a place we go to. Focus on performance rather than presence and provide the freedom of choice.



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When undertaking an employer brand journey with a client, the critical phase is to research, evaluate and agree on the two key elements that need attention.

Every organisation will have different priorities for their employer brand development based on their current state. It could include the need for a social media strategy, internal engagement, values development, external channel messaging, generational appeal, or rich content story telling.

Our role is to then take the two key elements, think of them each as an axis, and find the intersection of those two axes. The best employer brands find a sweet spot of what a brand stands for and what its talent lives by.

Is your organisation trying to find the sweet spot of internal engagement and millennials, or perhaps external brand perception and your target candidate market?

Whatever those axes or elements you need to address, only by finding the sweet spot – or where those two axes intersect – can you then develop the strategy and effective communications to bring both together seamlessly.

Your brand must be as relevant to future audiences as it is to current audiences. As potent after five years as it is on day one. Therefore, an organisation must commit to the regular identification of these axes and work on the intersections to achieve relevancy.

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Never promise to employees and candidates what you cannot deliver.

The environment in 2017 is a volatile one, with a dynamic that it is not always in favour of the employer. The skills shortage is a challenge for each employer, so the employer brand is more relevant than ever if you want to attract and retain the right talent to grow your business.

All external and internal messages should be aligned with the company's business objectives.

Never promise to employees and candidates what you cannot deliver.

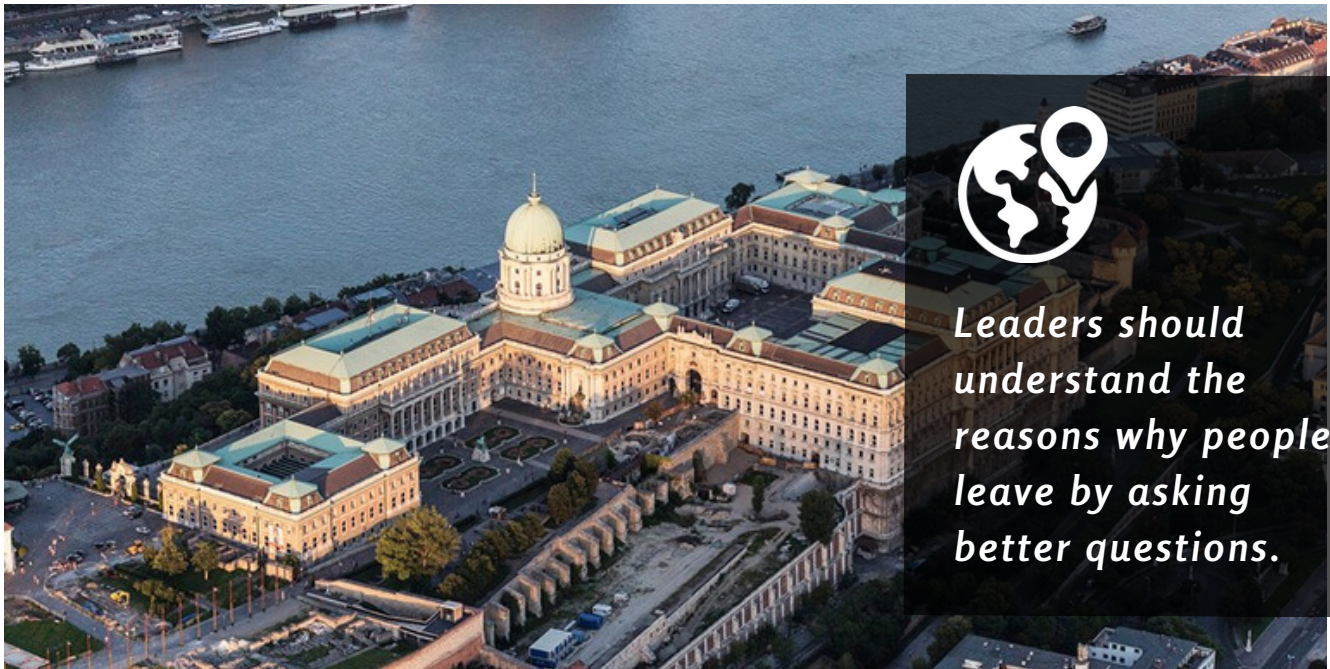
A successful employer brand strategy should have consistency, continuity and authenticity. An employer brand that is built upon these elements will ensure candidates and employees are in the same boat. Be honest in messaging, be innovative in your communication channel mix and measure the impact of every action!



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Leaders should understand the reasons why people leave by asking better questions.

In 2017 companies who want to build long-term foundations for their unshakeable employer brand should start by strengthening their company culture and focus on current employees.

Target your employer branding strategies at current employees and tackle staff turnover more seriously. Leaders should understand the reasons why people leave by asking better questions. The most common answer for leaving is "I have a better financial offer," but it is hardly the truth.

Companies will ponder about their company culture and focus on the inclusion of employees in the creation of meaningful, uniting, and synchronizing activities to improve the perception employees have about their company.

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and energy to
discovering what is
important to your
people and spend
more time building
high quality
relationships at
work.*

In 2017 companies should focus on humanizing their EVP and develop a better understanding of what attracts talent to want to work with them, give their best and stay with them.

We all want to have people in our teams with a passion for our company vision and employees that are fully dedicated to company challenges with a never ending drive to do things better.

Apply more focus and energy to discovering what is important to your people and spend more time building high quality relationships at work. If you understand the passions of your people, if you help them to cope with their challenges and if you try to develop them every day, then you will get much more in return through their engagement and commitment to grow your business.

Ask a member of the finance team and you'll immediately know how much money your company pays in salaries and if you are good you'll understand your employee performance in numbers too.

When you assess your EVP, you will realize that money is just one part of what attracts talent to want to work and stay with you. If there are also attractive non-financial benefits you will attract a much broader based of talent and have a deeper talent pool to choose from.



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The target group-oriented approach is increasingly important in employer branding and recruitment.

We believe that the target group-oriented approach is increasingly important in employer branding and recruitment.

With the help of the correct identification of the target audience, we can reach potential candidates, and customize our message specifically for them.

hvg HR CENTER
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Employer Branding 101: Truth well told!

Always tell the truth about the real employee experience and company results.

Choose one message which differs from your competitors and be sure to answer this question: "Why should your employees wake up in the morning and come to work for you?"

Build strategy, create real results and communicate it with this message. "Stay away from employer branding magicians!"



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Leaders must understand the strategic importance of employer branding and how it contributes to business success.

Companies will need to improve how they communicate their employer brand and EVP to their external target audience so it acts as a differentiator in their recruiting strategy.

This will help companies to improve their position in the labor market by building competitive advantage.

It is important that leaders also understand the strategic importance of employer branding and how it contributes to business success. They must understand the role of new media including the role of social media in talent attraction and build capability in this area to better monitor and manage its employer brand online.



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Employer branding should be a long-term, integrated approach to how you attract, engage and retain talent.

Companies should concentrate on being the best employer that they can be. Not just in 2017, but for ever.

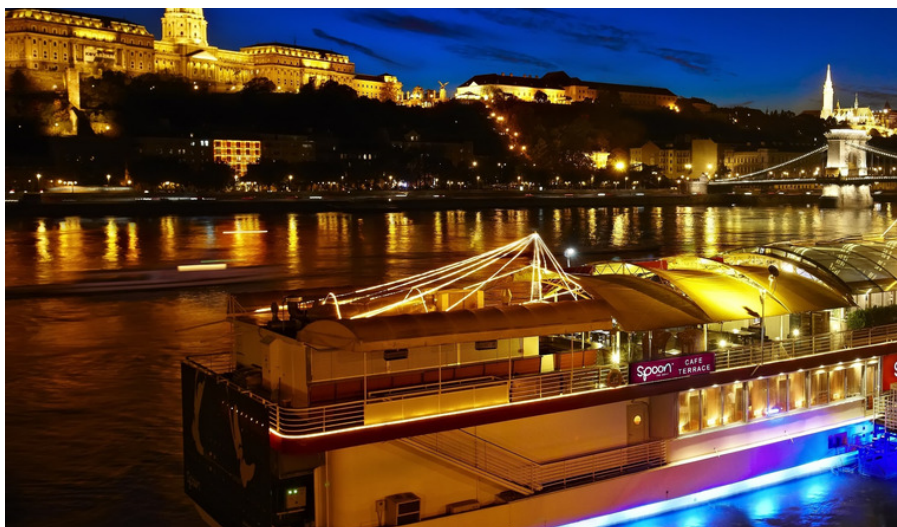
Focus on humans, not on things.



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There has never been a more important time for companies to personalize the candidate and employee experience. Too many companies speak the same language and candidates struggle to understand how companies differentiate their employment offering and EVP.

In 2017, conduct research and insights to better understand the needs of your target audience.

Avoid using a one size fits all approach when recruiting talent, especially if recruiting in foreign markets. Understand the local nuances of the market and empower leaders to make decisions that are in the best interest of the local talent and not simply something that fits a template or brand book.

Today, the best talent want to 'feel at home,' and want to work in an environment that inspires them to do their best work in the company of fellow team members who share a common purpose.

Don't overthink your EVP. Be authentic, communicate with clarity and provide leadership that inspires, connects stakeholders and most of all, makes people feel like they have made a meaningful contribution.



Today, the best talent want to 'feel at home,' and want to work in an environment that inspires them to do their best work in the company of fellow team members who share a common purpose.

**employer
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