

employer branding 3.0:

harness the power of your employer brand



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the case for employer transparency and brand authenticity

Today, more than ever, brands need to be as authentic, transparent and honest as possible. Weaned on digital communications, next generation workers understand the power they wield. They know they can make or break a brand simply by engaging their peers with a clever hashtag or a video that goes viral.

Remember Sydneysider Ben Hunter, who complained about some mouldy hommus he bought from Woolworths? His post gained over 15,000 likes and could potentially have caused significant brand damage. That was until Woolworths responded, channelling Ice Cube and breaking out into rap, the quick witted hilarious response soon had the populous back on its side, with over 30,000 likes¹.

According to a study from Deloitte released in August 2015, 48% of respondents believe that companies' use of social media has improved their perception of the brand. Almost half (49%) of respondents believe they can more effectively raise and resolve their customer service issues via social media and 55% of respondents say they are able to learn more about a company, brand, product and service through their use of social media than via their website.

Like Woolworths, many businesses are also successfully using social to build personal relationships with customers – 45% of respondents feel more connected to the brand if its leadership engages on social media networks.

¹ <http://www.news.com.au/lifestyle/real-life/true-stories/this-rapper-response-from-woolworths-is-hilarious/news-story/04b6d95e1a1db5e7a8b864368d2d5fa8>

It's clear, good interaction with customers online can be used to an organisations advantage. But it doesn't stop there, it can also be especially useful when it comes to attracting and retaining top talent. While more and more employers struggle to find qualified candidates, social networks provide an extraordinary opportunity for promoting corporate values in a fun, visual, entertaining and engaging way. The not-so-good news for some organisations is that you do need to deliver; the interaction doesn't stop once you've got them – it's quite the opposite.

Savvy candidates seem to have x-ray vision: they see beyond the facade and right into the bones of your corporate structure. If the two aren't aligned, that facade becomes a red light to prospective employees, and a green light to leave for current employees.

Today's younger Gen Y and Z workers seek open, communicative cultures, where they have the opportunity to learn and grow, while aspiring female leaders seek companies with equitable advancement processes, as well as flexibility in the way they work. Everyone is looking for great compensation and a pleasant working environment.

Are you investing in authenticity? Is your messaging clear and are you showing off all sides of your brand's character?

Today's job seekers are looking for more than a tagline; you need to show them who you are. If you do it right, your employer brand will draw great people to your organisation like a magnet, right past your competitors. Digital content and online communities can work wonders for your employer brand – if you use them effectively.



employer branding 3.0: think community, not workplace

"It is no longer sufficient for values to simply reside in company mission and vision statements. They need to be brought to life and inspire employees", says Australian employer branding expert Brett Minchington. With the immediacy and omnipresence of information through a number of channels and devices, people are very aware of the issues around them. The lines between work space and personal life are more blurred than ever. As a result, for today's workers, a workplace is not a separate sphere anymore. It's another community where you work, not for the bottom line, but to build something meaningful and to make a difference.

Australian workers want to feel recognised for their work. They want a pleasant working atmosphere and a good work life balance. Instead of thinking of these workers as 'Stayers', think of them as 'Growers'.

employee management trends: from 1.0 to 3.0

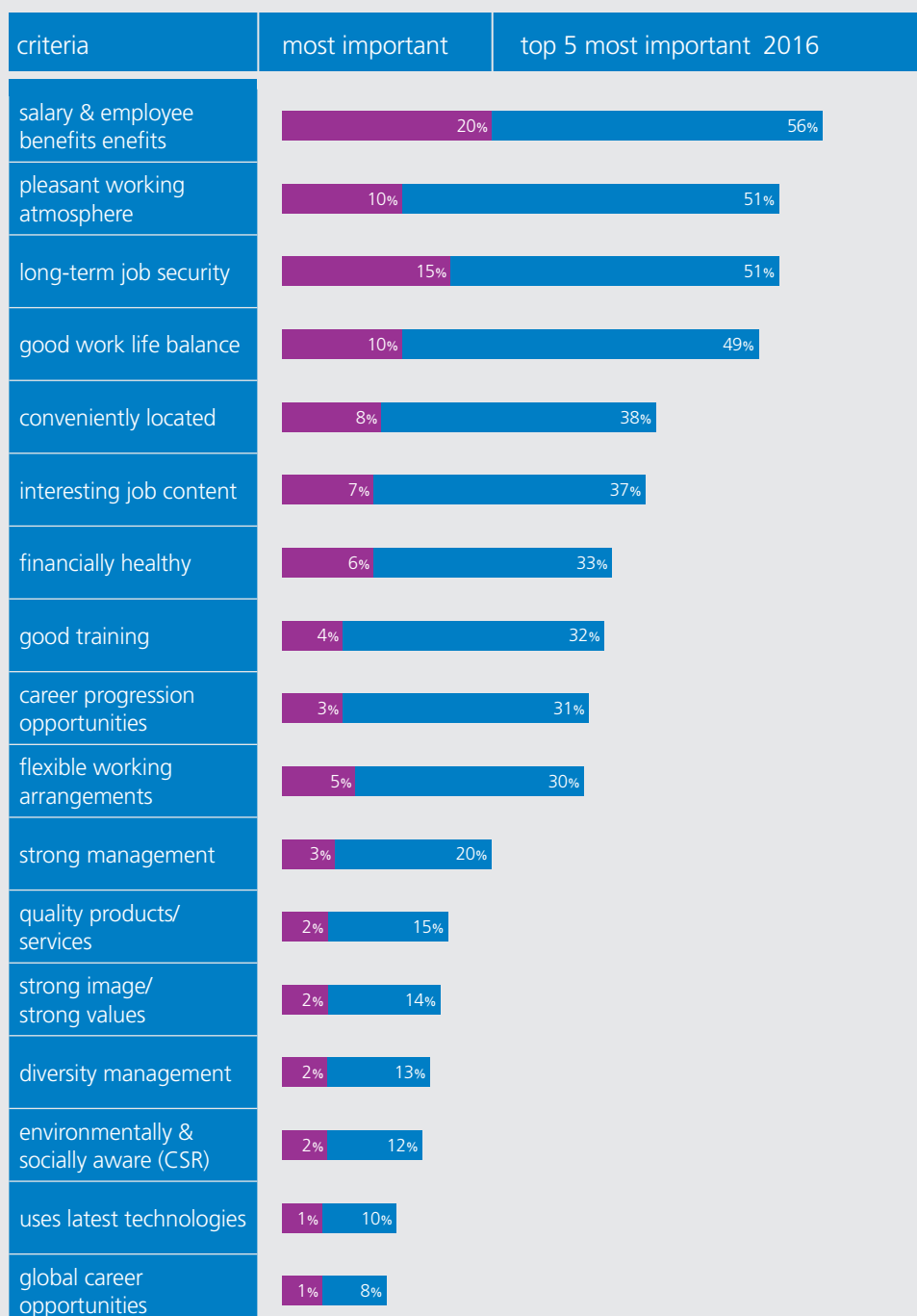
	1.0	2.0	3.0
objective	fill jobs	engage employees	make the world a better place
focus	employer	employee	stakeholders
wealth creation	employees as infinite resource	employees as finite resource	employees as results
driving force	talent abundance	talent scarcity	optimise human potential
value proposition	functional	functional & emotional	functional, emotional & spiritual
key employment concept	job for life	multiple careers	blended work life balance
relationships with customers	disconnected	connected	community

source: reproduced with the authorization of Brett Minchington, Chairman/CEO Employer Brand International.
<http://www.brettminchington.com/thinking/trends/95-employer-branding-30-connecting-employees-and-customers-for-a-better-society.html/>

what do workers want?

According to our 2016 Randstad employer branding research which surveyed over 10,000 Australians, salary is what most drives potential employees (although it has decreased from last year), followed by a pleasant working atmosphere. What's interesting to note is how important "a pleasant atmosphere" is, especially among women, whilst men on the other hand look more for financial stability, global career opportunities,

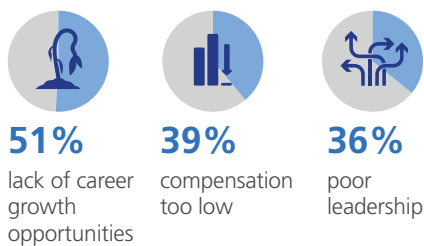
strong management and innovation. Compared to older workers, the 18-24 age group is driven more by good training, global career opportunities, strong image/values and environmental awareness. What this tells us is that, beyond salaries, employers must look at other drivers, and that those drivers may differ according to the group. We saw this reinforced when we asked what factors influenced staying with or, leaving a company.



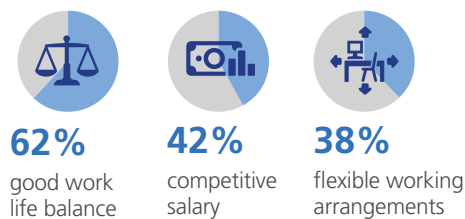
what makes them stay... or leave?

Lack of career prospects is the number one reason why people leave their organisations, followed by inadequate compensation and lack of leadership. When asked what motivates them to stay with their employers, Australians said work-life balance is the top factor, followed by salary and flexible working arrangements.

top 3 reasons employees leave?



top 3 reasons employees stay



More often men stay due to higher pay, financial health or career opportunities whilst women seek balance or flexibility. Young workers are motivated by different factors, such as career growth opportunities and strong relationships with direct manager.

why change employers		why stay with an employer	
lack of career growth opportunities	51%	good work life balance	62%
compensation too low	39%	competitive salary	42%
poor leadership	36%	flexible working arrangements	38%
work life balance issues	34%	pleasant company culture	35%
lack of recognition/rewards	34%	I feel recognised for my work	33%
not feeling interested in my job	32%	strong relationship with my direct manager	30%
not feeling engaged	26%	financially healthy	28%
insufficient employee benefits	20%	passionate about the job and industry	28%
poor relationship with my direct manager	15%	good employee benefits	24%
commuting time is too long	11%	career growth opportunities	19%

what channels are used to find a job?

Job seekers are still primarily going to job boards and recruiters when looking for a new role. Men more often use recruiters, personal connections, Facebook or LinkedIn, whilst women more often refer to online job boards or newspapers. It is not surprising to see that younger job seekers more often refer to Google and Facebook, while older people more often use recruiters or personal connections.



70%

of those surveyed
intend to leave
their job in the
next 6-12 months



67%

will use a job board



39%

a personal connection



43%

a recruiter



younger (18-24 yrs) are
more likely to use Google
and Facebook while
25-44 yr olds will engage
recruiters & use their
personal connections

top 10 channels to find a job

job boards	67%
recruiter	43%
personal connection	39%
company career site	33%
Google	26%
LinkedIn	25 %
newspaper	22%
Facebook	13%
Twitter	4%
industry magazine	4%

building a strong community:

listen, engage, activate

Your brand can be a powerful recruitment tool. The key is to make sure your teams rally around a set of core values that you'll live and breathe every day. Leading organisations leverage all the tools available today to build a strong internal community, empowering their employees to further promote the corporate mission and vision externally.

listen

Start by listening to what your people have to say about the organisation. Some companies use surveys to build a base metric and others organise focus groups to capture their employees' views and insights.

engage

Implementing a sustainable communication plan with your employees will ensure you keep them engaged in the long run. There are a number of ways to foster engagement and amplify employee voice. First, provide greater access to your leadership team and management – training, innovation challenges, online tools and media platforms where leaders and employees take part in open discussions.

activate

Once you have tools and resources in place to foster engagement on a daily basis, you can activate your brand and encourage your employees to act as ambassadors. That can be through a specific event, or in how your teams communicate on social networks about your brand and live its philosophy.



Don't let perception become reality

"A lot of companies are scared of criticism and don't have procedures in place to deal with it effectively. Whether it's someone venting on social media about a bad customer experience or negative conversations happening in the workplace corridor, awareness is the key to damage control.

Negative feedback is rarely heard first-hand so don't bury your head in the sand. Every company should see a complaint as an opportunity and put adequate channels and mechanisms in place to deal with them proactively. That way you can identify the problems before they take on a life of their own. And don't forget to use the opportunity to ask the positive things as well."

Dee Madigan, Owner and Creative Director — Campaign Edge

4 key ways to **connect** and **engage** with today's job seekers and employees



As employers get to understand the power of social networks, the temptation is strong to jump on social platforms just to ensure a presence, but it's even more important to think about content and what it says about your company culture, people, vision and, most importantly, your brand.



use visual content to tell your story

Make sure the content you publish on social networks resonates with the people you want to reach. Looking for fresh grads? Nearly half of the 400 million people on Instagram are under the age of 24. Use the platform to post videos and pictures of people working in your company that can tell real-life stories about your employees' projects and accomplishments. This is a compelling way to showcase your culture in action and to put a human face to your organisation. Don't forget – an image is worth a thousand words. The explosion of visual content proves it in a very powerful way. Content with visuals get 94% more total views and is 40 times more likely to be shared².



show that you care

Our recent 2016 study of young workers revealed that both Gen Y and Gen Z expect organisations to be socially responsible and to make a positive contribution to their communities. When asked how important it is that the company they work for focuses on giving to the community, nearly one in five (18%) of young adults, say that it's 'important'. Do you have corporate responsibility programs related to environment, diversity, and other social issues? Talk about them, put them forward, show inspiring examples of those initiatives. Ask people to submit their ideas on how you can expand on your CSR programs by using a specific hashtag, for example #bigideas, and follow up on how you'll implement the most promising ideas.



be true to what you are

According to Deloitte's 2016 Millennial survey, Millennials choose employers whose values reflect their own—a concept reinforced by the finding that, globally, 56% of Millennials have "ruled out ever working for a particular organisation because of its values or standard of conduct". Additionally, the report found, corporate values that are shared with and believed by Millennials also promote loyalty—particularly when employers demonstrate a strong sense of company purpose beyond financial success.

Job seekers want to work in an organisation that feels real, genuine and communicative. And that applies to your job postings, too. They should tell a story. What's it like to work in your office? Talk about the teams, career prospects. Don't just rely on a laundry list of tasks. Focus on your strengths, without shying away from the reality. If your environment demands workers put in extra hours near product launches, say so. You can counter-balance by talking about your recognition programs and competitive compensation plan. Same goes for your social media presence. So what if you're not the cool dotcom posting pictures of employees sipping espresso? It's ok to be a respected and forward-looking tech company, looking for experts in cloud computing, if that's who you are. Simply share interesting articles on trends and innovation, and engage in conversations with influencers through industry blogs, LinkedIn groups or Twitter.

² https://bufferblog-wpengine.netdna-ssl.com/wp-content/uploads/2014/07/Visual_Content_Infographic.jpg



turn employees into brand advocates through storytelling

“Advocacy, done right, becomes true influence. And influence is what impacts behaviors”, says social media expert Mack Collier. Think about it. If you have 100 employees, each has, on average, 1,000 connections through Facebook, LinkedIn and Twitter. That’s 100,000 people you can potentially reach. Don’t forget, people trust people. Encourage your employees to share content and tell inspirational stories on popular platforms such as Google+ or Facebook. For example, they can write blog posts on their accomplishments or successful projects on your LinkedIn page, post pictures of themselves and their volunteer work on your Facebook page, and share interesting news regarding the organisation through many platforms. Of course, you’ll need to train your employees and provide them with guidelines in order to clarify the responsibility they have when promoting the image of the organisation externally. But make it easy for them: there are tools such as Postbeyond or Advocate that facilitate content sharing on multiple platforms. Choose what works best for you!

fresh and creative ideas to leverage digital content & online communities



why employer branding matters



84%

would leave their current job to work for a company with a better corporate reputation



28%

lower staff turnover



10%

lower payroll costs for companies with good employer brand



indexed cost-per-hire is
46% lower

crafting a strong employer brand and employee value proposition (EVP)

external perceptions



Randstad Award research



customer perceptions



social media audit

tangible outcomes



strategic and cultural insights



gap analysis



talent strategy



communications plan

internal perceptions



employee & leader perceptions



engagement information & data



value proposition analysis

To find out about Randstad's employer branding consulting services, visit www.randstad.com.au/research

about the Randstad Award

The Randstad Award program is based on a robust research platform that gives unique insight into the key drivers of talent attraction within Australia and across the world. Conducted by independent research agency ICMA the research program has since expanded into 25 countries around the world. For more information, visit www.randstadaward.com.au

Randstad Award methodology

The Randstad Award survey is based on the perceived attractiveness of companies in a specific market. The 150 largest employers per country are selected, each with at least 1,000 employees. The number of respondents in Australia is 10,063. This is a representative sample to measure attractiveness of those 150 companies. Samples are based on national demographics (age, region, gender, education level) with a slight emphasis on respondents aged below 40, with potential workers being the target audience of the survey. Each sample is comprised of a diverse age, region and gender population. Students and both employed and unemployed workers between 18 and 65 years of age are also represented.

To request the Randstad employer branding research reports for 2016 visit www.randstad.com.au/research

about Randstad Australia

Randstad is a Fortune 500 company and world leading recruitment & HR solutions provider. Representing more than 90% of the global HR services market, we have a mission of 'Shaping the world of work', and we are passionate about matching people with companies that will develop their potential and matching companies with people that will drive business performance and opportunity.

Founded in The Netherlands in 1960, the Randstad brand was established in Australia in 2009 following the global merger of Randstad and Vedior. With more than 40 offices across Australia and over 25 years local market experience, Randstad offers specialised recruitment and HR solutions across the broadest range of skills disciplines and industry sectors. For further information visit www.randstad.com.au



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