

# 1 Branding for Successful Employment: A Practical Approach

2 Abdullah Mohammad Sharif<sup>1</sup> and Md. Tarikul Islam<sup>2</sup>

3 <sup>1</sup> World University of Bangladesh

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## 5 **Abstract**

6 Considering the employees as valuable asset and investing on them goes a long way to the  
7 success of an organization. In this era of stiff competition, employers look for the best talent  
8 available, meaning they want to have the people having best things on them. A good image as  
9 an employer can stir the rate of recruiting large pool of candidates, like branding attracts  
10 consumers in marketing. This employment branding can attract and retain top class  
11 employees while ensuring organizational growth. Organizations need to think from vision and  
12 mission in order to align its activities with total branding experience. Internal and external  
13 branding is of equal importance which can be promoted in a number of ways. Some very easy  
14 practices like giving fair benefits, recognizing employee contributions, creating a culture of  
15 mutual trust may prove worthy. At the same time organizations need to express their  
16 philosophies and practices of this culture to the society they operate in. simple, yet effective  
17 channel can be seminars, usage of theme statement highlighting care for employees,  
18 participating in job fairs, sponsoring relevant events etc. A company having good consumer  
19 branding and employment branding can only expect to achieve its vision.

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21 *Index terms*— branding, brand equity, employee value proposition, talent, talent retention, HRM.

## 22 **1 Introduction**

23 employees are generally thought of inferior position in respect to employers, although the relations are changing  
24 rapidly. When companies want to be competitive on the marketplace, it must fight for the best specialists or  
25 for the talents. We see that it is especially in the interest of those companies that try to stand their businesses  
26 on the competences of their employees. One of the forms of struggle for talent in today's labor markets is  
27 employer branding, that is building a brand of an employer of choice. Recent situation demands that the more  
28 communicative, better employer brand the organization possess, the more attractive place to work for employees  
29 it is.

30 Employee branding is relatively new approach borrowed from marketing. It constitutes the heart of HR  
31 Marketing. This promising area provides great opportunity for employee premise advancement and organizations  
32 positioning as employer brand. Employer brand is the mix of functional, financial, emotional and psychological  
33 benefits provided by the employing company ??Ambler & Barrow, 2006).

34 Like a good advertisement attracts a pool of customers, a good employer brand can also attract perfect  
35 potential employees too. A compact package of all the benefits an employee looks can certainly lure candidates.  
36 Now a day, good candidates not only look for the direct benefits but an organization to believe in. a good  
37 employer branding works perfectly in this purpose of attracting and retaining the best candidates in the job  
38 market II.

## 39 **2 Objectives**

40 The study aims to: 1. Highlight the importance of considering employment branding as a core organizational  
41 function. 2. Formulate and describe a system showing practical ways to make and enhance employment branding.  
42 III.

### 44 3 Methodology

45 The study is descriptive in nature. Careful analysis of relevant information from various sources has been made in  
46 order to construct theory. Secondary information has been used as important contributor to this study. Articles  
47 from journals, magazines, newspaper and online publications contribute primarily for this study. Observing the  
48 activities of some multinational firms as well as consulting some experts is also done in order to have more  
49 meaningful employment branding concepts. Analysis and interpretation is done using Microsoft Excel.

### 50 4 IV.

### 51 5 Literature Review

52 Business now has become very much competitive. Each of its functions are challenged by a number of factors.  
53 Today businesses operate in ultracompetitive and complex landscape. Companies need to meet continuing  
54 business challenges and change efforts in knowledge economy hence need for qualified and quality people is  
55 increasing ??Randy Till, 2004). One of the factors that have contributed to workforce competition is the fluidity  
56 of the labor market. Changing view on the work life balance has caused people to frequently change their jobs;  
57 phenomenon in surge more than ever before ??Talent Talk, 2003).

58 Before going to explore the concept of employer branding, let us have a closer look at brand and branding.  
59 Brand may be any sign, word, phrase etc. that is used to indicate and represent some other thing. David A  
60 Aaker(1991), in his book Managing Brand Equity states: "A brand is a distinguishing name and/or symbol (such  
61 as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group  
62 of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the  
63 customer the source of the product, and protects both the customer and the producer from competitors who  
64 would attempt to provide products that appear to be identical.

65 Kapferer (2008) believes a brand is not the name of a product. It is the vision that drives the creation of  
66 products and services under that name. That vision, the key belief of the brands and its core values is called  
67 identity.

68 Branding is a vast thing. Branding is the practice of taking something more or less generic (be it a product,  
69 service, or experience) and making it distinctive, by associating the product with real and imagined qualities that  
70 marketers hope will help a customer prefer that brand over others. The brand itself is the social construction  
71 that links a material product with a set of beliefs about the product's tangible and intangible attributes. Brands  
72 help differentiate a product from similar or competitive others on three dimensions: performance, imagery, and  
73 consumer insight (Keller, Sternthal, & Tybout, 2002). Brand performance associations distinguish the product  
74 in terms of its functional benefits.

75 Employment branding is all about getting the "talents"-candidates having best quality, experience, skill and  
76 potential. Rosethorn( 2009) defines it as the two-way deal between an organization and its peoplethe reason they  
77 choose to join and the reasons they choose -and are permitted -to stay. Mosley (2009) believes it is a sum of the  
78 key qualities current and prospective employees identify with organization as an employer, such as: economic  
79 (compensation and benefits), functional (e.g. learning new skills) or psychological (e.g. sense of identity and  
80 status).

81 Employment branding has two componentsinternal and external. Chong (2007) identifies internal branding as  
82 a set of strategic processes, to coordinate, and empowerment as methodical, to create a good experience from  
83 the brand in customers. Gapp and Merrilees (2006) have a different opinion. They say internal branding process  
84 is a tool that tries to influence the motivation and performance of employees to ensure compliance and customer  
85 experience at all touch points customers and employees. By involving HR in internal branding projects, firms  
86 can better use internal communications to give employees a deeper understanding of the brand and the role that  
87 they play in enhancing the brand promise Aurand et al (2005). However, external employer branding is addressed  
88 to active professionals, students, graduates and other stakeholders and is implemented by means of effective use  
89 of modern communication channels, relations with the academic community, co-operation with opinionleading  
90 media, image-enhancing recruitment projects etc.

91 At the very beginning, the strategy of management is development and communication of the organization's  
92 culture as an employer in the marketplace. For this, Sullivan (2004) emphasizes on targeted long term strategy  
93 to manage awareness and perceptions of employees, potential employees and related stakeholders. Perhaps the  
94 definition by Jenner & Taylor (2008) is best suited for our purpose. They say, employment branding is the efforts  
95 of the organization in communicating internal and external stakeholders of what makes it both desirable and  
96 distinctive employer. Any organization pursuing an employer branding strategy needs to be very clear about  
97 what it means by employer branding and how far it wishes to apply the strategy. Employer branding is now seen  
98 as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees,  
99 and related stakeholders with regard to a particular organization based on the creation of an image. All the  
100 Human Resource Management (HRM) functions need to be aligned in line of employment branding. This will  
enable the organization to operate smoothly.

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## 103 **6 Prime Benefits**

104 Employment Employment branding works silently to fasten organizational profitability. It has lots of benefits.  
105 Employee motivation, confidence, morale etc all increases through this. People around are also influenced by this  
106 good practices performed by organization concerned. We can analyze the advantages in two ways: ? Internal ?  
107 External

108 Internal benefit means the gains in respect to employee performance, company profitability, growth etc. These  
109 can be categorized as follows: c) Brand works 24/7/365: As the image of the company takes its position to the  
110 mind of both those who purchases and those who doesn't purchase the product/ service, people of all stages are  
111 affected. This image is long lasting, works with and without much advertisement.Global Journal of

## 112 **7 d) Saves money on future design and advertising costs:**

113 Although this is hard to prove, but is understood that additional costs are not required if focus is kept on  
114 employment branding.

115 e) Establishment as employer of choice: Perhaps the best benefit we get is the establishment as an employer  
116 of choice, meaning the company tops the list of best sought place to work for. People look for and are always  
117 full of passion to work for the company.

## 118 **8 VI. Elements of Employment Branding**

119 Although there are a number of components that make up employment branding, we consider the following four  
120 most essential.

121 1. Brand identity: it denotes the way potential candidates recognize the brand. The name or logo represent  
122 a differentiated image which is easily recognizable among its competitors. There must be some attributes that  
123 make the brand stand aside.

124 Whenever they talk about a company, there should be core attributes regarding its effort related to employment  
125 branding. 2. Brand personality: Brand personality is just like the personality of human beings.

126 Openness, Extraversion, youthful, idle etc. denote a person. Same way a brand must have some distinguished  
127 personality. A company may be open for its employees to come up with ideas, suggestions etc.; likewise it  
128 may be reluctant to respond to employee needs. All these together create a personality of the brand. 3. Brand  
129 experience: Brand experience is a mixture of all that a consumer goes through while buying and using that brand.  
130 For example, how does an employee feel while working and performing his duties? How does the organization  
131 behave and how fast do it respond to employee needs? These are experiences gathered by existing employees who  
132 tell others and create a word of mouth advertisement about the company concerned. 4. Brand extension: the  
133 idea is of going beyond ones origins and discovering newer arenas. This is how companies can extend the image  
134 of the brand while performing in a manner so that the existing operations complement the newer initiatives.  
135 Taking newer initiatives keeping employees in mind enhances employment brand. Employment Branding Model  
136 External analysis is about checking the activities being performed for increasing employment branding. If a  
137 concise effort is there, then this process is easy to conduct. Like the internal analysis, this process is redundant  
138 for a new enterprise. Some such activities include finding community engagement, position of brand, customer  
139 awareness, perception, activities of rival firms etc.

## 140 **9 Elements of Employment Branding**

141 Brand Identity Brand Personality Brand Experience Brand Extension

## 142 **10 B. Development**

143 Choosing a suitable strategy is the next step. In internal analysis, organizations may have a number of easy to  
144 implement yet very effective strategy. These not only expresses a positive attitude of the company but ensures  
145 a number of satisfied, enthusiastic employees. employees is another strategy to be followed.

146 Where there is recognition of efforts, there is enthusiasm. Each effort to better the company is valuable. If  
147 these little efforts are recognized, then they are valued. e. Clear career path: career path is an important fact  
148 employees consider as valuable. The clearer the career ladder is, the less will be the ambiguity. People want to  
149 develop himself for professional and personal matters. His efforts are fruitful when organization promotes him.  
150 So, criteria, qualification along with benefits of next position etc need to be specific. f. Supportive Culture:  
151 there is a great impact of organizational culture on employee mind. Interpersonal relation, decision making  
152 and implementing process, feedback mechanism etc. all constitute culture. If these are supportive, employees  
153 efforts increases. Culture of trust, mutual cooperation and sharing is essential in creating positive employment  
154 branding. There are some other strategies that focus on increasing mass awareness. Different stakeholders,  
155 community people and public in general has to be informed about the activities of the organization. Some of  
156 such strategies include, a. Arranging seminars: now a day skill improvement, awareness rising etc. seminars are  
157 on demand.

158 People are concerned about their professional life. A one daylong seminar on a specific topic can attract  
159 attention. Advertising in mass media about the seminar arranged on recent topic raises brand name. Moreover,  
160 if it is on career related topic, popularity will go up. Thus, arranging seminars on a regular basis in burning

161 issues of career development and skill development is a good technique. b. Inviting popular figure: presence of a  
162 popular, expert, experienced figure in seminars can strengthen brand image. Experts, who are successful in their  
163 field are icons. New employees can be motivated by their presence. Famous writer, CEOs of large corporations,  
164 entrepreneurs can be invited in those seminars.

165 c. Organizing special events: Unlike seminars attract specific group of people, special events attract general  
166 crowd. National awareness rising may be done through these programs. Events like free resume writing tips,  
167 marathon race for health, tree plantation, rally for peace etc. are very common activity. General people becomes  
168 involved and creates a very good image on them.

## 169 11 Global Journal of Management and Business Research

170 Volume XVII Issue III Version I Year ( ) We see that core elements of employment branding is the impression  
171 of the organization as a 'great place to work' in the minds of current and perspective employees, as well as  
172 other key stakeholders. People look for specific return from the company. Things they look for can be called  
173 employee value. Employees' perception about their organization's effort in making that a good workplace is called  
174 employee value proposition. There are six key values that construct employee value proposition. ? Interest value  
175 -the extent to which an individual is attracted to an employer that provides an exciting work environment, has  
176 novel work practices, and makes use of its employees' creativity.A

177 ? Social value -assesses the extent to which an individual is attracted to an employer that provides a working  
178 environment that is fun, happy, and provides a supportive team atmosphere. ? Economic value -assesses the  
179 extent to which an individual is attracted to an employer that provides above average salary, an attractive overall  
180 compensation package, and job security and promotion opportunities.

181 ? Development value -assesses the extent to which an individual is attracted to an employer that provides  
182 recognition, self-worth, and confidence coupled with career-enhancing experiences and a base for future  
183 employability. ? Application value -assesses the extent to which the employer provides an opportunity for  
184 the employee to apply what they have learned and to develop others in a customer orientated and humanitarian  
185 environment ? Relative Value: it denotes comparison of values of an individual with his or her friends, relatives  
186 etc. In recent years companies are emphasizing more on employment branding. A survey by HRO Today  
187 Magazine finds that top brands are more concerned about their employment branding. They work together with  
188 employees and make them aware of those activities. Other brands are not that much concerned about this issue.  
189 The study tells 12.7% employees of top brands does not know anything about employee value proposition, 38.2%  
190 said they have nothing like this whereas 49.1% of them know very well about their companies efforts. In case  
191 of other brands the rate is 14.3%, 65.7% and 20.0% respectively. In total 13.4% employees are totally unaware,  
192 53.4% said they don't have and 33.2% said they have employee value proposition.

193 Fig. 4 Not all the strategies are of equal value, importance and necessity. Some are time consuming, some  
194 require funds. In this case well thought decision is needed. Choosing the best strategy is crucial here. The more  
195 strategy taken, the more chance of having better employment branding is there. Though those are a little time  
196 consuming and requires special effort, for the sake of long term benefit, actions should be taken. But if there are  
197 noticeable constraints, strategies should be prioritized. For both internal actions and external actions this step  
198 is needed. Listing the best ones and prioritization is desired.

## 199 12 C. Engagement

200 Communication and feedback is needed for engaging current employees in this process is very fruitful. They may  
201 be asked to suggest for better branding while informing them about the actions taken.

202 Regular meeting, both formal and informal emphasizing corporate culture, expansion, problems etc. makes  
203 them more concerned. Feedback from them is also useful. Some strategy may not be effective for the time being.  
204 If feedback mechanism is there, employees may be willing to inform about the wrong decision. So, open door  
205 policy regarding this is suggested.

## 206 13 D. Establishment

207 Feedback of current strategy and experience of previous one may tell to change or update. If such happens,  
208 necessary actions need to be taken immediately. A wrong event, media or activity may hamper negatively. But  
209 the strategies that are best suited must be established as culture. Successful tactics are to be continued on regular  
210 basis. This control and continue mechanism is the last stage of the process.

## 211 14 Conclusion

212 There is no doubt that employment branding is becoming increasingly important. The concept should be central  
213 to all HRM activities. Companies who are caring about their employees have a strong employee as well as  
214 customer base. Satisfied employees bring satisfied customers-this is well known. Fight for best employees  
215 has begun. Proactive strategies can serve best in this situation. Talent recruitment and retention becomes  
216 possible through well planned efforts like employment branding. It is not like that only employees are gainer, but  
217 organization too. Smooth operation, sales, profitability, reputation all are ever rise. Good care of employees

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218 just like care of the product ensures industrial harmony. Emphasis on this issue is a key to success in this  
219 knowledge-based economy. <sup>1</sup>

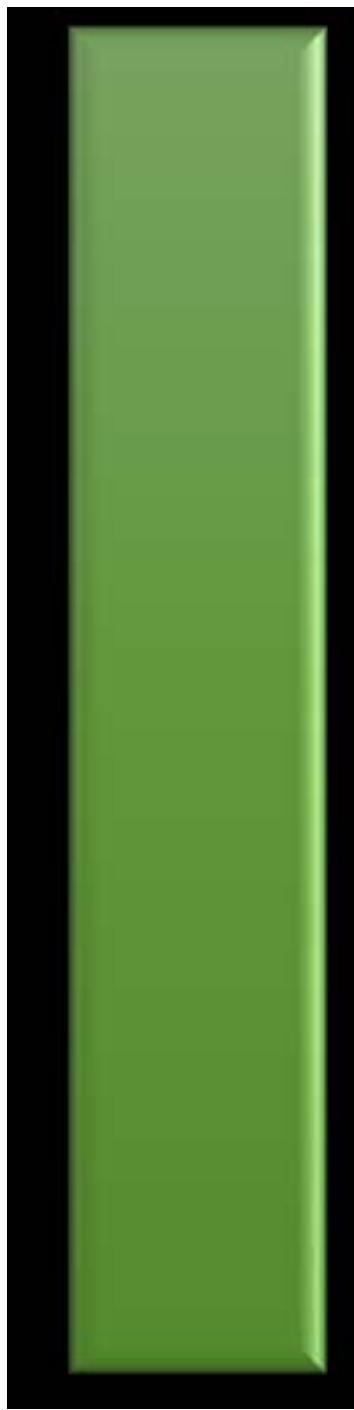


Figure 1:



2

Figure 2: Fig. 2 :



4

Figure 3: Fig. 4 :

### Branding for Successful Employment: A Practical Approach

#### Product Brand

Fig.1: Source: Mokina (2014) d) Lower cost per hire: Cost of hiring is lowest if the employment branding is good. The time, workforce, money etc. all are required in minimum level. With a little effort, companies can ensure staffing the best. e) Increased employee retention: If there is a good corporate culture, employees expectations are met. Things that satisfy them, can also force them to stay. Thus, effort in employment branding can surely HRM Experience of candidate/employee E Employer Brand (Brand for which people work) Employee Value Proposition Purpose: to form a positive image of employer that encourages engagement, retention, loyalty and g) Absenteeism: Perhaps the most direct benefit of employment branding is decrease of absenteeism. As they feel proud, employees become regular and perform their duties properly. h) Loyalty: Last, but not the least internal benefit of employment branding is the increased loyalty of the employees. People work for, believe in and are ready to give full effort for their company. Commitment becomes high and loyalty is clearly visible. External benefit of employment branding means the advantages an organization receives in terms of customers, outside stakeholders, communities etc. (raise the retention rate and bringing stability on Common benefits include: business operations.

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*[Note: a) Faster time to fill: As a result, there is no need for background check of those new employees. c) Increased quality of hire: As there is a good name of the brand, people feel interested to apply. Candidates having best quality are first to apply in those companies. So, there is a good chance of having quality employees. f) Increased Sales: This one is surely caused by branding. Enthusiasm, motivation, hard works etc. all]*

Figure 4: Brand that people buy) Unique Sales Proposition Purpose: to form a positive experience that encourages test and repeat purchase of goods Marketing Corporate Brand (Value, Vision, Mission) Experience of consumer/client Leadership

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### A. Assessment

A good employment branding should start Our proposed model encompasses 4 stages, considering vision and mission of the corporation namely assessment, development, engagement, concerned. The HR objectives need to be consistent establishment. Assessment consists of analyzing with corporate vision and mission. A clear, concise current condition, both internal and external related to objective setting is primary requisite. HR objectives like

human resource or manpower planning, recruitment, selection and placement, training and development of employees, developing and maintaining motivation for workers must come after the issues of considering employees as brand element.

Internal analysis can be done in order to get the real picture.

### Assessment

External  
Analysis  
Strategy Selection  
Development  
Prioritization  
Engagement

### Establishment

Fig. 3: Employment Branding Model

employment branding. Development means finding suitable strategies and prioritizing them. Engagement entails communication and feedback. Lastly, establishment denotes control and set up relevant practices as organizational culture.

Vision

Mission

HRObjectives  
Internal  
Analysis  
Strategy Selection

Prioritization  
Communicate  
Feedback  
Control

Figure 5:

	Total	Brands Top	Brands Other
Yes	33.20%	49.10%	20.00%
No	53.40%	38.20%	65.70%
Don't Know	13.40%	12.70%	14.30%

Figure 6: :



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## 14 CONCLUSION

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