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"Expert insights from leading employer branding partners from around the world on how to manage your employer brand in a post-pandemic world of work."

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WORLD EMPLOYER BRANDING DAY 2022

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Inclusive, helpful and encouraging – these are great traits to have in your culture. Mix in transparent communication and you have a good foundation for everyone to take part in growing a positive work culture where employees feel happy.

Make perks and benefits more inclusive to remote and hybrid workers.

While many still prefer coming to the office, there's a greater expectation from employees to have the option to work from home. This shouldn't diminish their position in the company, so make sure your benefits are of use to those working remotely too.

Encourage everyone to actively take part in maintaining a positive work culture.

Inclusive, helpful and encouraging – these are great traits to have in your culture. Mix in transparent communication and you have a good foundation for everyone to take part in growing a positive work culture where employees feel happy.

Ditch stopwatches and time sheets.

Showing your employees that you trust them to get the work done without hard policing of their time, will likely reward you with increased productivity. Your employees will in turn gain greater flexibility, happiness and significantly reduced chance of burnout. Empowering your team with BAM by Papirfly™ will also significantly reduce production and turnaround time, agency costs and ensure total brand consistency. This way you grant your employees both freedom, and the means to greatly increase their productivity simultaneously.

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**Are you good enough?
Meeting the Employer Brand
challenge head on.**

The pandemic has been a catalyst to elevate personal purpose, with 65% rethinking their work and their contribution to society. It has also accelerated existing trends in remote work, with 40% of us now needing or choosing to switch occupations due to lack of flexibility.

Employers are under extraordinary pressure to be good enough. To meet the needs of, and add value to, their existing and future workforce through new modes of working, workspace experiences and varied benefits.

Value in this sense relates to personal purpose, human connection, community and purpose-driven work. And purpose drives growth – studies have proven that 85% of companies with a clearly articulated purpose demonstrated growth, compared to 42% of those without.

**So, how can your employer
brand help in these
challenging times?**

- **Use a brand-led approach** to connect the dots between the business purpose and your people strategy to provide a differentiated foundation for success.
- **Elevate your cultural attributes** to attract like-minded individuals, who 'buy' your brand and will enable you to create lasting competitive advantage and deliver a unique, purpose-led experience.
- **Be future ready** – establish an infrastructure to always meet change head on; with relevant insights and analytics and organization structures that facilitate the needs of your workforce.

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<https://landorandfitch.com>

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Build employer brand leadership capability

Our research shows that leaders have less than 50% of the capabilities to manage their employer brand at a strategic level, beyond traditional communication and talent acquisition activities.

Define your scope, structure & strategy

Invest in defining the scope of employer branding in your organisation and align your leadership structure and strategy to ensure that employer branding is not left to only a handful of employees.

Your employer brand has influence on your organisation's ability to attract and retain the talent required to drive innovation and growth so start building the leadership capabilities across your organisation you will require for future success.

Stop doing things that are destroying your culture

Understand what candidates and employees value most in their experience with you.

Train leaders to develop the right system and processes to support a positive employee experience as something that is at the core of your culture, not something that is only experienced rarely.

If you had a poor culture going into the pandemic and have done nothing to improve it, do not become a statistic, engage with, listen to your employees, and start building a better business together.

Induct new employees into enhancing the experience of others from Day 1

If your people care about others, people are likely to care more about them. If you do not define the expected experience, do not expect your people to know how to deliver it. It is everyone's responsibility to be involved in enhancing the experience of others and it will lead to a stronger culture with a flow on effect for customers and shareholders.

Invest in defining the scope of employer branding in your organisation and align your leadership structure and strategy to ensure that employer branding is not left to only a handful of employees.



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Flexible working is here to stay and many of us are using this to attract candidates, but if you can't summarize the way this is managed in your company in one sentence, you disillusion both current employees and candidates.

Think before you leap

It's easy to jump on the latest fads to attract candidates in a tight talent market-however think things through from a diverse candidate perspective. For example, we pondered jumping on the four-day work week bandwagon but realized that this goes against our ethos that the job should fit to your life and not vice versa. As flashy as it sounds, a four-day week might not resonate with the parent who values the flexibility to spend afternoons with their child, for example. Hence, in our company we opted for a more flexible model that enables everyone to choose between a 4-day or 4.5-day week, but everyone gets Friday afternoons off.

Don't let your guard down

The virus has not disappeared, and while some can't wait to rip off their mask, others who might have risk factors or care for someone who does-these people value an employer who remains committed to the health and safety of their employees.

We are all more educated about germs nowadays, and the days of coming to work sick should be a thing of the past. Shout about your commitment to health and make it one of your USPs!

Avoid too many footnotes

Flexible working is here to stay and many of us are using this to attract candidates, but if you can't summarize the way this is managed in your company in one sentence, you disillusion both current employees and candidates. Flexible working does not mean a plethora of required days in the office, one home office day a week, or prior approval required by a line manager.

YEAHR!

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A successful and purpose driven employer brand attracts talent that will thrive in your culture. They will also help the business fulfil the purpose it has set out to achieve because it speaks to the values and ambitions of the employees in the organisation.

Be purposeful and authentic

The pandemic has taught us how vital a sense of purpose is. Amidst the state of constant change, purpose is what brings your employees, candidates, and brand together. A successful and purpose driven employer brand attracts talent that will thrive in your culture. They will also help the business fulfil the purpose it has set out to achieve because it speaks to the values and ambitions of the employees in the organisation.

Be human-centric

A key aspect of your brand that has the power to make or break your candidate and employee engagement is how relatable the brand experience is for them. Keeping your candidates and employees at the centre of your brand, digitalisation and processes unlocks the true potential of your employer brand.

Be understanding

In 2022, we are encountering a workforce that is diverse and multigenerational. Topics like well-being and flexibility, for example, have different meanings and expectations.

It is important for your brand to reflect and showcase the voices of their employees while actively considering their needs at work. The power of “involved employee” for your brand should not be underestimated.



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Accelerate employer brand results with data-driven tools

Measure and identify relevant employer brand content

Beating competitors to attract top talent is more crucial than ever. But what ticks with your target group? By analyzing their social media and online footprint, companies are able to use the power of big data to build up their most engaging communication message house. To tailor messages, you need to collect best performing industry benchmarks and unlock your creative potential. Customize your KPI system by measuring employer brand performance day by day, not only quarterly or annually.

Data-based strategic decisions faster than you think

Big Data can measure behaviors instantly. A recurring challenge of the traditional market research surveys and focus groups is that you only receive a few hundred company-relevant responses once a year. Go faster than that. Get a comprehensive picture of your performance and real-time reporting to determine where to allocate budget in your employer brand strategy or daily operations.

Awards, recognitions OR data?

Awards and global recognition systems are great to get attention—however the most attractive companies are more often using detailed and sophisticated tools to measure their employer brand performance. Instead of manual reporting or cross-country Excel sheets, use platform tools to understand local markets and competitors' performance in just a matter of minutes.



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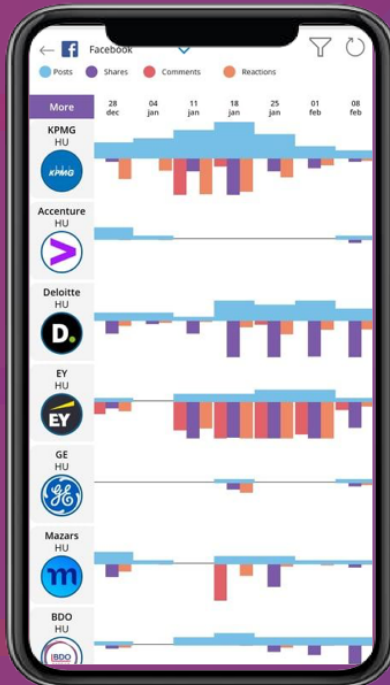
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If we summed up all the things that we offer employees and candidates, we would not find equal impact across career areas, tenure, life stages, work locations, and career aspirations. We may all covet similar things in our careers, but we want them differently relative to where we are in our lives.

Continuously measure how valuable your people feel the total career experience is.

Your benchmark data should span cultural, financial, organizational (programs & policies), and professional attributes of their work (collaboration, challenge, success, learning). This data will give an organization real insight. We know that everyone has retention challenges, but retention is a result of many career attributes and experiences all working together.

Think of EVP as a building block, not a finished tool

If we summed up all the things that we offer employees and candidates, we would not find equal impact across career areas, tenure, life stages, work locations, and career aspirations. We may all covet similar things in our careers, but we want them differently relative to where we are in our lives. EVP, as a strategy, needs to diverge from being a messaging structure into a foundational element, like the wood framing of a house before it becomes a home.

Include employees and candidates in the EVP process itself, not just as research subjects.

Imagine allowing employees to choose what benefits the company offers or the in-office policy? You'd empower them as owners of their career experience, not just subjects of it. If we want our organizations to be a community, we have to open up the responsibility of building that community. Employee councils, working groups, and other forms of participation can help, even if to give wide-ranging feedback.

bayard

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The World Changed - You Should Too!

The past two years have not only changed the place, time and routines of work, they have also changed how people think about work. People's priorities and expectations have changed.

Your approach to employer brand management needs to change with it. If you don't match candidate behavior, your message will not resonate with the people you want to engage.

So, what are the top three critical actions?

Stop creating content for everyone

Candidates are very specific in their information needs. They want to know what it will be like for them to work in your company, and they mean specifically—for them. If they are a finance professional, they want to know how your employer brand translates to the finance department.

While your employer brand is present in every department, today's candidates want you to make the translation for them.

Replace paragraphs of text and static images with video

Candidates are consuming the bulk of their information via video. Of all internet traffic, 84% is video. They learn more, respond emotionally and recall video content more than text. Give your employer brand a human face and a human voice – bring it to life!

Communicate credibly by letting your employees speak in their own words

Candidates have become very skeptical of highly produced materials that feel like corporate communication. They perceive informal, employee-generated video as more authentic and more compelling.



Candidates are consuming the bulk of their information via video. Of all internet traffic, 84% is video. They learn more, respond emotionally and recall video content more than text. Give your employer brand a human face and a human voice – bring it to life!



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Implementing your employer brand and EVP into all IComms (newsletters, announcements, all hands meetings, events, etc.), provide clarity and direction as each employee sees his/her purpose in the tapestry.

Post pandemic work is undoubtedly impacted by what we deeply missed, the sense of connection. Remote work, social distancing, and quarantines, sadly increased isolation beyond the physical need to keep us safe and healthy.

While returning to shared spaces is permitted, many companies have implemented hybrid work models or have become entirely distributed organizations.

Our tips to maximize teamwork, and collaborate, while fostering social ties, engagement, and a sense of belonging include:

Employee experience platforms

With HR tech booming, the pandemic accelerated the use of digital platforms to encourage a better employee experience. Shared documents facilitated team collaboration asynchronously. Also, fun features on video meeting apps, chat streams dedicated to social engagement, peer-to-peer recognition apps, collaborative learning tools, etc., are crucial to supporting engagement.

Internal Communications strategy

Connecting people to the business and its success stimulates the sense of meaning and purpose. Implementing your employer brand and EVP into all IComms (newsletters, announcements, all hands meetings, events, etc.), provide clarity and direction as each employee sees his/her purpose in the tapestry.

Employee Communities (Employee Resource Groups)

New ideas, optimizing business processes, social initiatives, and community relations, can be led by employees with shared passions and interests. Promoting company agendas collectively, while connecting to peers, strengthens their sense of belonging individually.



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Developing inclusive and innovative cultures in a hybrid working-life, where people feel that they belong and that the work-life experience is valuable to both employees, customers and societies is key.

Put culture first

A great employer brand always starts from within, which is now more important and challenging than ever. Developing inclusive and innovative cultures in a hybrid working-life, where people feel that they belong and that the work-life experience is valuable to both employees, customers and societies is key.

Measure - know the facts

Employers need to make sure they really know how people feel about working for them and what candidates put value on – there are broad changes in needs following the pandemic. What leaders and other decision-makers value may actually be totally different to what matters for the many. Companies need to effectively measure candidate, employee and customer sentiments and understand how the relationship between them builds company value.

It is all about teaming

It is about authenticity as a company, and it is all about teaming HR, Marketing and Communication. Be honest and share truthful stories about the company, people and offerings; do not attempt to polish the image of the real you. However, keep the stories aligned to the overall brand communication. After all, employer brand and company brand are two sides of the same coin and long-term success depends on connecting the power of human feelings.

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Companies must leverage technology, data, and insights to enable them to dynamically deliver these answers via powerful and authentic employer brand storytelling across every moment that matters

Be authentic in your communications and decision making

The workplace is undergoing enormous change and at the centre of this change are your people. Remember to communicate with your people any changes that impact them and seek their feedback before making decisions that will impact their experience (and enjoyment) with your company.

Automate recruitment tasks

without losing any quality
Data-driven technologies have become the backbone of competitive recruitment strategies. Just as programmatic has changed the advertising industry, so too has it begun to transform the way companies source quality job applicants. The automated aspect of programmatic recruitment is not only beneficial for saving time; it's also a tool for increasing the accuracy of hiring efforts. Real-time data analytics allow recruiters to reach more relevant audiences, faster, and with higher budget efficiency.

Focus on the issues that matter most to the talent you seek to hire and retain

Rather than delivering the information companies think is most important, it is time to respond to what we KNOW the audience cares about. Companies must leverage technology, data, and insights to enable them to dynamically deliver these answers via powerful and authentic employer brand storytelling across every moment that matters - especially those connected to employee referrals and internal mobility.



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Seize the momentum

Never before in the history of employer branding has the field been more relevant than it is today. With the post-pandemic effects and the so-called great resignation kicking in - at least in the western hemisphere - we have a movement in the labor market like never before.

Fluctuation has become one of the biggest threats to businesses, but at the same time the availability in the market of candidates who would be willing to change jobs has increased drastically. The purpose of employer branding is to attract and retain talent. So, this is the time to get resources and budgets approved to manage these crucial tasks as they may well decide the fate of the business.

Manage your brand with agility

The world changes so fast experiencing one crisis after another. This has dramatic effects not only on the economy, but also on society. Before Covid-19 purpose was a central discussion in employer branding, during Covid-19 it changed to flexibility and now with the ongoing Ukraine crisis, it's about security.

We can't go on and do an employer branding project every 3-5 years. We must manage our employer brand with agility and evaluate our propositions and messages constantly to adapt them to the needs of our employees and the candidates we seek.

Customize your communication

Each target audience no matter how you define them (by generation, by career level, by profession etc.) has its own needs which are based on how they experienced the previous two years compared to what their expectations of an employer are. A one size fits all communication strategy will not do it. As in every matured market it's time for a thorough segmentation and individualization of your communication.



The purpose of employer branding is to attract and retain talent. So, this is the time to get resources and budgets approved to manage these crucial tasks as they may well decide the fate of the business.



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if I promote my company as a reference of in terms of collaboration and innovation, these attributes must be present (and visible) in all people processes (e.g. talent acquisition, onboarding, performance management, career development or compensation).

Build a consistent brand activation and communication

considering all emotional and sensory interactions with the audience. This communication should include the internal and external spheres, both tangible and visible (e.g., office layouts, workspace look and feel, career website, social media), as well as intangible (e.g., leadership styles, collaboration, or flexibility). In fact, everything is a "touchpoint", a sum of perceptions that produce a strong (and hopefully consistent) idea of the employer.

Guarantee that the employer brand addresses flexibility and work-life integration.

In fact, in this new era, it is mandatory to position the brand as a reference in the remote or hybrid dimensions of work (with the level of flexibility that each industry/ activity permits); as an employee I should feel the "brand" in my flexible remote work, in issues like physical comfort, mental health or the available technological resources.

Align HR processes with the Employer Brand,

enabling great "employee experience". For example, if I promote my company as a reference of in terms of collaboration and innovation, these attributes must be present (and visible) in all people processes (e.g. talent acquisition, onboarding, performance management, career development or compensation).

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In a post-pandemic world, organizations have re-defined how and where work gets done.

Our data suggests that candidates are paying a lot more attention to working in the flow of life and how supportive employers and hiring leaders are with this new way of working. Employers who are able to showcase specific examples of how the employer is supporting employees' needs in a remote or hybrid working world are getting noticed over others.

Engagement and inclusion in a distributed team will continue to be a key challenge in the post-pandemic world.

To drive engagement with employees, identify and highlight specific stories around how teams are bonding in a hybrid work environment—monthly happy hour socials, and how teams are staying engaged in isolation through use of technology such as virtual team-building games, celebrations of successes at the team and individual level, and simple thank you notes of appreciation go a long way.

Some cultures prefer public celebrations over another so be mindful of “global” approaches in multi-national organizations.

Create a buzz across social media channel about your culture through stitching together the various elements of the employer brand with specific examples of your core beliefs, how diverse and inclusive your organization is, what you are collectively doing to protect the climate, and how equitable your HR practices are when it comes to hiring, promoting, developing, and paying people. Build, publish, amplify, and measure impact of all of this great workplace content through your leaders, employees, and recruiters using employer branding and recruitment marketing technology platforms such as Cliquify.



Engagement and inclusion in a distributed team will continue to be a key challenge in the post-pandemic world. To drive engagement with employees, identify and highlight specific stories around how teams are bonding in a hybrid work environment



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Communicate clearly how your company is approaching new ways of working. Where possible, be specific about options available to different teams and roles. Transparency is key!

Work-from-home fatigue doesn't mean back to the office - especially for Top Talent

The ability to choose where to work depending on an individual employee's needs goes hand in hand with a sense of well-being. The latest data from the 2022 Potentialpark Study indicates that a clear majority of candidates have a strong preference for workplace flexibility.

Communicate clearly how your company is approaching new ways of working. Where possible, be specific about options available to different teams and roles. Transparency is key!

It's not enough to do the right thing. You have to be seen doing the right thing.

Candidates are emerging from the pandemic with a clear commitment to social issues such as sustainability, diversity, equity and inclusion (DEI). They want to see employers actively engaged in making the world a better place.

Leverage the voice of your employees to authentically communicate how your company engages in these topics as part of your work culture. Demonstrate your values through your culture communication!

Harness growth for attraction and retention

In this candidate driven-market, opportunities for professional and personal development are amongst the most sought after pieces of information on a companies' career website - candidates want to know how they can grow and develop with a company. It's also a reflection of how an employer values its employees and how companies grow organically by nurturing their internal teams. Communicate how you are a learning organization!



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To manage your Employer Brand in a post-pandemic world, you must start thinking about your longer-term reputation building, specifically think about your alumni community development and growth.

Post-pandemic times resonate as an important wake-up call for all companies to reevaluate the reputation you have and/or need as an employer and refresh your EVP (Employer Value Proposition) accordingly with a well-balanced Give & Get to your EVP.

Now more than ever, it is important to invest more in storytelling and story doing in order to re-recruit the talent you have got. Activate your Employer Brand and galvanize your audience together.

Through carefully planned activation activities, your EVPs can reach and impact talent both out in the marketplace as well as within your own company. To manage your Employer Brand in a post-pandemic world, you must start thinking about your longer-term reputation building, specifically think about your alumni community development and growth.



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Let teams themselves decide when they want to be at the office, instead of a “one size fits all” company policy. If you want to provide flexibility, you can’t put a layer of rules on top of it.

Our most important tip to employers is to provide the flexibility employees have been accustomed to through the pandemic. Let teams themselves decide when they want to be at the office, instead of a “one size fits all” company policy. If you want to provide flexibility, you can’t put a layer of rules on top of it.

Our second tip is not to base your employer brand on something temporary, like a new take on flexible working hours/location. In the near future, these policies and attributes will be commonplace and far from newsworthy.

Our third tip is to give employees an extra incentive to come to the office, give them a feeling of FOMO when they stay at home. It could be improving the lunch, better coffee, a better ping-pong table or more frequent social happenings than you used to have, make it a great experience to come into the office.

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A key focus in the post pandemic world should be to communicate in the right channels to reach your target community and to also be in regular communications with your people to understand their evolving needs.

Communicate with authenticity.
Communicate with creativity.
Communicate with accountability.

A key focus in the post pandemic world should be to communicate in the right channels to reach your target community and to also be in regular communications with your people to understand their evolving needs.

Today, people spend a lot of time online! They are constantly exposed to messages, some accurate and some not so much —sometimes it's hard to tell the difference so it's important to have

- Credibility
- Impactful visuals (communicate how you're different)
- Influencers to promote your messages! It is about people and about the need to believe!

We started a very strong campaign that is not talking about who we are and what we are doing—it's about what our partners need!! They need tools to cope with the constant challenges they are facing and have access to short, practical advice from a trusted partner. This is what we provide to our clients.

As a result our community sees how we deal with customers and it also helps to ensure our employees are visible in the market.

Are we losing people to other companies? Yes, because they are visible! Are we getting applications? Yes, because we, as employers, are visible too!

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The Pandemic has accelerated the need to overhaul the culture and purpose of an organization. Organizations have to begin redefining and living the same to stay relevant.

Infuse a culture that begins with leadership

Leadership across business verticals need to understand and exhibit values and behaviours that determine the work culture. They need to walk the talk in every internal and/or external interaction. Provide effective training for senior managers to help infiltrate it across the entire organization.

Chase goals in an inclusive way

Most businesses are going through rapid internal changes while recovering from COVID-19 setbacks or adapting to the changing norms and environments. It is during this flux that employees want to know your plans, now more than ever. Even if your plans are changing, support them with effective two-way internal communication, provide opportunities and interventions and encourage them to co-create solutions.

Build an employer brand that is inside-out

Within the more connected world, employees are engaging with each other, sharing their opinions and feedback about organizations online. It is the authentic (and often candid) stories that catch their attention and help strengthen any claims put out by the company on their policies, practices and culture. A continuous activation process that requires a systematic build across multiple mediums from pre-hire to retire is required.



Leadership across business verticals need to understand and exhibit values and behaviours that determine the work culture. They need to walk the talk in every internal and/or external interaction.



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Today's employer branding success starts with being concrete before getting creative

Employer branding is about making sure about the availability of two things. Mental availability is about making people notice, recognize and/or think of a company when considering an employer. Job availability relates to making sure active and passive job seekers find your open positions on various touch points and can apply with ease. And for both you need relevancy more than ever.

For this we use our favorite core messaging framework. With using it there is a real chance people actually understand what you are trying to say, and the story can be used as a real management tool. In the employer branding context, we are talking about the employer story which is a crucial part of a compelling EVP.

For a post-pandemic employer story, make sure you are up-to-date with this 3-step narrative model:

Context – what is world of work like for your target talent today and in the foreseeable future?

Need - in relation to the wider context, what are the everyday challenges and long-term aspirations of the people you need to hire and retain?

New reality – what are the concrete things you already provide or aim to provide as answers to people's needs?

Remember to prioritize. And if you are talking about aspirations - don't forget to say it out aloud :)



Employer branding is about making sure about the availability of two things. Mental availability and Job availability

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Miikka Huhta
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