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ФОРМУВАННЯ ТА РОЗВИТОК УСПІШНОГО БРЕНДУ РОБОТОДАВЦЯ

Анотація: Стаття присвячена питанням формування і розвитку бренду роботодавця. Авторами проаналізовано сутність бренду роботодавця, визначено фактори впливу на його формування та запропоновано алгоритм формування бренду роботодавця.

Ключові слова: роботодавець, бренд роботодавця, ціннісна пропозиція

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FORMATION AND DEVELOPMENT OF THE SUCCESSFUL EMPLOYER BRAND

Summary: The article is devoted to the formation and development of the employer's brand. The authors analyze the essence of the employer's brand and determine the factors influencing its formation. The algorithm of employer brand formation is proposed in the article.

Key words: employer, employer brand, employer branding, value proposition

In present-day conditions of a great competitive struggle for qualified and highly skilled specialists in the labor market, not only the formation of the employer's brand is crucial, but also the maintenance and development of it during a long period of time.

Employer branding is an integral part of the company's overall strategy worldwide. Today, there is a growing demand for expert knowledge and global experience in creating and introducing an employer brand. At the same time, different companies see and implement their brand strategy differently.

A company with a successful employer brand is a company in which there is a close relationship between the employer, corporate and consumer brand. By creating a successful employer brand, the company will be able to significantly expand its ability to attract an educated and highly skilled employee.

That is why the question of improving the employer branding strategy is relevant.

A lot of foreign scientists devoted their attention to the issue of the formation and development of the employer brand. Among them, it is permissible to distinguish the works of S. Barrow, T. Ambler, B. Minchington and R. Mosley and others.

The term "employer brand" was at first used by T. Ambler and S. Barrow in 1990s. They define the employer brand as a combination of functional, psychological and economic benefits provided by the employer and identified with it [1]. Employer brand is also a company's reputation in a job market as an employer. The bottom line is to use branding to highlight the company's reputation as an employer in order to be more attractive to both job seekers and their own employees. We consider these definitions the most precise ones, as they define employer brand and employer branding from the wide perspective.

As the competition on a labor market rises and become fiercer by the day, employer branding is a crucial tool for companies in an effort to stand out the great number of rival employers and attract the best new talents.

In our opinion, no less important goal of building an employer brand is to preserve the "face" of the company in the eyes of already working employees. This will help increase productivity: employees will strive to meet the stated level of their company, try to work as best as possible (for example, to stay in their positions or move up the career ladder). Furthermore, an attractive brand will help reduce employee turnover.

Employer branding enables an organization to create a desired brand image in the minds of both prospective and current employees.

Online platform Universum in its study on company's positioning through employer branding suggested the steps to employer branding [2]. In our opinion, this algorithm could be improved by adding some more steps and by expansion of existing ones. (Figure 1)

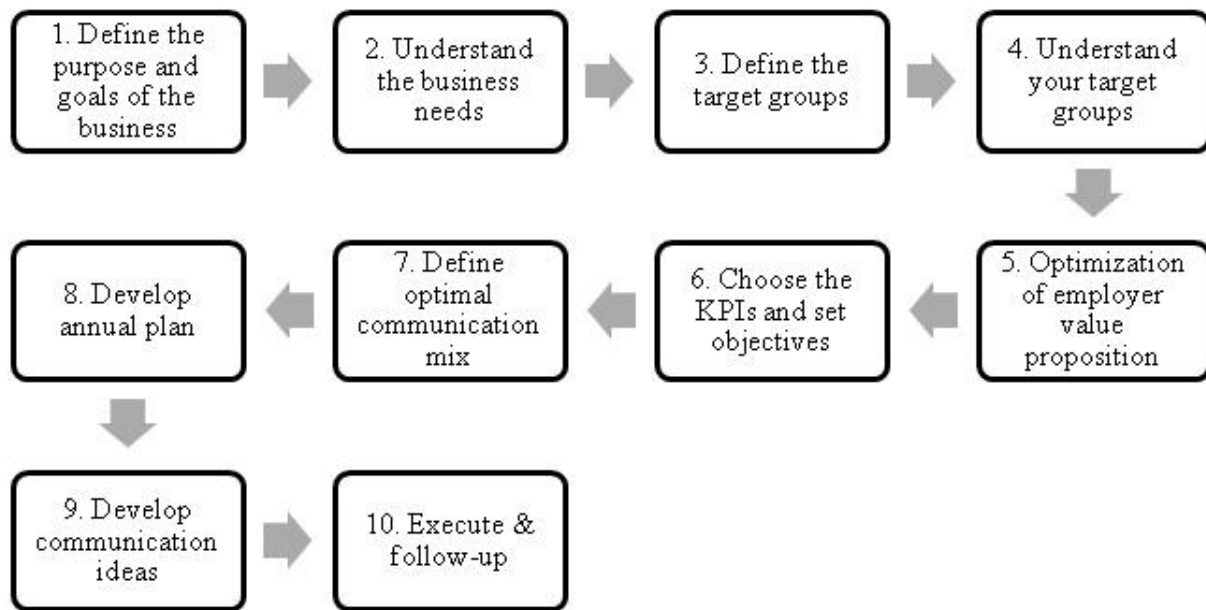


Fig. 1. Employer branding algorithm(improved and elaborated according to[2])

1. Define the purpose and goals of the business

The purpose and goals of the business are a compass for every organization. They clearly show what the company wants to achieve. Company needs to make sure that the team and the clients are on the same routing, and this leads the company in the right direction.

2. Understand the business needs

The company should precisely understand long-term business needs and perspectives; employer branding activities could be misguided. It is all about understanding and knowing what skills are needed to be delivered to the business plan.

3. Define the target groups

The next step company's management should accomplish is definition of target groups. This action should complement company's business needs. Furthermore, company should determine how much to spend on attracting new talent or retaining and developing current employees.

4. Understand the target groups

Company should also conduct a research to understand what its TG finds attractive and important in an employer. And after all, learn how to reach and influence them. Employer should know how job seekers conceive it and understand at what stage of the decision process they are in (in the situation when they are disputing or planning to apply for a job).

5. Optimize the company's value proposition

An employer's value proposition is a unique set of benefits that an employee receives in exchange for the skills, opportunities and experience he provides to the company. Optimizing it means that the company ensures it includes attributes and communication themes that are attractive, credible, sustainable and differentiated in the long term.

6. Select KPIs and set objectives

By the means of selecting right KPIs that measure, e.g. attractiveness for target groups and association, company can set annual goals and strive to achieve them.

7. Define your optimal communication mix

With the help of the conducted research employer can understand which stage of the decision process company's target audience is in and therefore it will be able to define the main focus of the organization.

8. Create an annual staff development plan. Also company should develop an enduring plan by including business needs, analysis of target audience, EVP, communication mix, objectives, strategies and KPIs.

9. Develop communication ideas

Using already defined EVP and communication channels employer needs to develop communication ideas that will create the greatest possible impact on the target groups and the competition.

10. Execute and follow-up.

When all previous steps were already completed company should constantly monitor the state of its employer brand.

In conclusion we want to highlight that the employer brand serves as a unique intangible asset containing a combination of economic and psychological benefits for the employee. In the modern labor market, employees and job seekers act as specific “buyers” of a company and its “product” (work), taking into account the added values, benefits and advantages provided by the employer when making a decision on employment.

Література

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