

# Employer branding – hit or miss?

Boost the value of your brand by clearly positioning your company on the job market.

Interbrand



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**Highly qualified and motivated employees are a key, yet increasingly scarce resource in nearly all areas – from industrial to service-related sectors. Only the most attractive brands can draw and keep the best professionals and managers. Companies today face a major challenge, with a decline in loyalty, a growing willingness to change jobs and increasing demands in the workplace.**

For years, employees have not been content to take jobs simply because of the attractive salaries and benefits offered to them. A good working atmosphere, an extremely positive image of the employer and an equal work-life balance are becoming increasingly important when choosing an employer.

One trend that has been observed is that companies with especially strong brands also top the rankings of the best employers. Automobile manufacturers like BMW, Daimler and Audi as well as giants like Lufthansa, Siemens and SAP top the list of the most sought-after employers. These are exactly the same companies that lead the annual Interbrand Best

Global Brands Ranking – the ranking of the 100 most valuable brands. In other words, the brand plays a decisive role in choosing an employer. As a result, it is all the more important for companies to clearly position their brands on the job market – brands that are truly unique, relevant to their target audiences and with promises that people can believe. A clear employer positioning sets the company apart from the competition and strengthens the overall image of the brand.

But how can companies with strong brands communicate what they stand for as employers? And how can companies without strong consumer brands position themselves as attractive employers?

### ► **Definition of employer branding:**

*Employer branding refers to the conscious positioning of a company as a top-class employer. The main purpose of employer branding is to manage the perception as an employer – with the aim of attracting the right employees to the company.*

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**In the process of helping several customers build and maintain attractive employer brands, it has been possible to identify decisive factors for successful employer branding:**

**Defining the role of the employer – employer value proposition**

The brand positioning is frequently based on customer insights, brand values, a value proposition as well as a brand promise. The definition is strongly aligned with the company's areas of expertise and customer groups. In order to target potential and existing employees, it is essential to translate the brand positioning into an employer value proposition and interpret the values from the employer's perspective.

*There can only be one brand – a clear brand positioning provides the central basis for creating a voice as an employer.*

**Aligning communication and activities**

Once a shared basic understanding has been defined, the implementation process becomes very significant. Many examples show that recruiting ads or employer campaigns are simply not enough. It is essential to create a consistent overall image – from the positioning and communication to the definition of processes, structures and offerings. When it comes to the target audience of potential employees, it is especially important to implement this proposition in a relevant, credible way in all communication, offerings and programs, as well as in the corporate culture

and behavior. Employees need to know, understand and exemplify the employer's brand promise.

*The continuous and consistent alignment of all communication and offerings in the area of Human Resources creates a sense of credibility.*

**The interplay between Human Resources and Marketing**

People make brands. As an element of an integrated and continuous brand management strategy, one decisive factor for success in implementing employer branding is a close working relationship between Human Resources and Marketing. Companies need to define platforms and forums to allow these departments to communicate regularly with each other and ensure that these practices are well established within the organization.

*A shared understanding and solid establishment of the brand in the organization are important factors for success.*

**Increase the value of your brand with a clear positioning on the job market:**

At Interbrand, we know that employer branding not only boosts the image of the company, but also plays an important role in continuously increasing the value of the brand and its contribution to the company's success. At the same time, employer branding underscores an organization's commitment to its brand and supports the focus, involvement and investments in brand development.

For many years, Interbrand has helped brands implement employer branding as an integrated aspect of value-oriented brand management.

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**► Definition of employer value proposition:**

*The employer value proposition describes the understanding of the brand from the employer's perspective. The statement formulates a shared basic understanding as an employer and addresses topics such as the working environment, teamwork, management style and development. It provides the basis for aligning communication and offerings in the scope of employer branding.*

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**Over 20% of employees under the age of 30 say that they would prefer to have a lower-paying job with a brand that they believe in.**

# References

Thomson Reuters



Deutsche Telekom



Wrigley



## Thomson Reuters

Thomson Reuters also faced the challenge of having to unite employees from various corporate cultures under a single brand. The aim was to have existing employees continue to identify themselves with the brand while attracting new high potentials to the company.

Interbrand helped Thomson Reuters define an employer value proposition based on the idea of "intelligent information". The employer value proposition has since provided the strategic basis for internal brand management, staff development and recruiting activities in the form of various communication measures, e.g. a new intranet platform and incentives to promote employee identification with the brand.

## Deutsche Telekom

Deutsche Telekom's strategic realignment in becoming an experience brand is evident in more than just the Telekom Shops and its product and service communication. Instead, Deutsche Telekom realized that a clear and relevant positioning on the job market can make a significant contribution to its overall process of change.

Telekom is attracting a great deal of attention with its employer image campaign, which specifically addresses new target audiences. This communication is based on an employer value proposition, clearly defined in line with the brand positioning and internal guidelines in collaboration with Interbrand. In addition to implementing the employer value proposition in communication campaigns, it is essential that all programs and offers be aligned consistently in order to have a credible image on the market – a must for employer branding.

This approach has proven successful for Telekom so far. Since the brand has been clearly positioned on the job market, its reputation has improved among students and graduates. The brand has become more popular among economists, engineers and IT specialists alike, reaching 12th place in the ranking of the top 100 employers. When asked to rate the best career websites of 100 major German companies, participants ranked Telekom number 2 behind Bertelsmann.

## Wrigley

"It's not always what you do that makes a difference. It's who you are as an organization that makes everything possible," said Bill Wrigley Jr. in describing Wrigley's successful change process.

After Mars took over in 2008, the management was focused on the internal change process. In order to avoid a decline in employee identification with the company, an extensive internal transition was triggered in addition to the repositioning of the brand.

Together with Interbrand, Wrigley developed the "platform of change" that focused on promoting the transfer of knowledge between employees, developing a lasting culture of positive accomplishment and motivation, and rewarding the staff for their efforts.

# Your employer branding experts at Interbrand



## **Nina Oswald**

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As Managing Director Nina is responsible for the strategic and operational management of the Cologne office and is member of the Interbrand Board for Central & Eastern Europe.

Nina has 10 years experience in the development, management, and implementation of brands and has worked for many national and international brands including Deutsche Telekom and TUI.

She manages the Deutsche Telekom client account for many years and was involved in the rebrandings for Deutsche Telekom in Central & Eastern Europe.

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## **Linda Marquardt**

*Senior Consultant*

Linda Marquardt is Senior Consultant and primarily responsible for the Deutsche Telekom account. She has worked at Interbrand since 2007 and is involved in a variety of branding projects, including verbal identity, brand acoustics and employer branding.

Prior to joining Interbrand, Linda Marquardt worked in the brand management departments at E.ON and Heineken. Her responsibilities included being involved in the launch of a sub-brand at E.ON and repositioning the Amstel brand on the Spanish market.

Since 2010, Linda Marquardt has been responsible for all issues and projects related to employer branding.

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# We're there for you

Interbrand is a part of the Omnicom Group, a leading global advertising and marketing communications company. Our dedicated employees at our four offices of Interbrand Central and Eastern Europe, as well as those in our worldwide network, are proven experts in the fields of design, consulting, architecture, communications, information technology and business administration.

We are happy to advise you in your home market and can provide you with expert guidance for your brand's global presence.

## Our disciplines

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- Brand Engagement
- Brand Strategy
- Brand Valuation
- Corporate Design
- Digital Branding
- Digital Brand Management
- Health
- Naming
- Packaging Design
- Retail Design
- Verbal Identity

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