

# Global Employer Brand Study



A two-phase research  
initiative among HR professionals  
from 25 countries.



ADVICE als



*External talent wants to see evidence of a consistent approach to employer experience; they want to know what lies within your organizational “DNA”. At the same time, they don’t want to see it written in stone. They repeatedly tell us that they would like to influence the organization, its culture, and its behaviors. It’s further evidence of this need to align the “me” brand with that of the organization. Fresh talent wants to see an organization that is going on a journey. They also want the opportunity to hop on board and help steer that journey.*



## Bernard Hodes Global Network Employer Brand Study

<b>FOREWORD</b> .....	4
<b>OBJECTIVES</b> .....	5
<b>METHODOLOGY</b> .....	6
<b>EXECUTIVE SUMMARY</b> .....	9
<b>PHASE I: ONLINE SURVEY</b>	
<b>RESPONDENT PROFILE</b> .....	14
Title	
Industry	
Gender	
Years of Human Resources Experience	
Years with Present Company	
Total Number of Employees	
Expected Hires in 2005	
Recruitment Locations	
<b>ANALYSIS &amp; FINDINGS</b> .....	22
How Employer Branding is Viewed	
Formal Support for an Employer Branding Effort	
Types Of Formal Employer Branding Support	
Informal, Ad Hoc Branding Initiatives Undertaken Periodically	
Plans to Formalize Initiatives	
Whether a Formal Employer Branding Program is Envisioned within Five Years	
Expectations of Employer Branding	
Activities Conducted in Support of Employer Branding Initiatives	
Departments with Primary Responsibility/Stakeholders in Employer Brand	
Whether Branding Services are Outsourced	
Types of Services Outsourced	



Currently Measure Employer Brand in Terms of Recruitment/Retention Capabilities  
 Value of Employer Brand is Calibrated to Overall Company Performance  
 Importance of Employer Brand Attributes in Attracting New Hires  
 Audience Importance to Employer Brand Messaging  
 Branding Channels Used  
 Employer Branding Success Stories  
 Employer Branding Challenges  
 Companies Considered to Have a Successful Employer Brand

**PHASE II: ONE-ON-ONE INTERVIEWS** .....37

Organization Vision Statement  
 Employer Branding  
 Employer Branding Changes in Past Three Years  
 Key Drivers Causing Employer Branding Development  
 Critical Areas to Manage in the Employer Branding Process  
 The Employer Branding Process  
 Metrics  
 Branding Programs  
 Additional Comments

**CONCLUSIONS** .....46

**APPENDIX** .....49



## FOREWORD

The subject of employer branding is close to the hearts of everyone who works in the Bernard Hodes Global Network. Simply put, our business is about talent: finding talent, recruiting talent and then motivating and retaining it. We do it for ourselves and we do it for our clients. It is why people join us and why people partner with us.

We passionately believe in the connection between the type of employees an organization has, how engaged they are, and, consequently, how successful that organization is in achieving its goals.

Employer branding is increasingly viewed as the magic pill for challenges such as a difficult talent climate, shrinking talent pools, and a “consumer” that is increasingly tough to engage.

The concept of employer branding is not a new one; it has already evoked much publicity and discussion. So much is written about what it is and what it isn't, that we wanted to take a fresh look. Through a scientific and consultative approach we'd like to uncover what employer branding means today and what it could mean tomorrow.

There are some fundamental issues we have sought to clarify through our research:

- What is the scope of the employer branding definition? Is it more than a recruitment initiative?
- Who is involved in an employer branding exercise? How far does it reach into the wider organization?
- How does it link to the vision and mission of the organization?
- What is the business case or “burning platform”?
- What is the subsequent return on investment?

The above are a mere taste of our overall research. Some of the findings were expected, yet an equal number of things surprised us. This in itself reflects how fast and how far human resources functions are evolving inside global organizations. As organizations themselves wake up to the link between talent and organizational success, Human Resources has an opportunity to build its own brand by revealing, in a meaningful way, its commercial relevance.

- The Bernard Hodes Global Network



## OBJECTIVES

While much has been said in the media about employer branding, our objective is to address, in a quantitative and qualitative manner, the state of employer branding. Bernard Hodes Global Network feels passionately about providing strategic branding services to employers. So we embarked on an initiative to systematically assess the state of employer branding globally.

The overall goal of this employer branding research initiative was to better understand the characteristics of employer branding in an international context among human resources professionals. The hope is that by providing this information, human resources professionals will find strategic direction for their own organizations and that this resource can be used to bolster those efforts.

There were two phases to our global employer brand research. Phase I consisted of an online survey that gathered diverse opinions from 487 global organizations. Phase II was comprised of one-on-one interviews with human resources professionals from 20 organizations worldwide.

### **Phase I objectives:**

- Understand how employer branding is viewed by human resources professionals
- Assess the extent to which these employer branding efforts are supported by the organizations
- Determine the extent to which the employer branding efforts are formal and ad hoc
- Gauge future efforts to build employer branding programs
- Understand who is responsible for employer branding
- Measure the importance of different aspects of employer branding
- Identify the types of channels used for employer branding

### **Phase II objectives:**

- Gain an in-depth perspective on the establishment of, and attitudes toward, global branding
- Identify firsthand the process by which organizations go about developing an employer brand
- Understand the challenges of the employer branding process



## METHODOLOGY

### PHASE I

An online survey was conducted among clients within the Bernard Hodes Global Network community, with participation from the following countries [see Appendix for a list of participating companies]:

Australia  
Austria  
Canada  
China  
Denmark  
France  
Germany  
Hong Kong  
India  
New Zealand  
Singapore  
The Netherlands  
United Kingdom  
United States

The survey was conducted in four languages—Dutch, English, French and German—and consisted of 35 questions, covering the following issues:

- Respondent Demographics and Organization Profile
- How Employer Branding is Viewed and Supported
- Ad Hoc and Formal Aspects of Employer Branding
- Key Expectations of Employer Branding Programs
- Employer Branding Initiatives
- Responsibility for, and Stakeholders in, Employer Branding Programs
- Calibration of Employer Branding
- Employer Brand Attributes Directed Toward New Hires
- Audiences Targeted for Employer Brand Messaging
- Employer Branding Channels Used

A total of 487 respondents completed the survey from July 22, 2005 - November 30, 2005. The following is a breakdown of countries that had 21 or more completed surveys: United States (143 respondents), Canada (69 respondents), Australia and New Zealand (53 respondents), France (49 respondents), Austria (36 respondents), the Netherlands (36 respondents), United Kingdom (36 respondents), and Denmark



## METHODOLOGY

(21 respondents). The following countries each had 5 or less completed interviews: China, Germany, Hong Kong, India, Ireland, Singapore, Sweden, Ukraine, Norway, Pakistan, Finland, Switzerland, Czech Republic, Italy, Malaysia, and Russia.

## PHASE II

The Bernard Hodes Group Global Network conducted 20 in-depth one-on-one interviews with human resources professionals from February through April 2006. The countries represented in this research included:

- Australia
- Austria
- Canada
- Denmark
- France
- Germany
- Hong Kong
- New Zealand
- Singapore
- The Netherlands
- United Kingdom
- United States

The organizations represented in this research included:

- Pharmaceutical company, Austria\*
- Innovation consulting firm, France\*
- Building material company, Austria\*
- Broadnet, Germany
- Canon International Scientific Research, Australia
- Comalco Aluminum, Australia
- E.ON UK, United Kingdom
- Enterprise, Germany
- Ericsson, Denmark
- Nokia, Germany
- Philips, Netherlands
- French car manufacturer\*
- Raffles, Singapore
- Reitmans Fashion Group, Canada
- Swire Shipping, Australia
- Sun Microsystems, Hong Kong
- Telia, Denmark





## METHODOLOGY

Television New Zealand Ltd., New Zealand  
Wellington City Council, New Zealand  
Yahoo!, United States

\*These organizations asked to remain anonymous.

Each interview lasted approximately 30 minutes. The topics discussed included:

- Organization's overall mission or vision
- Essence of the organization's communications that addresses employer branding
- Key driver or issue that caused the organization to pursue employer branding
- Most critical areas to manage in the process of developing an employer brand
- Greatest challenges facing the employer branding effort
- Overall thoughts on employer branding



## EXECUTIVE SUMMARY

### EMPLOYER BRANDING PERSPECTIVES

#### Online Survey

Employer branding is a recent, growing phenomenon that is evolving strategically for the companies surveyed worldwide in the Bernard Hodes Global Network Employer Brand Study.

The majority of respondents described employer branding as an integration of internal and external communications, disseminated to current and potential employees, rather than simply as an internal HR contract or external recruitment methodology.

Survey participants noted both the operational side of the employer branding process (delivering recruitment requirements), as well as the qualitative side (communicating expectations), are key tasks for human resources departments.

#### One-on-One Interviews

*Most organizations participating in the one-on-one interviews have a corporate vision or mission statement that expresses their corporate strategy for the market. Often, this statement positions the organizations as being the premiere supplier or the most innovative in the market.*

*A few of the organizations extend their corporate mission or vision to include a code of conduct and/or a statement of corporate responsibility.*

*Some of the organizations believe their current vision or mission statement already addresses employer branding. Several have translated their corporate vision statement to an employer brand, such as “To be the employer of choice.” A few of the organizations built their employer brand around the corporate brand.*

*A few of the organizations do not currently have an employer brand, but are in the process of developing one.*



## EXECUTIVE SUMMARY

*While human resources professionals are strong proponents of employer branding, for some there is an internal debate as to how to create the employer brand. The debate may involve how a corporate brand differs from an employer brand. Or, it may relate to how to fit the culture into the employer brand.*

*The human resources professionals participating in this research cited the following approaches to employer branding: collaboration, simplicity in messages, to link the brand with the line of business, to recognize strengths and weaknesses and then determine how to promote the company, and that employer branding is a long-term strategy.*

## SUPPORT & KEY EXPECTATIONS FOR EMPLOYER BRANDING

### Online Survey

The Human Resources department is primarily responsible for, and is the key stakeholder of, employer branding initiatives. Other departments with primary responsibility and stakeholder status include Corporate Communications and Marketing.

Support for employer branding programs typically involved:

- Integrated brand communications
- A well-crafted statement of business principles or mission statement
- Workplace initiatives
- Systemic dissemination of these organizational objectives and strategies

Among those that do not formally support employer branding, two-thirds plan to formalize their programs within the next five years. Two-fifths of all respondents outsource elements of their employer branding programs.

### One-on-One Interviews

*The human resources professional generally has the primary responsibility for employer branding. Human Resources may need to collaborate with other stakeholders, such as Corporate Communications or Marketing, to garner support for this initiative.*



## EXECUTIVE SUMMARY

### KEY DRIVERS & CRITICAL AREAS TO MANAGE FOR EMPLOYER BRANDING

#### One-on-One Interviews

*The key driver that moves organizations to develop an employer brand is the need to acquire talent in a very competitive labor market. Organizations realize that to effectively compete in the market, they must: project a positive image that will be compelling to employees and candidates; differentiate themselves from other organizations, and find ways to ensure employee retention.*

*The critical areas to manage for employer branding vary by organization. Some commonalities include: consistency in messaging, establishing an identity, managing the corporate culture, managing the budget, and making the work appealing to both employees and prospects.*

### THE EMPLOYER BRANDING PROCESS

#### Online Survey

While most respondents appreciate the holistic concept of employer branding and support its philosophy with formal programs, a sizeable proportion of respondents address it in an ad hoc fashion.

The employer brand attributes receiving the highest importance rating based on the ability to attract new hires included: quality/reputation of products and services, corporate culture, and work environment.

The most important audiences for employer brand messaging included experienced hires, targeted professions, and college hires.

#### One-on-One Interviews

*Organizations have found unique ways to develop an employer brand, foster stakeholders' agreement with the brand messages, and evolve a sense of identity.*

*In one instance, an organization created a diagram mapping out the different corporate brands (consumer, physical product and employer), the components of each brand, and each brand's constituencies. In a*



## EXECUTIVE SUMMARY

*meeting with the key brand stakeholders (Corporate, Marketing, Human Resources), each party agreed to which role they played in each brand.*

*For another organization, the employer branding process involved following these strategic steps: (1) finding the right positioning and aligning recruitment practices accordingly, (2) making sure all the divisions follow a common branding platform, and (3) ensuring a smooth execution.*

*Another organization not only involved the stakeholders in charge of corporate identity to formulate the employer brand, it also included discussions of employer branding in employee workshops.*

## METRICS

### Online Survey

One in four reported that their organizations measure their employer brand value in terms of recruitment and retention capabilities. Metrics such as cost-per-hire, time-to-fill and turnover were the measurements most often used to determine success of employment brand efforts.

### One-on-One Interviews

*Corporate and product brand managers use a variety of tools to measure the strength of their respective brands. The Brand Asset Valuator (BAV) developed by Young & Rubicam; the global brand valuation done annually by Interbrand and BusinessWeek, and mentions in the media are some of these techniques. There is no known, commonly accepted, employer brand evaluation tool.*



## PHASE I



*“One of the best weapons in a competitive labor market is a strong employment brand that attracts and retains key talent.”*

- The Corporate Leadership Council, U.S. Corporate Executive Board

## GLOBAL EMPLOYER BRAND SURVEY

**ENTER SURVEY »** [In French](#) [In German](#) [In Portuguese](#) [In Dutch](#)

Welcome. Whether you are logging on from Singapore, Paris or New Delhi, it is likely you have all heard something about EMPLOYER BRANDING. But does it have the same meaning to everyone, regardless of location, industry or company? Are the same EMPLOYER BRANDING tactics and processes practiced in Chicago, Madrid and Birmingham? Are there similar strands of success to piece together or can we learn just as much from the differences?

This is precisely what we would like to learn from our study...and more.

As an organization that partners with a diverse HR global client base to develop recruiting and retention solutions, [The Bernard Hodes Global Network](#) has taken on the task of better defining the language, tactics, and best practices of employer branding among HR leaders worldwide. Our goal is to provide solid, quantitative research that could benefit the very clients we serve as well as educate us as providers, and you as 'users', on how best to offer, implement and measure employer branding solutions and practices.

We thank you in advance for taking the time to complete our online survey. All participants will receive a copy of our final research report. If you have any questions, please contact:

In the U.S. and Canada: Annette Browdy, [abrowdy@hodes.com](mailto:abrowdy@hodes.com)

In Europe, Asia, and South America: Tom Crawford, [tcrawford@hodes.co.uk](mailto:tcrawford@hodes.co.uk)

BERNARD  
**HODES**  
GLOBAL NETWORK  
TALENT MATTERS

An online survey conducted among human resources thought leaders from 487 organizations worldwide. For a list of participating companies, see Appendix.

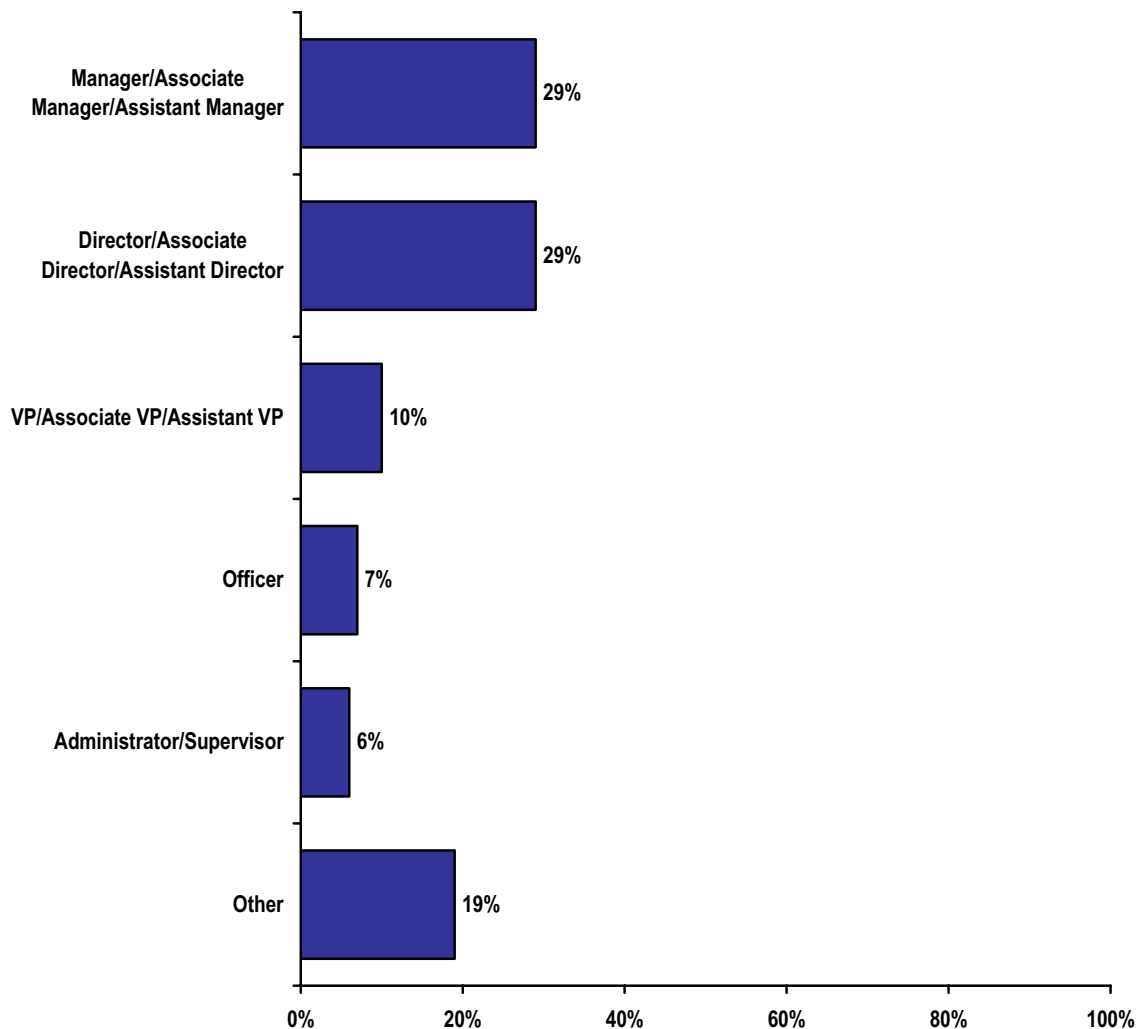


**RESPONDENT PROFILE—ONLINE SURVEY**

**RESPONDENT TITLE**

Almost three-fifths of respondents in the Global Network Employer Brand Survey were human resources managers or directors (29% each). Seven percent of participants were officers and 10 percent were vice presidents.

- In the United Kingdom, most were directors (70%). In the Netherlands, Austria, Australia/New Zealand, and Denmark, half were managers (54%, 56%, 54% and 48%).

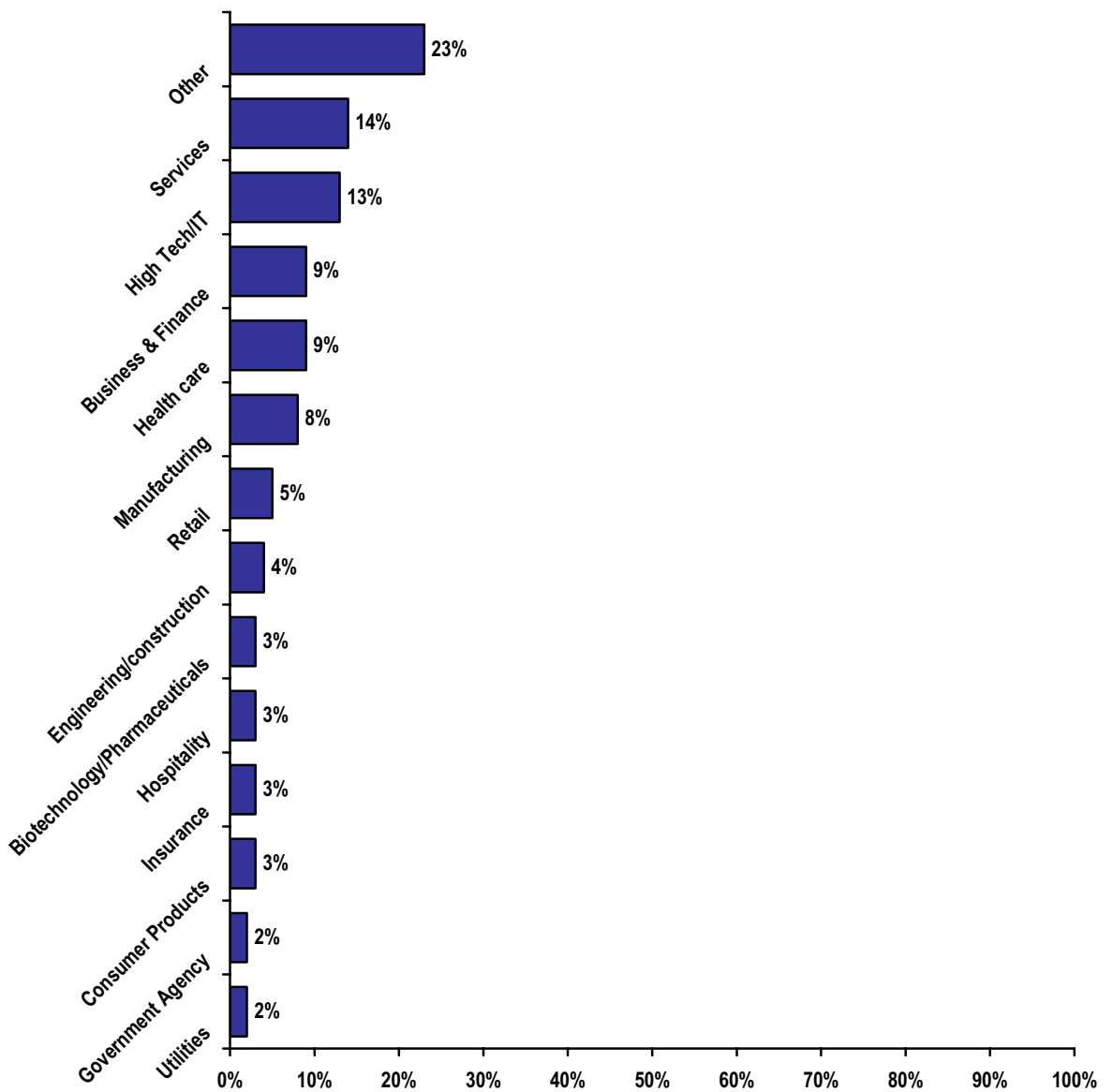




**RESPONDENT PROFILE—ONLINE SURVEY**

**INDUSTRY**

Services (14%), high tech/IT (13%), health care and business and finance (9% each) were the industries with the highest percentages of respondents.





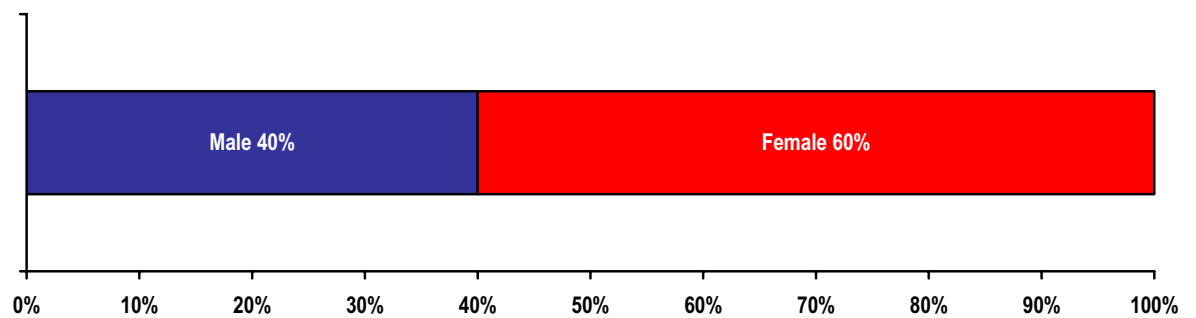


## RESPONDENT PROFILE—ONLINE SURVEY

### GENDER

Three-fifths (60%) of respondents were female.

- There was a fairly even mix in Denmark and the United Kingdom.



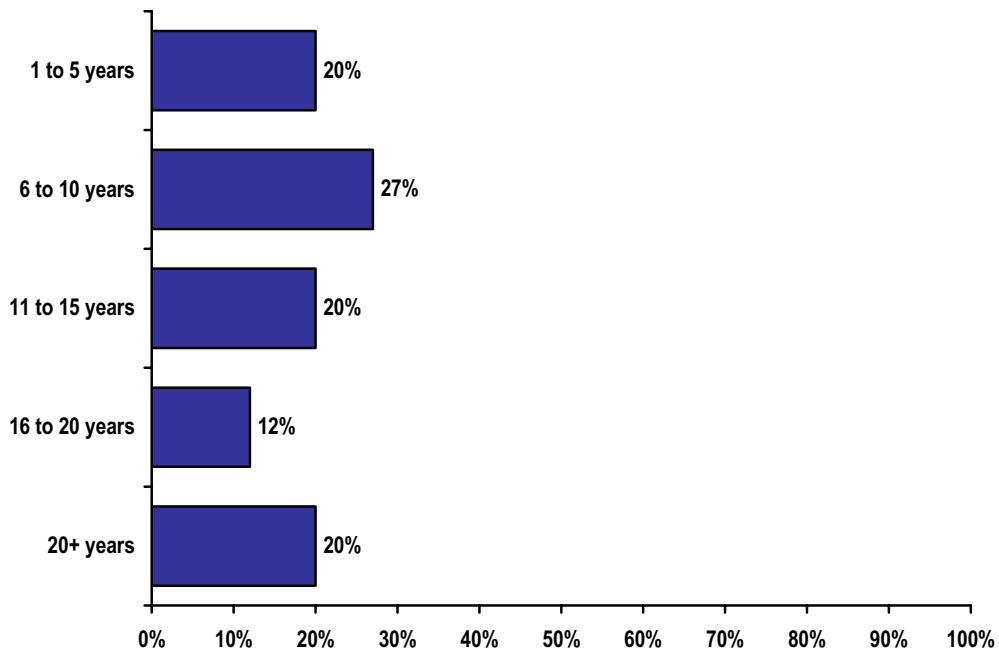


**RESPONDENT PROFILE—ONLINE SURVEY**

**YEARS OF HUMAN RESOURCES EXPERIENCE**

One quarter (27%) of respondents had between 6 and 10 years’ human resources experience. One-fifth each had 1 to 5 years, 11 to 15 years or 20+ years’ experience in human resources. Twelve percent had 16 to 20 years’ background in the field.

- In the United States and the United Kingdom there were a larger percentage of respondents with more than 20 years in Human Resources than in the other countries (30% and 32% vs. Denmark 0%, Canada 17%, France 14%, the Netherlands 5%, and Austria 11%).



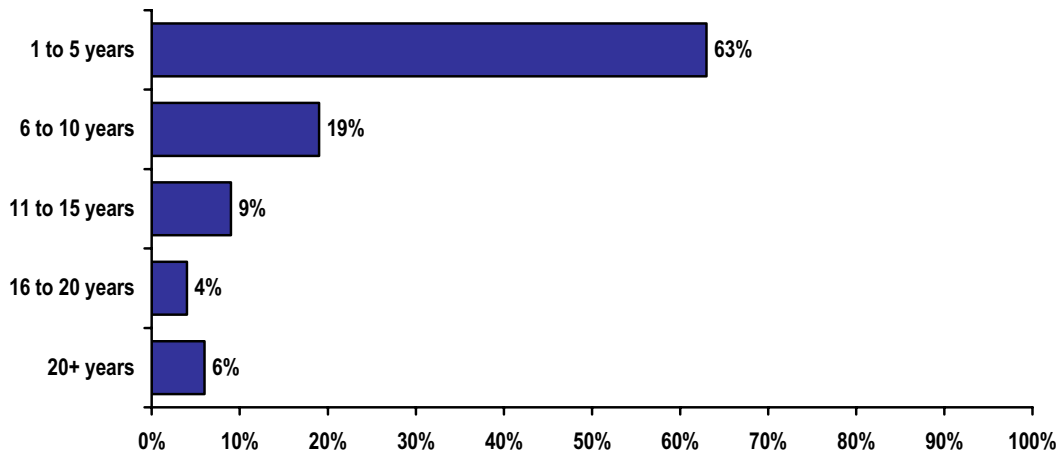


**RESPONDENT PROFILE—ONLINE SURVEY**

**YEARS WITH PRESENT COMPANY**

Nearly two-thirds (63%) of respondents had been with their present employer for less than five years. One-fifth (19%) had between six and 10 years' tenure with their employer.

- With the exception of the United Kingdom (86% had 1 to 5 years at their employer) the results were fairly consistent across all the countries.



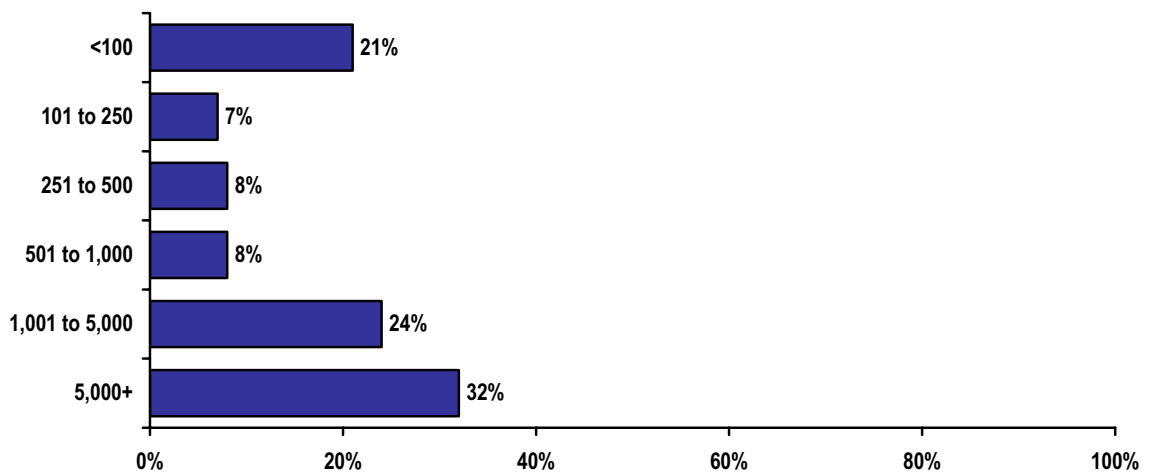


**RESPONDENT PROFILE—ONLINE SURVEY**

**TOTAL NUMBER OF EMPLOYEES**

Over half of respondents represented companies with either 1,001-5,000 employees (24%) or over 5,000 (32%). One-fifth of respondents (21%) were from companies with less than 100 employees.

- In Denmark, most of the companies (86%) had over 1,000 employees.



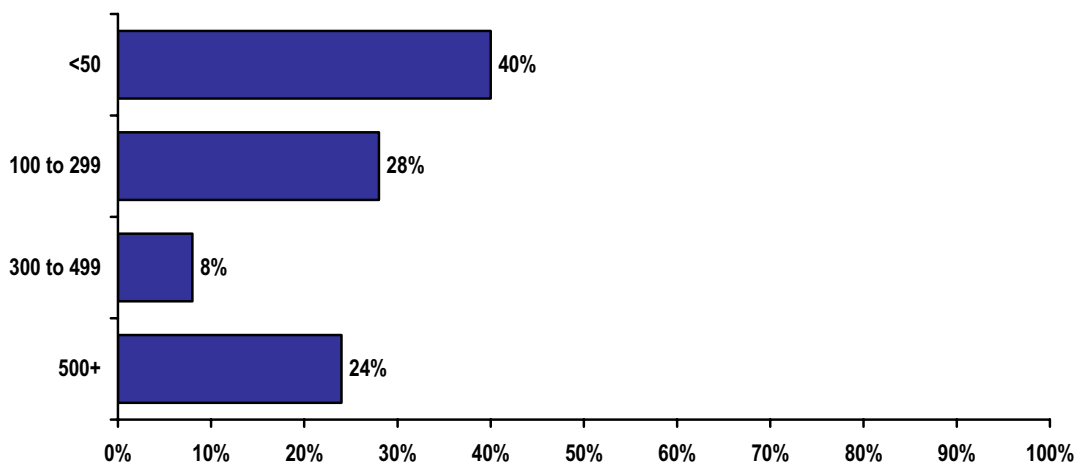


**RESPONDENT PROFILE—ONLINE SURVEY**

**EXPECTED HIRES IN 2005**

Two-fifths (40%) of survey participants indicated that they expected less than 50 hires in 2005. One-quarter each expected between 100 and 299 (28%) or over 500 hires (24%).

- In Austria, two-thirds of the companies (68%) expected to hire less than 50 employees.



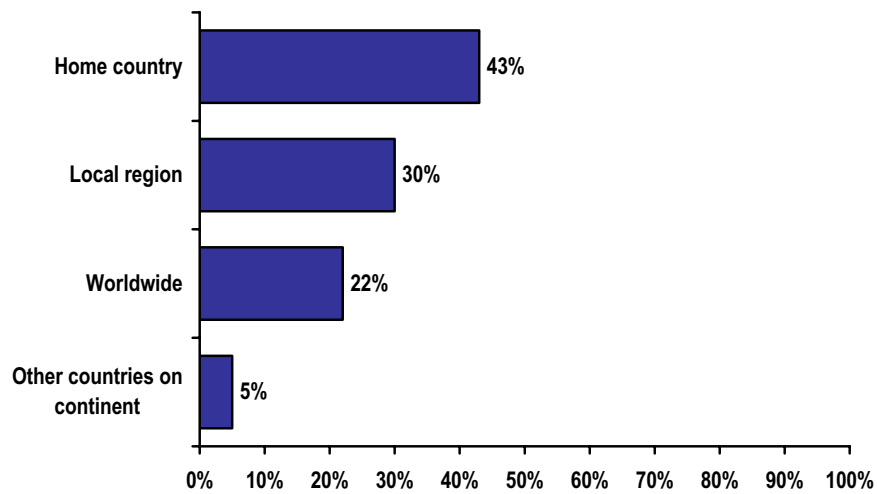


**RESPONDENT PROFILE—ONLINE SURVEY**

**RECRUITMENT LOCATIONS**

Over two-fifths of respondents primarily recruit in their home country (43%); one-third (30%) recruit in their local region and one-fifth (22%) recruit worldwide.

- In France and the Netherlands, most of the recruiting was done in their own country (73% and 70% respectively).





**ANALYSIS & FINDINGS—ONLINE SURVEY**

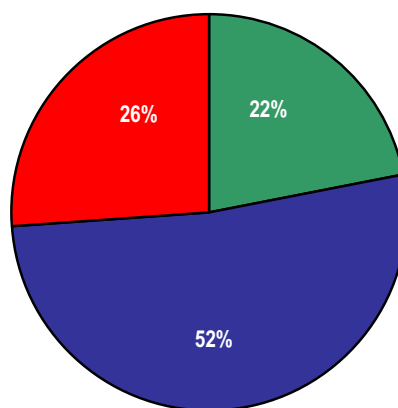
**HOW EMPLOYER BRANDING IS VIEWED**

The majority of respondents (52%) characterized employer branding as “The essence of our offering as an employer that is communicated internally and externally” by the company.

- Two-thirds of those from Denmark (67%) characterized employer branding as “The essence of our offering as an employer that is communicated internally and externally.”

- In France and Austria, at least two-fifths (42% and 49%) felt that employer branding was “Our promise and contract to current or potential employees that defines the delivery of our HR agenda.”

- Our promise and contract to current or potential employees that defines the delivery of our HR agenda.
- The essence of our offering as an employer that is communicated internally and externally.
- A solution for the consistency, style and impact of our external recruitment marketing materials.





## ANALYSIS & FINDINGS—ONLINE SURVEY

### HOW EMPLOYER BRANDING IS VIEWED

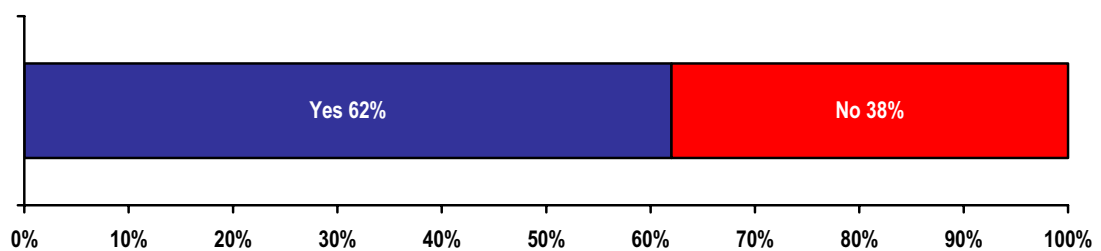
*“The key responsibilities and expectations [of HR] are to deliver the promise we make in the hiring process. Consistently communicating the employee value proposition; adhering to the communication guidelines to express the employee value proposition, and thinking about potential and existing employees as customers.”*  
(United States)

*“By establishing clear corporate business standards, values and culture. Display an honest and open image here, and employees will identify with the organization.”* (Netherlands)

### FORMAL SUPPORT FOR AN EMPLOYER BRANDING EFFORT

Three-fifths (62%) of respondents noted that their organizations formally support an employer branding effort.

- Formal support for an employer branding effort was especially strong in France (71%). It was weakest in Austria (31%).







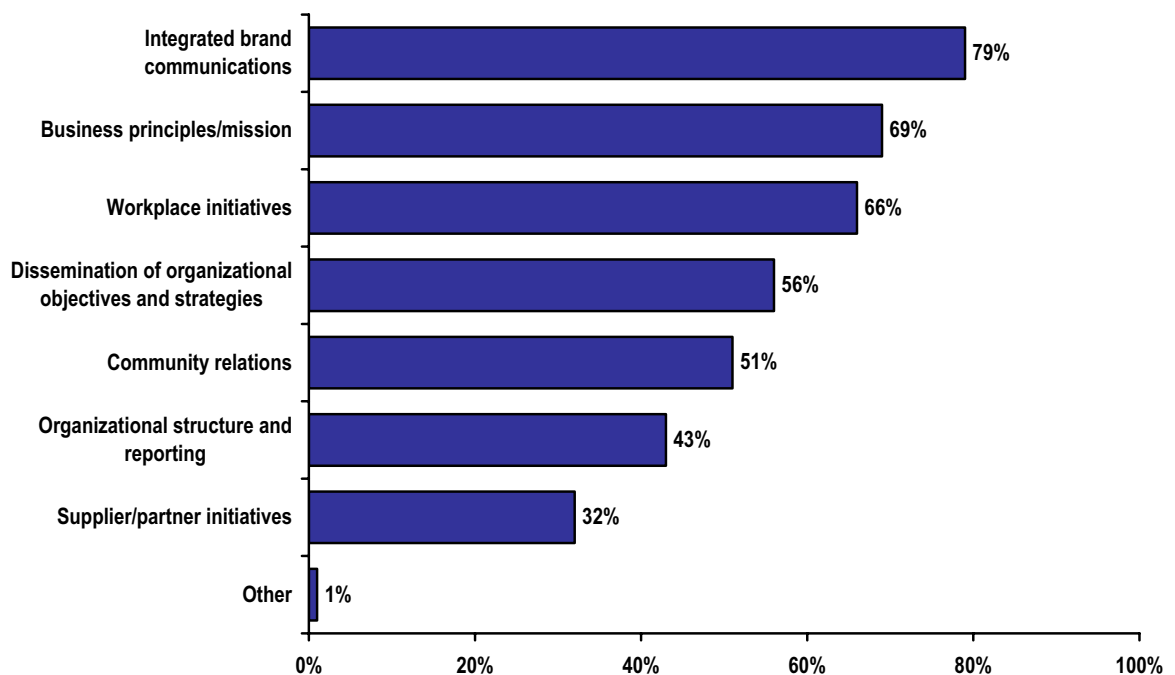
**ANALYSIS & FINDINGS—ONLINE SURVEY**

**TYPES OF FORMAL EMPLOYER BRANDING SUPPORT**

Among those organizations that do formally support an employer branding effort, integrated brand communications (79%), business principles/mission (69%) and workplace initiatives (66%) were considered the top three ways in which respondents' companies formally supported employer branding efforts.

- Many in the United Kingdom (63%) and Austria (91%) support employer branding through community relations. In the Netherlands, almost seven in 10 (69%) support employer branding through organizational structure and reporting.

*“As integrated brand communications is a key employer branding objective for many organizations, there will be more opportunity to be gained by joining stakeholders and brand audiences together. By integrating what we say to consumers and also to employees, we are reflecting that one serves the other. Therefore, they need consistent expectations about brand.” (United Kingdom)*



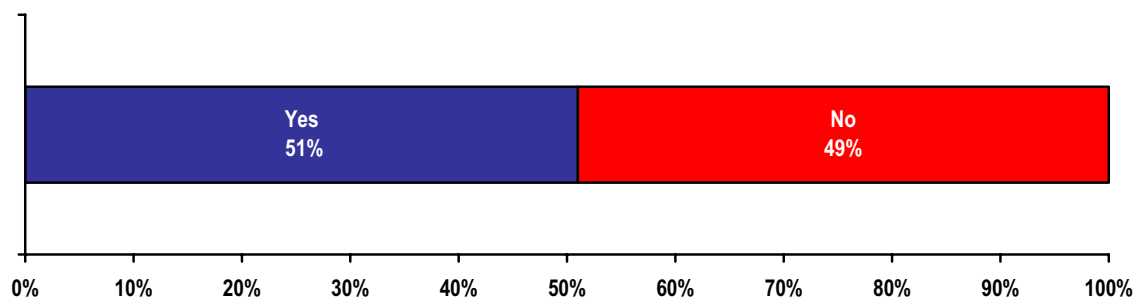


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**INFORMAL, AD HOC BRANDING INITIATIVES UNDERTAKEN PERIODICALLY**

Among organizations that do not formally support employer branding, half (51%) indicated that ad hoc/informal branding initiatives are periodically undertaken.

-About eight in 10 from Denmark (80%) said ad hoc/informal branding initiatives are periodically undertaken.

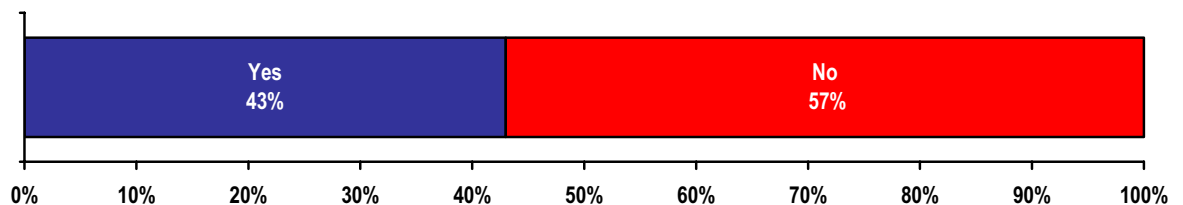


**PLANS TO FORMALIZE INITIATIVES**

Among organizations that do not formally support employer branding, two in five (43%) stated that there were plans to formalize ad hoc branding efforts in their organizations.

- About eight in 10 from Denmark (82%) said there were plans to formalize ad hoc branding initiatives.

- The United States (27%), the United Kingdom (19%) and Austria (19%) have the smallest percentage of respondents who plan to formalize these initiatives.



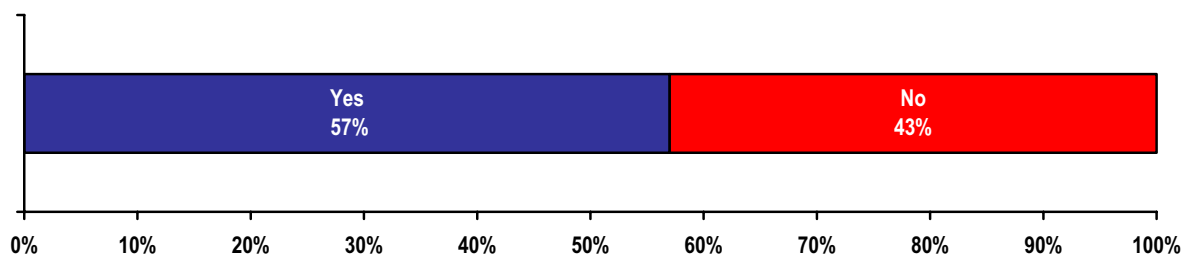


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**WHETHER FORMAL EMPLOYER BRANDING PROGRAM IS ENVISIONED WITHIN FIVE YEARS**

Among the organizations that do not formally support employer branding, almost six in 10 (57%) envisioned a formal employer branding program within their organization over the next five years.

- Most in Denmark (93%), Australia/New Zealand (83%), and France (80%) envisioned formalizing the employer branding program within the next five years.



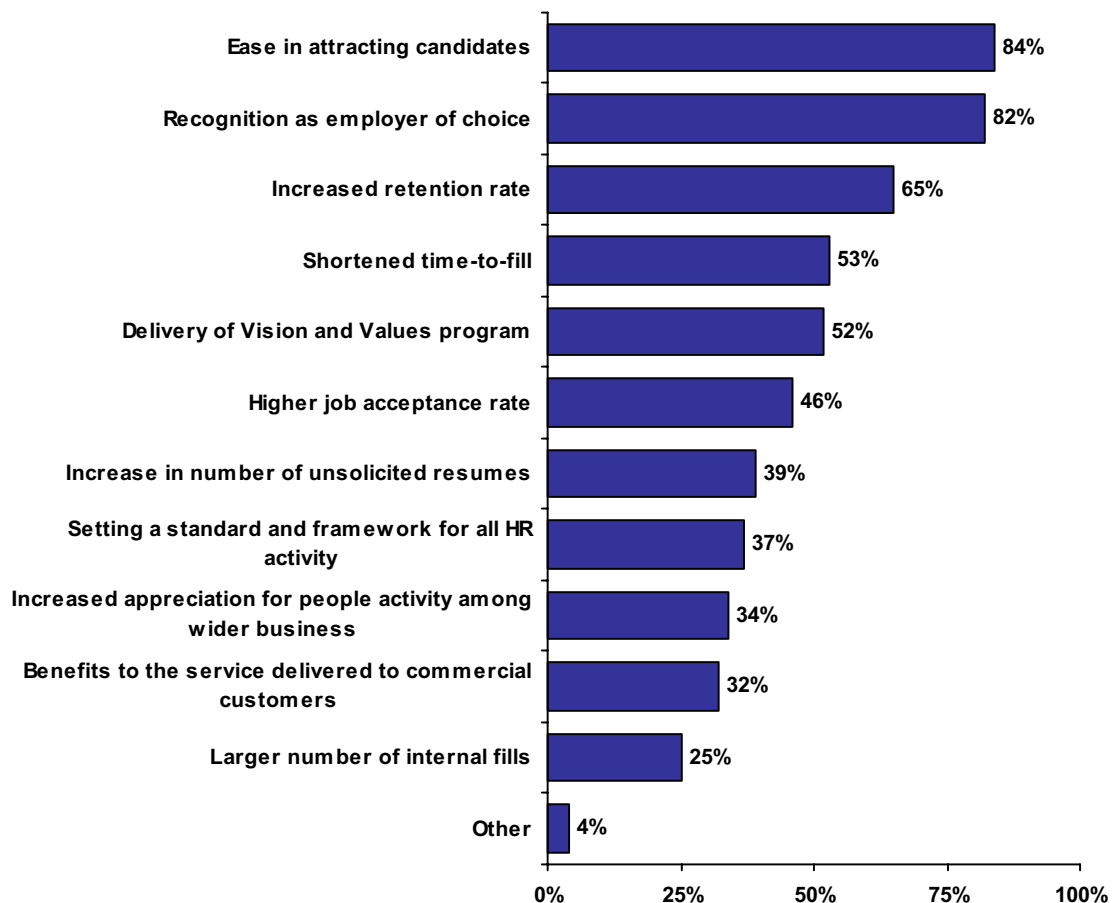


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**EXPECTATIONS OF EMPLOYER BRANDING**

The most frequent employer branding expectations mentioned were: ease in attracting candidates (84%), recognition as an employer of choice (82%), increased retention rate (65%), shortened time-to-fill (53%) and delivery of a Vision and Values program (52%).

- In the United Kingdom, the most frequently cited employer brand expectations also included higher job acceptance rate (65%), setting a standard and framework for all human resources activity (62%), and benefits to the service delivered to commercial customers (65%).





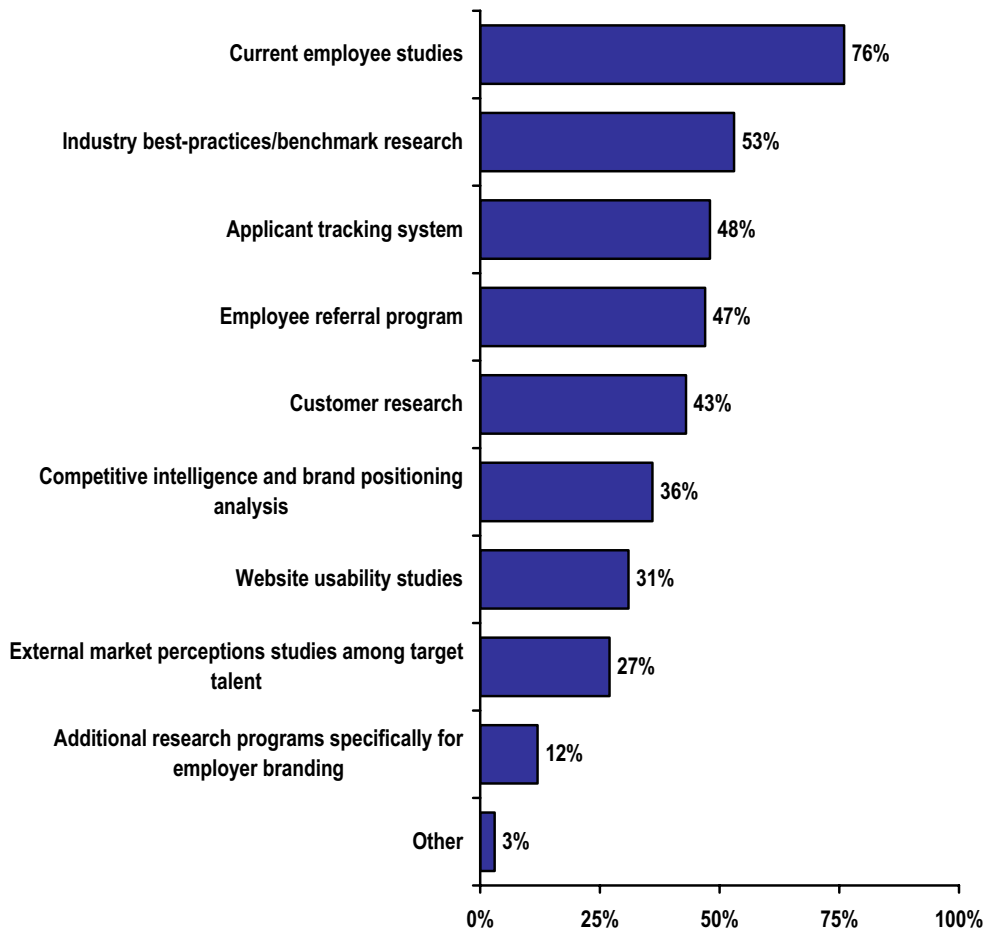
**ANALYSIS & FINDINGS—ONLINE SURVEY**

**ACTIVITIES CONDUCTED IN SUPPORT OF BRANDING INITIATIVES**

Respondents cited the following as activities conducted in support of branding initiatives: current employee studies (76%), industry best-practices/benchmark research (53%), applicant tracking systems (48%) and employee referral programs (47%).

- The employee referral programs were more frequently mentioned in the United States than in all the other countries surveyed (71% vs. 17% to 59%).

- The most frequently mentioned activity in France was the applicant tracking system (83%).



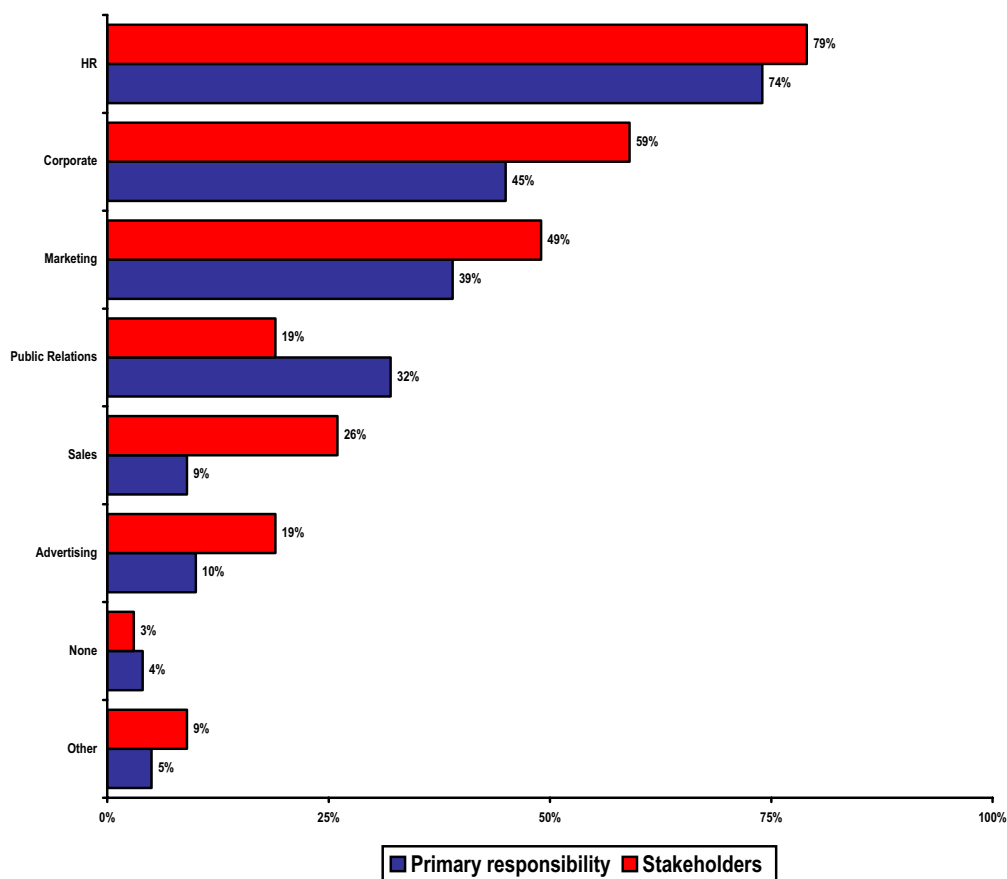


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**DEPARTMENTS WITH PRIMARY RESPONSIBILITY/STAKEHOLDERS IN EMPLOYER BRAND**

Among the organizations surveyed, the human resources department had both primary responsibility and stakeholder status in the management of the employer brand. Other departments with primary responsibility and stakeholder status included corporate (45% primary responsibility; 59% stakeholder status) and marketing (39% primary responsibility; 49% stakeholder status).

- Many in Denmark (70%) and the United States (73%) said corporate was a stakeholder in the management of employer brand. Few (10%) from Denmark said Human Resources was an active stakeholder.



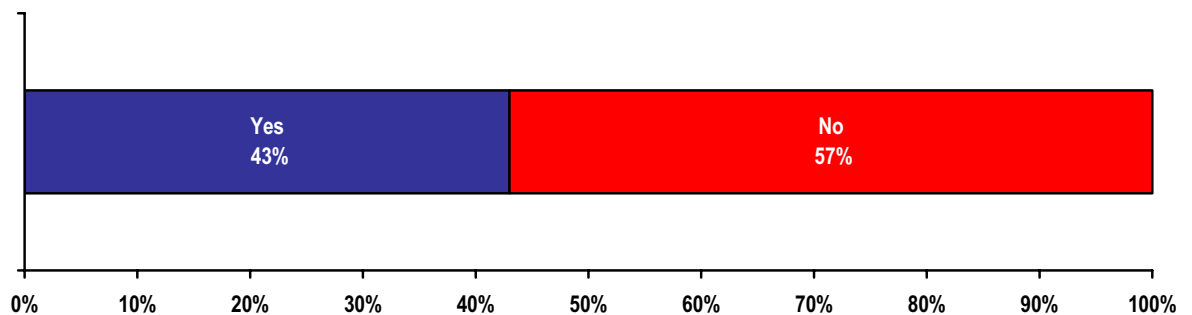


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**WHETHER BRANDING SERVICES ARE OUTSOURCED**

Over two-fifths of respondents (43%) said their organization outsourced branding services.

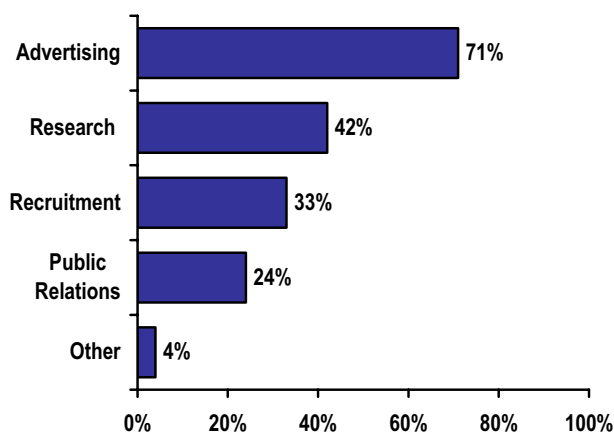
- The majority in France (63%) and the Netherlands (75%) outsourced their branding services.



**TYPES OF SERVICES OUTSOURCED**

The services most often outsourced by respondent organizations included: advertising (71%), research (42%) and recruitment (33%).

- In Canada, one in eight (12%) outsourced research and one in four (23%) outsourced advertising.

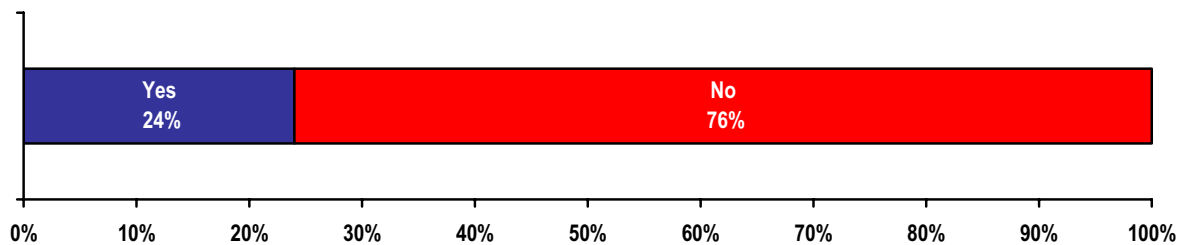




**ANALYSIS & FINDINGS—ONLINE SURVEY**

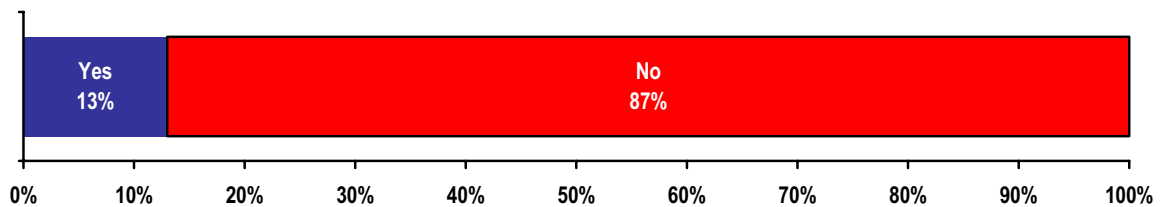
**CURRENTLY MEASURE EMPLOYER BRAND IN TERMS OF RECRUITMENT/RETENTION CAPABILITIES**

One in four respondents (24%) noted that their organizations measure their employer brand in terms of recruitment and retention capabilities. Metrics such as cost-per-hire, time-to-fill and turnover are the measurements most often used to determine success of employment brand efforts. The results were fairly consistent across all the countries surveyed.



**VALUE OF EMPLOYER BRAND IS CALIBRATED TO OVERALL COMPANY PERFORMANCE**

Nearly one in eight (13%) respondents indicated that the value of their employer brand is calibrated to overall company performance. The key indicator for employer branding in this arena is return on investment (ROI). The results were fairly consistent across all the countries surveyed.



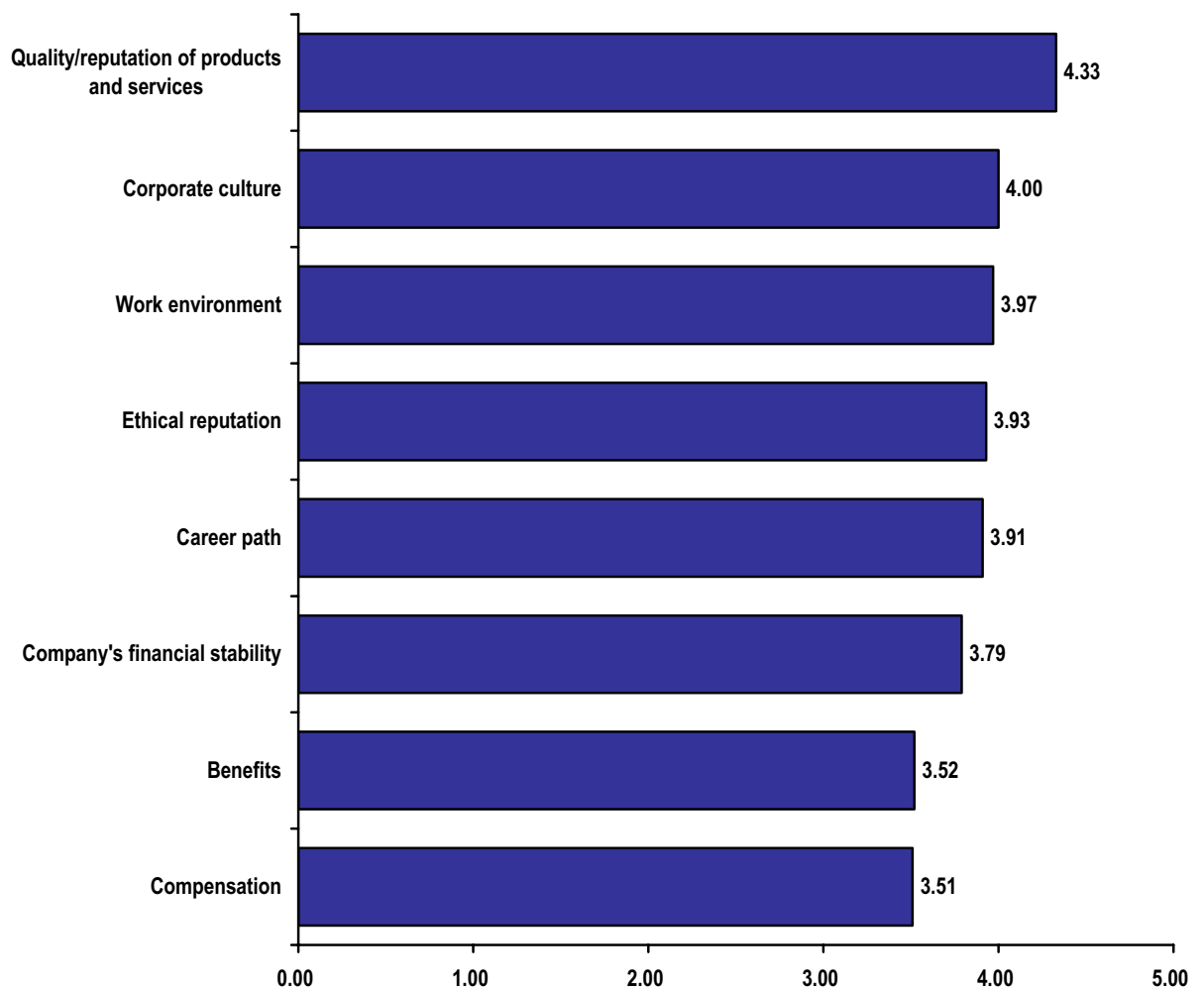




**ANALYSIS & FINDINGS—ONLINE SURVEY**

**IMPORTANCE OF EMPLOYER BRAND ATTRIBUTES IN ATTRACTING NEW HIRES**

The employer brand attributes rated highest in importance by respondents to attract new hires included: quality/reputation of products and services (4.33), corporate culture (4.00) and work environment (3.97). The results were fairly consistent across all the countries surveyed. A scale of 1 to 5 was used, where “5” means important and “1” means unimportant.



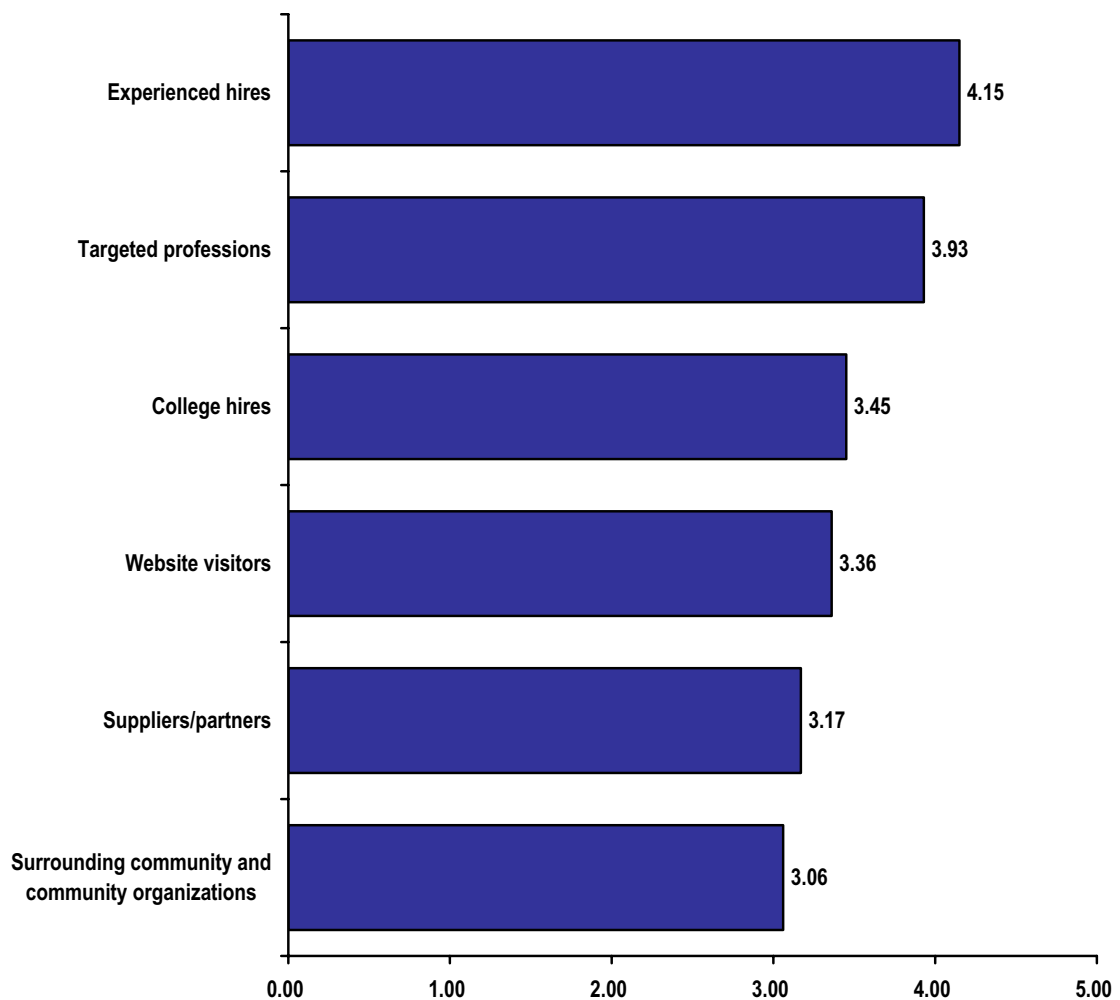


**ANALYSIS & FINDINGS—ONLINE SURVEY**

**AUDIENCE IMPORTANCE TO EMPLOYER BRAND MESSAGING**

Respondents believed the most important audiences for employer brand messaging included experienced hires (4.15), targeted professions (3.93) and college hires (3.45). A scale of 1 to 5 was used, where “5” means important and “1” means unimportant.

- On average, website visitors were rated higher than college hires as an important audience for these countries: United States (3.57 vs. 3.15), United Kingdom (3.69 vs. 3.19), and Australia/New Zealand (3.54 vs. 3.08).

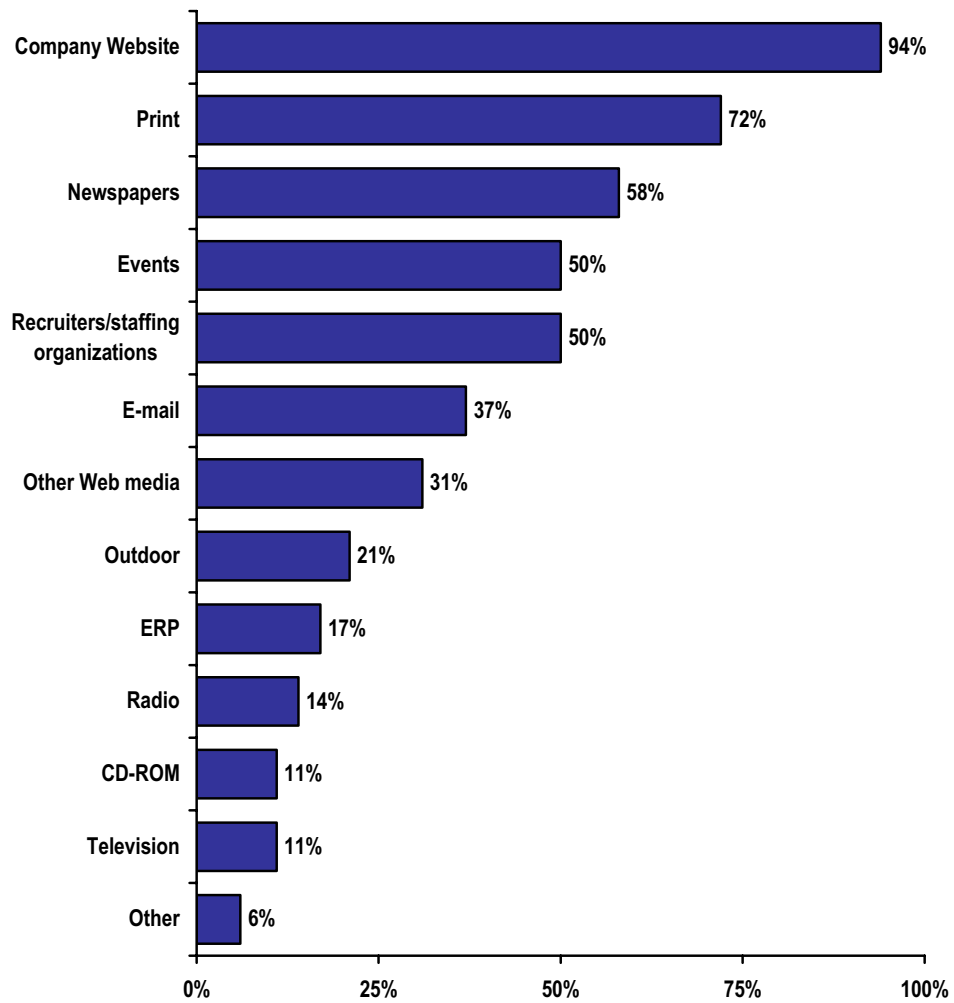




**ANALYSIS & FINDINGS—ONLINE SURVEY**

**BRANDING CHANNELS USED**

Company websites (94%), print materials (72%) and newspapers (58%) were the most frequently used channels for employer branding.





## ANALYSIS & FINDINGS—ONLINE SURVEY

### EMPLOYER BRANDING SUCCESS STORIES

Success stories cited by various respondents included:

- Selection of current employees in communications programs to “exemplify the brand”
- Consistency in recruitment advertising and end-to-end on-boarding programs
- Moving toward a “global” branding campaign
- Linking/growing the reputation for quality and opportunity
- Executive buy-in and a “high-touch internal communications strategy”
- College trainee, co-op and trainee program
- Improved performance management leading to better brand management (intrinsically integrated)
- Moving toward a service model—more coaching and education—and away from being a financially-driven organization

### EMPLOYER BRANDING CHALLENGES

A number of respondents mentioned:

- The pressure of salary increases as a challenge to their company’s current non-compensatory benefits
- Desire to move employer branding to higher ground in the company, away from a recruitment focus alone
- Consistency in messaging among departments
- Keeping the brand fresh for younger recruits
- The need for the employer brand to “coexist” with the consumer brand

*“Our biggest challenge is that our company promotes our product brands rather than the corporate brand. There are limited dollars put behind the corporate brand, so this makes recruitment more of a challenge.”*  
(United States)

*“Getting senior leadership to see the importance of employment brand and the flow-on effect it will have to the performance of the business.”* (Australia)

*“Need to establish clear culture. Now beginning to leverage marketing, PR, corporate branding and culture transformation efforts in establishing clear employer branding strategy moving forward.”* (Canada)



## ANALYSIS & FINDINGS—ONLINE SURVEY

### COMPANIES CONSIDERED TO HAVE A SUCCESSFUL EMPLOYER BRAND

Below are companies mentioned often by survey respondents and why they think those businesses are successful:

**Starbucks:** *They are known worldwide through their branding and it expresses their core values as a company.*

**Vodafone:** *They have it (brand) in their blood. In my dealings with them (as a client and a supplier), they appear to be passionate about what they do; they provide opportunities for growth to their high performers, and they provide a good level of attractive benefits to woo potential staff. They seem to have fun!*

**More FM:** *Fun brand—winner of Unlimited Best Places to Work. Internal employee satisfaction drives a strong employer brand message. More FM came 1<sup>st</sup> in the “Best Places to Work” awards, and they seem to have a great philosophy of fun in their organization.*

**FedEx:** *Overwhelming response to their recruitment ads and large numbers of unsolicited responses.*

**YUM!** *Everyone in town wants to work at Yum! at some point in their career. They have a very unique culture and a worldwide brand presence.*

**Novo Nordisk:** *Provides one-year maternity leave, are open and honest in their communication, and have an excellent website for recruiting.*

**L'Oreal:** *Honest about who they are and consistent in their message to employees.*

**Disney Corporation:** *Every detail is tied to their brand.*

**Southwest Airlines:** *Everywhere you go, they are held up as the standard for a successful employment brand. They have managed to take their customer promise and make it real to the employees—or vice versa. When your customers can see your employment brand in action, that's when you know you've been successful.*



## PHASE II



The Bernard Hodes Global Network conducted 20 in-depth one-on-one interviews with human resources leaders from 12 countries worldwide. We wish to extend a grateful “thank you” to the human resources leaders listed below who contributed to this research:

Alex Oakley, *Head of Resourcing, E.ON UK, United Kingdom*  
 Anne Silvennoinen, *Resourcing & Employment Specialist, Nokia, Germany*  
 Anthony Keh Seng Ann, *Human Resources Manager, Raffles Education Corp., Singapore*  
 Craig Morris, *Human Resources Manager, Television New Zealand, New Zealand*  
 Eileen Klitvad, *Vice President Human Resources, Telia Denmark, Denmark*  
 Fiona Warnock, *Human Resources Manager, Canon Information Systems Research, Australia*  
 Geneviève Fortier, *Vice President Human Resources, Reitmans Fashion Group, Canada*  
 Jo Pieters, *Global Vice President Recruitment, Philips, the Netherlands*  
 Katrin Gnielka, *HR Manager, Enterprise North Germany*  
 Lucy Chang, *Talent Acquisition Sr. Manager – Asia Pacific, Sun Microsystems, Ltd., Hong Kong*  
 Libby Sartain, *Sr. Vice President/Chief People Officer, Yahoo!, United States*  
 Martin Bowen, *Human Resources Manager, Swire Shipping, Australia*  
 Nina Thonfeld, *HR Manager, Broadnet, Germany*  
 Peter Hemmingsen, *Human Resources Manager, Ericsson, Denmark*  
 Richard Smallcombe, *Manager Human Resources, Comalco Aluminum Limited, Australia*  
 Susan Quirk, *Director Human Resources, Wellington City Council, New Zealand*

*“In my view, winning the war for talent means primarily focusing on retention of your current talent and following that, building a strong position in your key labor markets. Therefore, a brand that is only visible in external communications is less valuable than a brand that is truly lived inside. Each and every employee should act as an ambassador of your brand and that requires a strong and recognized internal and external employee value proposition.”*

- Jo Pieters, Global Vice President Recruitment, Philips, The Netherlands



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

### ORGANIZATION VISION STATEMENT

Almost all the organizations (18 out of the 20) participating in this research have a corporate vision or philosophy. The visions primarily center on projecting the organization as the best or most innovative.

The two organizations that said they do not have a vision stated that their company is in a period of transition.

The following are some of the visions that were mentioned:

“To be the premier creative arts, design, lifestyle and business management education group in Asia Pacific”

- Anthony Keh Seng Ann, *HR Manager, Raffles Education Corp., Singapore*

“We want to shape the future”

- Peter Hemmingsen, *HR Manager, Ericsson, Denmark*

“Simplicity makes everything possible”

- Eileen Klitvad, *VP Human Resources, Telia Denmark*

“People first, profit second”

- Katrin Gnielka, *HR Manager, Enterprise North Germany*

“To be the multipurpose liner shipping service of choice in the regions in which we operate”

- Martin Bowen, *Human Resources Manager, Swire Shipping, Australia*

“To discover, develop and deliver innovative image and information technologies that strengthen and diversify Canon’s business and CiSRA’s independent worldwide business”

- Fiona Warnock, *Human Resources Manager, Canon Information Systems Research, Australia*

Some organizations extend their vision to address values.

“Nokia includes a statement for Corporate Responsibility and Code of Conduct.”

- Anne Silvenoinen, *Resourcing & Employment Specialist, Nokia, Germany*

“Enterprise has eight core-values, such as ‘Our Doors are Open’ and ‘We listen to our clients and our employees.’”

- Katrin Gnielka, *HR Manager, Enterprise North Germany*



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

For many of the organizations with a corporate vision or mission, most employees are aware of the corporate mission or vision but cannot paraphrase it. Sometimes, this is due to a recent brand re-alignment.

### EMPLOYER BRANDING

Sixteen of the 20 organizations either believed that their overall organization vision already addresses employer branding or they have extended their organization vision statement to address employer branding or employee values. Four organizations have not yet established an employer brand.

Here are examples of how these organizations feel their brand addresses employer branding:

“The claim ‘Connecting People’ is perceived as resonating employer branding in that employees will be proud for producing a socially meaningful task.”

- Anne Silvennoinen, *Resourcing & Employment Specialist, Nokia, Germany*

“To be the employer of choice in the Canadian fashion retail industry.”

- Geneviève Fortier, *Vice President Human Resources, Reitmans Fashion Group, Canada*

“We position ourselves as a company which develops our people to make sure their employability is always on top. To make sure they have a great future within our company or [elsewhere].”

- French auto manufacturer

“... an organization that will provide expatriates with an Asian perspective and experience, taking full advantage of the presence in Asia.”

- Anthony Keh Seng Ann, *HR Manager, Raffles Education Corp, Singapore*

“For us, the company’s mission, vision, strategy, brand and values are together the reason for being. They should be seamlessly interlinked and be on the top of mind of every employee.”

- Jo Pieters, *Global Vice President Recruitment, Philips, the Netherlands*

One organization, Telia, does not have an employer brand but is in the process of developing it. Telia is utilizing both stakeholders (HR, Marketing and Communications) and employees to formulate the corporate brand.

An HR manager at Enterprise stated that as the company is not as well known in Germany as it is in the United States, Enterprise is focusing more on general advertising than on promoting an employer brand.





## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

### EMPLOYER BRANDING CHANGES IN PAST THREE YEARS

“Over the past three years, *Yahoo!* repackaged their Human Resources products and services around the overall corporate mission, brand, and values. They then developed a recruitment brand that fits in with those Human Resources products and services.

“The process of developing the recruitment brand enabled *Yahoo!* ‘to do some strong thinking’ about what we stand for and how we market ourselves to both technical and non-technical talent. The recruitment brand is not tailored to each target audience. However, the brand looks different depending on where it is being used, such as in the college campus, at a technical conference, or for marketing people.”

- Libby Sartain, *Sr. VP/Chief People Officer, Yahoo!, United States*

### KEY DRIVERS CAUSING EMPLOYER BRANDING DEVELOPMENT

Attracting new employees, competing in a stiff labor market, and wanting to project a favorable image were the most frequently cited key drivers that move organizations to establish an employer brand.

The following are some of the key drivers cited by the respondents:

“Tightening labor market”

- Craig Morris, *Human Resources Manager, Television New Zealand*

“Insure company is applicant friendly”

- Craig Morris, *Human Resources Manager, Television New Zealand*

“Need to give employees confidence on how to sell the company ... Need to look at how to strengthen channels ... provide a message to that population.”

- Lucy Chang, *Talent Acquisition Sr. Manager – Asia Pacific, Sun Microsystems, Hong Kong*

“A great public profile”

- Susan Quirk, *Director Human Resources, Wellington City Council, New Zealand*

“We need good employees. And first of all, we need our employees to stay here longer than they do today”

- Eileen Klitvad, *VP Human Resources, Telia Denmark*

“Attracting raw talent and awareness of what we do at an early educational age”

- Fiona Warnock, *Human Resources Manager, Canon Information Systems Research, Australia*



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

“Need to differentiate our company from our competitors, and our employer branding was a starting point to address this challenge”

- Geneviève Fortier, *Vice President Human Resources, Reitmans Fashion Group, Canada*

“Positioning company as employer of choice”

- Susan Quirk, *Director Human Resources, Wellington City Council, New Zealand*

“Diversity in job types and people; we were focusing on graduates, now we are focusing on experienced people”

- French car manufacturer

“We need to hire 400 trainees ... Need to make name for yourself as an employer.”

- Katrin Gnielka, *HR Manager, Enterprise North Germany*

“To recruit the best people to service demanding clients”

- French Information Consulting Corporation

## CHALLENGES & CRITICAL AREAS TO MANAGE IN THE EMPLOYER BRANDING PROCESS

The critical areas to manage in the employer branding process are diverse and depend on the climate at each organization. However, several common issues faced by these global organizations included: maintaining consistency in terms of messages, establishing an identity, managing the corporate culture, the budget, and making the work appealing to both employees and prospects.

“To maximize the value of an organization in the marketplace, attention must be paid to the brand and its promise. Unmanaged it becomes a matter of chance and its full equity will not be realized.”

-Alex Oakley, *Head of Resourcing, E.ON UK, United Kingdom*

“Manage employee expectations of good compensation and benefits.”

- Anthony Keh Seng Ann, *HR Manager, Raffles Education Corp, Singapore*

“How to keep good employees. Keep the daily work interesting.”

- Austria pharmaceutical company



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

“Change management: convince all divisions about their common interest to launch such a project and deal with the numerous stakeholders involved. Organizational culture: Create a corporate brand name different from the legal name. Technical challenge to ‘fit’ with important budget constraints.”

- Geneviève Fortier, *Vice President Human Resources, Reitmans Fashion Group, Canada*

“Handling all expectations, capturing the right audience.”

- Fiona Warnock, *Human Resources Manager, Canon Information Systems Research, Australia*

“Identity. We [were] part of Ericsson Telephone but no longer. People still say ‘Connect Ericsson’... We have been very quiet in the market and as branding ourselves as a firm to potential colleagues because we have been through a reduction [layoff] round.”

- Peter Hemmingsen, *HR Manager, Ericsson, Denmark*

“We are constantly under fire from other media (especially print media)... So because our public profile is high you need to ensure people are okay with this type of public scrutiny. HR meets this head on.”

- Craig Morris, *Human Resources, Television New Zealand*

“Create a workplace that has an identity that makes employees want to stay. Being part of the telecom industry ... it does not have the best image in terms of a stable secure workforce...”

- Eileen Klitvad, *VP Human Resources, Telia Denmark*

“Budget, which is decreasing every year”

- French car manufacturer

“... the biggest challenge that we faced (in doing our brand development work) was getting all the right people at the table on the same page.”

- Libby Sartain, *SVP HR/Chief People Officer, Yahoo!, United States*

“Need a branding strategy that reflects the changing demographic and nature of our business—such as community relations focused, sustainability, Gen X-Y aspirations, smart, progressive, innovative business career opportunities.”

- Richard Smallcombe, *Manager Human Resources, Comalco Aluminum Limited, Australia*

## THE EMPLOYER BRANDING PROCESS

Creating Venn diagrams for securing cooperation from different stakeholders; utilizing employee workshops, and formulating the employer brand are all examples of how organizations go about creating an employer brand. The role of Human Resources is strategic in this process.



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

*Yahoo!* held a meeting with interested stakeholders. “they ... ended up drawing a diagram. It’s called our ‘Mickey Mouse ears’... they had three big circles. One [circle] was our consumer brand, one was our employment brand and one was our physical brand. ... Inside the circles ... were the components that make up each of those [brands]... Outside the circles, we had all the constituencies that we had to communicate to. And then that kind of showed us how they all sort of tended to relate to each other. And then we talked about it and agreed on who had what role in that picture.”

- Libby Sartain, Sr. VP/Chief People Officer, *Yahoo!, United States*

At Reitmans Fashion Group, the three steps to redefine the overall recruitment strategy were: (1) “Find the right market positioning to set Reitmans as an employer of choice and revise our recruitment practices to enhance our capacity to reach out [to] candidates... (2) Harmonize the 6 divisions’ identities to develop a common branding platform. (3) Ensure a smooth execution of the new recruitment campaign.”

- Geneviève Fortier, Vice President Human Resources, *Reitmans Fashion Group, Canada*

## THE EMPLOYER BRANDING PROCESS

At Telia, stakeholders (HR, Marketing, and Communications) are holding employee workshops to formulate employer brand. “These three people [HR, Marketing, and Communications) are in charge of corporate identity. The way we are going to manage it is that in the beginning of March, we are having workshops where we invite around 30 employees. This is done with special attention being focused on the following questions: What kind of company would we like to be, both internally and externally? What can we offer our employees? What can we expect from our employees? How do we make our surroundings aware of it?”

- Eileen Klitvad, VP Human Resources, *Telia Denmark*

“Human Resources form a partnership with many areas of the business to deliver the employment brand. They cannot do this on their own. However, they can set the framework, and act as the driver to push the brand forward in a way that is focused and specific to the target audiences, both existing and potential employees.”

- Alex Oakley, Head of Resourcing, *E.ON UK, United Kingdom*

## METRICS

Metrics used to measure employer brand performance were discussed with *Yahoo!* The *Yahoo!* consumer brand is included in the Brand Asset Valuator (BAV) research by Young & Rubicam. The BAV tool utilizes four factors to measure brand performance: differentiation, relevance, esteem, and knowledge. *Yahoo!* was unaware of any brand performance tool that is specifically devoted to employer brand.

Other metrics discussed included counting the number of times the brand is reported in the media and the Interbrand brand valuation tool.



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

### BRANDING PROGRAMS

*Yahoo!* has specific branding programs that were created to help employees and candidates. They include the “My Life” and “My Guide” series, which are provided to employees on their Intranet. The “My Life” series include: “My Life, My Rewards;” “My Life, My Career” and “My Life, My Perks.” The “My Guide” series includes such titles as “My Guide to Working at *Yahoo!*,” “My Guide to Interviewing at *Yahoo!*,” and “My Guide to Reward and Recognition at *Yahoo!*”

### ADDITIONAL COMMENTS

All the organizations participating in this research felt very strongly about employer branding and how it should be developed and managed. The quotes demonstrate an in-depth understanding that successful employer brand positioning is built from the inside out. The proposition as an employer is to gain respect and credibility. It has to be formed first from an internal perspective.

“HR people miss the boat by not collaborating ...”

- Libby Sartain, *Sr. VP/Chief People Officer, Yahoo!, United States*

“I think the ones that get it right have kept it simple ... It is important for it to be fairly recognizable and consistent and then constantly prominent in all communication modes ... Think it is crucial to link the branding implicitly with your line of business somehow.”

- Martin Bowen, *Human Resources Manager, Swire Shipping, Australia*

“Employer branding is increasingly becoming more important but most organizations (like ours) have a lot of room to move. Employer branding is a part of delivering good HR, not a separate thing you do. We are continuing to increase our investment in it.”

- Susan Quirk, *Director Human Resources, Wellington City Council, New Zealand*

“I think employer branding only started getting publicity about five years ago—prior to that, people spent some time on their logo but that was about it. They didn’t integrate general markets through to employer branding. Now there is much greater awareness that your brand isn’t only about product but people as well.”

- Craig Morris, *Human Resources Manager, Television New Zealand*



## ANALYSIS & FINDINGS—ONE-ON-ONE INTERVIEWS

“The discussion we have in our firm right now [is] the definition. What is the difference between employer branding and traditional company branding? Is there a difference? And if so, what is the difference? This is interesting. ... The brand has to flow through the organization, and all the staff members are a part of the brand. It is not only a project but also general changes in behavior.”

- Peter Hemmingsen, *HR Manager, Ericsson, Denmark*

“Employer branding has become a ‘buzz word’ over the past couple of years. ... It is vital that what you live inside the company (working environment/people management practices) is reflected outside (branding) and the reverse is also true. ... Each company should look for differentiation from others. Be honest and recognize strengths and weaknesses you have, and determine from there ... which [way] you will promote your company. Be consistent with the culture of the company and the way you promote your brand.”

- Geneviève Fortier, *Vice President Human Resources, Reitmans Fashion Group, Canada*

“Any investor knows that a company’s value stands and falls with the quality of the workforce. They increase a company’s value as well as improve its brand and image.”

- Nina Thonfeld, *HR Manager, Broadnet, Germany*

“In my view, winning the war for talent means primarily focusing on retention of your current talent and following that, building a strong position in your key labor markets. Therefore, a brand that is only visible in external communications is less valuable than a brand that is truly lived inside. Each and every employee should act as an ambassador of your brand and that requires a strong and recognized internal and external employee value proposition.”

- Jo Pieters, *Global Vice President Recruitment, Philips, The Netherlands*

“I am a strong proponent of employer branding. It is the basic fundamental of any recruitment strategy. You have to know who you are as a company, your messaging, and what is your competitive advantage against other companies. It is a long-term strategy, which I think many companies fail to recognize. ... In moving forward, I am going to try to pull the reigns on trying to drive employer branding.”

- Lucy Chang, *Talent Acquisition Sr. Manager – Asia Pacific, Sun Microsystems, Hong Kong*



## CONCLUSIONS

### EMPLOYER BRANDING METRICS ARE NEEDED

Only one-fourth of the organizations surveyed (24%) measure employer brand in terms of recruitment and retention capabilities.

*There are several reasons why so few organizations measure employer branding. One is that there is no standard evaluation tool dedicated to measuring the effectiveness of employer branding. The Brand Asset Valuator (BAV) developed by Young & Rubicam and the global brand valuation done annually by Interbrand and BusinessWeek are used to measure consumer brands, not employer brands. Another reason is that the definition of success for employer branding varies from one organization to another.*

*The important point to keep in mind is that in order to measure the extent to which an employer brand contributes to the bottom line, it is necessary to develop common metrics for this purpose.*

### EMPLOYER BRANDING HAS AN INTERNAL AND EXTERNAL ASPECT

“The brand has to flow through the organization.”

- Peter Hemmingsen, HR Manager, Ericsson, Denmark

*Our experience has time and time again shown that a successful brand positioning will be “built from the inside out.” That is to say, any proposition as an employer that is to gain respect and credibility has to be formed from an internal perspective. Knowing what excites and engages existing employees and combining that with an achievable aspiration is a good combination.*

*External talent wants to see evidence of a consistent approach to employer experience; they want to know what lies within your organizational “DNA”. At the same time, they don’t want to see it written in stone. They repeatedly tell us that they would like to influence the organization, its culture, and its behaviors. It’s further evidence of this need to align the “me” brand with that of the organization. Fresh talent wants to see an organization that is going on a journey. They also want the opportunity to hop on board and help steer that journey.*

*If we are being true to the definition of the word brand, then it has to be about experience. A brand promise is something you deliver as much as you communicate. By definition, it has an internal behavioral component.*





## CONCLUSIONS

### THE SCOPE OF EMPLOYER BRANDING IS BROAD

About half of the respondents across the globe characterize employer branding as “The essence of our offering as an employer that is communicated internally and externally” by the company. About one in five feels it is our current or potential employees that define the delivery of our human resources agenda, and one-fourth view it as a solution for the consistency, style and impact of our external recruitment marketing materials.

*It is clear from the statistics in our question about employer brand definition that the scope of employer brand is broad. One in five people views it as a “built from the inside” experience. For those people, employer brand covers the entire employee lifecycle and behavior during the employee journey through the organization. This gives employer branding the opportunity to reflect a joint purpose for Human Resources.*

*Slightly more people, however, still believe that employer branding is a predominantly externally focused, desired expression of the organization, designed to boost candidate pools. The middle ground is clearly the largest and reflects the evolution that we are going through globally. Jo Pieters, VP Global Resourcing at Philips in the Netherlands, has a great way of defining Employer Brand. He challenges organizations to think of it as a pre-sales, sales and after-sales process—each component of which requires equal attention. This corresponds with our view that employer branding is a tool by which to provide a purpose for all human resources activity, strategy and outputs.*

### STAKEHOLDERS NEED TO WORK TOGETHER—

#### DELIVERING TO EMPLOYEES DELIVERS TO THE CUSTOMER AS WELL

Three-fifths of respondents noted that their organizations formally support an employer branding effort. Integrated brand communications, business principles/mission, and workplace initiatives were the most frequently cited ways in which respondents’ companies formally support employer branding efforts.

*More than three-quarters cite “integrated brand communications” as a key objective for employer branding. This means that there is more opportunity to be gained in many organizations by joining brand stakeholders and brand audiences together. Our research in the marketplace, among all types of talent, repeatedly tells us*





## CONCLUSIONS

*that a key consideration for choosing an employer is the consumer experience. How the brand behaves and communicates in this context directly impacts its ability to attract top candidates.*

*This phenomenon was identified as early as 2001 in that year's Millward-Brown BrandZ™ survey. Fielded among thousands of consumers in Western Europe and North America about hundreds of brands, the survey drew a direct correlation between the strength of an organization's corporate brand and its attractiveness as an employer.*

*By integrating what we say to consumers and also to employees, we are reflecting that one serves the other. Both those audiences need consistent expectations about your brand.*

## KEY DRIVERS

The key driver that moves organizations to develop an employer brand is the need to acquire talent in a very competitive labor market.

*"Any investor knows that a company's value stands and falls with the quality of the workforce. They increase a company's value as well as improve its brand and image."*

*- Nina Thonfeld, HR Manager, Broadnet, Germany*

*For many organizations, employer branding still remains an exercise of profile and awareness raising. The website is the shop window to the world that most respondents seem to be keen to dress. However, talent repeatedly tells us that the experiential aspects of an organization's brand are the most compelling, such as the conversations they have with co-workers or people that they encounter at a job fair.*

*Increasingly, it is also the unplanned brand interactions that are most significant. Those that occur when you hear someone in a pub, at a party or elsewhere in everyday life talking about their employer and what it is like to work for them. We are a highly networked society. We have an insatiable desire to talk to each other sometimes simply because we can. The recent and rapid rise of blogs is evidence of this fact. The future for employer branding has to live as much off the page as on it. It has to be about ensuring your employees are brand ambassadors rather than brand saboteurs. The brand has to be lived by each and every person that belongs to it.*



## APPENDIX

### GLOBAL EMPLOYER BRAND SURVEY

Breakdown by country of companies represented in the survey:

#### Australia/NZ

Adams Group  
Adcorp  
Auckland District Health Board  
Australian Aerospace Resources Pty Ltd  
Bay of Plenty District Health Board  
Bendon Limited  
BlueScope Steel  
Boral  
Canterbury District Health Board  
CBA  
Cement Australia  
Changepeople Ltd  
City of Melbourne  
Citymed Pharmacy  
Clayton Utz  
Daikin Australia Pty Ltd  
David Forman Ltd  
Drake  
FX Consultants  
Haines NZ Ltd  
Heinz Watties Ltd  
Hutt Valley District Health Board  
IBM New Zealand Ltd  
Inland Revenue  
Kirkman HR Ltd  
Link Recruitment P/L  
Meridian Energy  
Ministry of Economic Development  
Norris Ward McKinnon  
OCG Consulting  
Otago District Health Board  
Pacific Brands  
PPCS Ltd  
Queensberry & Company  
Restaurant Brands  
Southland Building Society (SBS)  
Sport Waikato  
Standards New Zealand  
State Street



State Super Financial Services Australia Limited  
Symsys Ltd  
Tegel Foods Ltd  
Television New Zealand Limited  
Thiess Pty Ltd  
Tower New Zealand  
Transpower  
Unisys Corporation  
Wellington City Council

### **Austria**

21TORR GmbH  
A. Sochor & Co. GmbH  
ABB AG  
Accor Hotellerie Österreich  
Actelion Pharmaceuticals Austria GmbH  
Adria-Wien Pipeline GmbH  
Andritz AG  
AOK - Die Gesundheitskasse in Hessen  
Berner GmbH  
Binder+Co AG  
Degussa AG  
Deichmann Schuhvertriebsges.m.b.H.  
Generali Gruppe Österreich  
ISOSPORT Verbundbauteile Ges.m.b.H  
KABEG  
Knapp Logistik Automation GmbH  
Kolpinghaus Gemeinsam Leben  
Leder & Schuh AG  
Logistik Service GmbH  
Merkur-Versicherung AG  
Miba AG  
Nycomed Austria GmbH  
Pago International  
Pfizer Corporation Austria  
Pilkington Graz GmbH  
Polyfelt  
Raiffeisen Zentralbank Österreich AG  
RHI AG  
Robert Bosch AG  
RSL Care  
Salinen Austria AG  
Schönherr Rechtsanwälte OEG  
Steco Logistic GmbH  
Tetra Pak GmbH  
Teufelberger Holding AG  
Welser Profile AG  
ZF Lemförder Achssysteme



## Canada

Accovia Inc.  
Agence de développement des réseaux de santé et de services sociaux de Montréal  
Air Canada  
Airborne Entertainment Inc  
Aliments Ultima Inc.  
Banque Laurentienne du Canada  
Bell  
BPR-Bechtel Inc  
Braum Consulting Ltd  
Business Objects  
Canadian Cancer Society  
Canlan Ice Sports Corp  
Capers Community Markets  
Cascades Inc.  
CHIP Hospitality  
CIBC  
Cirque du Soleil  
CN (Canadien National)  
Coast Hotels & Resorts  
Consultation LJH Consulting  
CRA-Cogem  
Cummins Western Canada  
Équipement Fédéral  
Fédération des Caisses Desjardins  
Fédération des caisses populaires Desjardins du Québec  
Focus Corporation  
Future Shop  
Gateway Property Management Corp  
GE Canada - I&RS  
Hercules Inc  
Hôpital Charles LeMoynes  
Hr.com  
HSBC  
Hydro One Networks Inc  
JobWings  
Journal Metro  
Korn/Ferry International  
LL2 société-conseil  
McGill University  
Novartis Pharmaceuticals Canada Inc  
Pfizer Canada  
Pratt & Whitney Canada  
Premier Tech  
Pulp and Paper Research Institute of Canada  
Raymond Chabot Grant Thornton  
Reitmans Canada Limitee  
ResortQuest



Robeez  
Sobeys Québec  
Softchoice  
Soltron Realities Inc  
The Bay Vancouver Downtown  
The Corporation of the City of Cranbrook  
The Finishing Touch  
Top Producer Systems Company  
Transcontinental Media  
Travel Insurance Coordinators  
Uni-Select Inc  
Vancouver Port Authority  
Ville de Montreal  
Weir Canada Inc  
WR3 Technologies Inc  
WSA Human Capital Solutions  
Xillix Technologies  
Yellow Pages Group  
YMCA du Grand Montréal  
zed.i solutions inc

#### **China**

Jumpsourc  
STR  
Sun Microsystems of California  
Target  
Webasto-Shanghai

#### **Denmark**

A/S Dansk Shell  
Carl Bro Group  
Carlsberg Breweries  
Chr. Hansen A/S  
Coloplast A/S  
CSC Danmark  
Danfoss  
Danske Bank Group  
Ericsson  
H. Lundbeck A/S  
Microsoft  
Nomeco A/S  
Nordea  
Novozymes  
Nycomed  
Oticon A/S  
Rambøll Denmark  
SAS Scandinavian Airlines Danmark



TDC  
Telia  
Vestas Wind Systems A/S

### **France**

AGA  
AGF  
Air France  
Altran  
Apside  
Auchan  
Bouygues Telecom  
Colas  
Compass Group  
Essilor  
EuroDisney SCA  
Fichet-Bauche  
France Telecom  
GIST  
GlaxoSmithKline  
Go Sport International  
Groupe Caisse d'Epargne  
Groupe Canal Plus  
Groupe Danone  
Groupe Plastic Omnium  
Harry Rosen, Inc  
Hertz France SAS  
Jacobs France  
KPMG Enterprises  
La Poste  
Legrand  
L'Oréal  
Maersk France SA  
Marc Laurent SA (CELIO)  
Natexis Banques Populaires  
NEURONES  
Norisko Equipements  
PSA Peugeot Citroen  
Renault Trucks  
SAFRAN  
Schneider Electric  
SNCF  
Würth France  
Xerox

**Germany**

AOK - Die Gesundheitskasse in Hessen  
Degussa AG  
Sanofi-Aventis Deutschland GmbH  
21TORR GmbH

**Hong Kong**

ABN ANRO  
Boyden  
HSBC

**India**

Infosys  
Intel Corporation  
Zycus Infotech Pvt. Ltd

**The Netherlands**

A. Hak Beheer BV  
Adviesbureau hr/Astrea  
Ahold Albert Heijn  
Amsterdam  
Andarr  
A-STAR Implementation & Change Management  
Atnos Origin  
BAM Civiel  
Bureau Van Mansfeld  
CendrisBSC  
Center Parcs Europe NV  
FiNext  
ING Group  
Intel International  
KLM Royal Dutch Airlines  
Luba Groep BV  
McAfee  
MHI Equipment Europe BV  
Ministerie van Volksgezondheid, Welzijn en Sport  
NautaDutilh  
Nederlandse Spoorwegen  
OPG Groep  
Palo Alto, US  
Philips  
ProRail  
Rabobank  
Reed Business Information  
Reed Business Information BV



ROI  
SCC  
Shell  
Sogeti Nederland BV  
Solvay Pharmaceuticals BV

### **Singapore**

Central Provident Fund Board  
Lilly Systems Biology

### **UK**

Adobe Systems Europe  
Barclays  
British Engines Ltd  
Cendant Travel Distribution Services (TDS)  
Central Development Consulting  
Christian Salvesen  
CooperVision  
David Lloyd Leisure  
De Montfort University  
Enterprise Rent-A-Car  
Getfeedback  
Hewlett-Packard  
HSBC  
IDX Systems UK  
ITV plc  
L'Oréal  
Merrill Lynch  
Millbrook Industries Ltd  
NRG Group  
Panasonic Europe  
Remuneration Economics  
Rolls-Royce  
Sense  
Serco Limited  
Serco Solutions  
Smith & Nephew plc  
Sodexo  
Sue Ryder Care  
TCH Consultancy Services Ltd  
TFL  
Thomson Financial  
Thomsons Online Benefits  
Turner & Townsend LLP  
Universal Music  
Virgin Retail Ltd





Wagamama Ltd  
Wincanton

## US

1-800-GOT-JUNK?  
A Balanced Approach, LLC  
AA  
ACE INA  
Acxiom Corporation  
Adhesives Research  
Ajilon Consulting  
Alliance Capital Management LP  
Allstate Insurance Company  
Amarillo Globe-News  
AmCOMP  
American Express  
Apex Systems, Inc.  
Aramark  
AstraZeneca  
ATS Health Services  
Atwood Oceanics  
Babson College  
Bally Total Fitness  
Barbara's Bakery, Inc  
Bechtel National, Inc  
BigFix Inc  
Brinker International  
Busch Entertainment Corporation  
Canyon Ranch  
Career Consultants Staffing Services, Inc  
Central Peninsula General Hospital  
Central Washington Hospital  
Cheskin  
Children's Home Society of Florida  
CNH America, LLC  
Columbia MedCom Group  
Convergys  
Covenant Health  
CPGjoblist  
Cracker Barrel Old Country Store, Inc  
Customized Career Consulting  
Deacon Group, Inc.  
Deb Hester & Associates  
Deragon  
Devon James Associates, Inc  
eFunds Corporation  
Executive Impact  
Executive Power Brand



Executive Smarts, LLC  
Exempla Healthcare  
Express Personnel Services  
Florida Hospital Memorial System  
Ford Motor Company  
fpBioMed  
Franklin Atlantic  
Fujitsu Consulting  
Getronics  
GreenbergFarrow  
Hammers Construction, Inc  
HP  
Human Resources Staffing  
Hyperion  
ICC  
Integra Rehabilitation  
IntegraMed America  
InterDigital Communications Corporation  
Interval International  
Jacobs Engineering Group  
John Muir/Mt. Diablo Health System  
Julio & Sons Company  
Juniper Networks  
Kearney Hub  
Kforce Technology Staffing  
Leo Burnett USA  
Madame Tussauds U.S.  
Marketing Acumen  
Mason & Kichar  
Memorial Healthcare System  
Mercedes-Benz USA, LLC  
Meridian Health  
Mirant  
Morton Plant Mease Health Care  
Mosteller & Associates  
MPD Services dba Talent Tree  
MRI  
Nationwide Insurance  
New York Power Authority  
Next Estate Communications  
NPG  
Panera Bread  
PetSmart  
PontusOne  
PrideStaff  
Putnam Hospital Center  
Rada Advertising, Inc.



Raines International, Inc  
Randstad North America  
ReachingTalent, LLC  
Recruitment Enhancement Services  
Redlake, Inc.  
Remedy Intelligent Staffing  
Resources Global  
RetiredBrains.com  
Reuters  
Revival Home Health Care, Inc.  
Rite of Passage  
RMA of New Jersey LLC  
Ryder  
San Gabriel Valley Medical Center  
SAS Institute  
Scientific Games  
Shaker  
Siemens Communications, Inc  
Skilset Communications  
Spencer Stuart  
St. John Macomb Hospital  
St. Jude Medical Center  
St. Vincent Hospital and Health Care Center, Inc  
Sterling Commerce  
STP Nuclear Operating Co.  
TEKsystems  
The Advisory Board Company  
The Employment Guide  
The Innis Company  
The Osborn  
The Toro Company  
TMC HealthCare  
Tribridge, Inc  
Truly Yours  
UHY Mann Frankfort Stein & Lipp Advisors  
University of Tennessee  
Urban Science  
Visiting Health Services of New Jersey, Inc  
VPSI Inc.  
Washington State Department of Natural Resources  
Waste Management  
Welch Allyn  
Whirlpool Corporation  
Whitridge Associates  
Wilcox Miller & Nelson  
WorldatWork  
Yum! Brands, Inc



## RESULTS BY COUNTRY BREAKDOWN\*

### Global Tabulations--Total Respondents

	TOTAL	US	UK	Aust/NZ	Denmark	Canada	France	The Netherlands	Austria
Base	487	143	36	53	21	69	49	36	36
<b>1. Title</b>									
Officer	7%	13%	0%	4%	0%	7%	0%	0%	0%
VP/Associate VP/Assistant VP	10%	9%	3%	0%	14%	16%	26%	3%	3%
Director/Associate Director/Assistant Director	29%	23%	70%	19%	14%	30%	55%	5%	6%
Manager/Associate Manager/Assistant Manager	29%	26%	16%	54%	48%	20%	15%	54%	56%
Administrator/Supervisor	6%	6%	0%	4%	5%	4%	0%	0%	0%
Other	19%	22%	11%	19%	19%	22%	4%	35%	36%
	100%								
<b>2. What industry do you work in?</b>									
Healthcare	9%	17%	5%	12%	14%	6%	2%	0%	11%
Engineering/construction	4%	2%	5%	12%	5%	1%	4%	9%	8%
Insurance	3%	3%	0%	4%	0%	1%	2%	0%	6%
Government Agency	2%	1%	0%	8%	0%	3%	0%	3%	0%
Hospitality	3%	4%	5%	2%	0%	4%	0%	3%	3%
Biotechnology/Pharmaceuticals	3%	1%	0%	0%	14%	4%	0%	6%	6%
High Tech/IT	13%	16%	21%	6%	14%	7%	8%	15%	3%
Consumer Products	3%	2%	5%	2%	5%	4%	4%	3%	3%
Business & Finance	9%	8%	11%	15%	10%	7%	4%	9%	3%
Utilities	2%	2%	0%	4%	0%	1%	2%	0%	6%
Manufacturing	8%	4%	8%	12%	10%	9%	18%	0%	19%
Services	14%	15%	11%	12%	0%	10%	18%	29%	8%
Retail	5%	1%	3%	2%	0%	9%	12%	3%	14%
Other	23%	23%	26%	12%	29%	32%	24%	21%	11%
<b>3. Gender</b>									
Male	40%	35%	50%	35%	52%	29%	39%	39%	56%
Female	60%	65%	50%	65%	48%	71%	61%	61%	44%
<b>4. Years of HR experience</b>									
1-5	20%	20%	3%	13%	24%	10%	22%	35%	40%
6-10	27%	22%	18%	35%	43%	22%	37%	30%	29%
11-15	20%	18%	32%	17%	24%	28%	22%	16%	9%
16-20	12%	11%	16%	13%	10%	23%	4%	14%	11%
20+	20%	30%	32%	21%	0%	17%	14%	5%	11%
<b>5. Years with present company?</b>									
1-5	63%	56%	86%	78%	71%	64%	53%	61%	47%
6-10	19%	23%	5%	14%	19%	20%	16%	31%	27%
11-15	9%	14%	5%	0%	0%	40%	16%	6%	19%
16-20	4%	4%	0%	6%	10%	6%	6%	0%	3%
20+	6%	6%	3%	2%	0%	6%	8%	3%	5%

\*The breakdown is for countries with 21 or more completed surveys.



Global Tabulations--Total Respondents

	TOTAL	US	UK	Aust/NZ	Denmark	Canada	France	Netherlands	Austria
<b>Base</b>	<b>487</b>	<b>143</b>	<b>36</b>	<b>53</b>	<b>21</b>	<b>69</b>	<b>49</b>	<b>36</b>	<b>36</b>
<b>6. What is the total number of employees in your company?</b>									
<100	21%	30%	11%	33%	0%	20%	2%	17%	14%
101-250	7%	8%	0%	8%	0%	13%	0%	3%	19%
251-500	8%	10%	0%	6%	10%	9%	2%	6%	19%
501-1,000	8%	4%	8%	8%	5%	17%	10%	3%	16%
1,001-5,000	24%	21%	34%	21%	48%	22%	24%	31%	22%
5,000+	32%	27%	47%	25%	38%	19%	61%	42%	11%
<b>7. Expected hires in 2005</b>									
<50	40%	45%	16%	42%	24%	41%	22%	32%	68%
100-299	28%	23%	26%	31%	48%	38%	24%	32%	27%
300-499	8%	6%	21%	8%	5%	7%	12%	8%	3%
500+	24%	26%	37%	19%	24%	13%	41%	27%	3%
<b>8. Where do you recruit?</b>									
Local region	30%	39%	24%	25%	14%	49%	14%	5%	38%
Home country	43%	38%	29%	44%	43%	33%	73%	70%	41%
Other countries in [continent]	5%	1%	11%	0%	14%	9%	2%	8%	11%
Worldwide	22%	23%	37%	31%	29%	9%	10%	16%	11%
<b>MAIN SURVEY</b>									
<b>1. How Employer Branding is viewed</b>									
A solution for the consistency, style and impact of our external recruitment marketing materials.	26%	30%	24%	25%	33%	25%	29%	24%	8%
The essence of our offering as an employer that is communicated internally and externally.	52%	54%	54%	59%	67%	51%	29%	59%	43%
Our promise and contract to current or potential employees that defines the delivery of our HR agenda.	22%	16%	22%	16%	0%	23%	42%	16%	49%
<b>2. Organization formally support an Employer Branding effort</b>									
Yes - Continue on to next question	62%	66%	56%	64%	67%	57%	71%	61%	31%
No - Skip to Q7	38%	34%	44%	36%	33%	43%	29%	39%	69%
<b>3. If 'Yes,' in which ways?</b>									
Integrated brand communications	79%	89%	85%	85%	92%	62%	69%	76%	91%
Business principles/mission	69%	69%	68%	68%	62%	64%	71%	71%	82%
Workplace initiatives	66%	71%	53%	65%	69%	67%	43%	67%	82%
Dissemination of organizational objectives and strategies	56%	64%	79%	59%	46%	51%	43%	57%	27%
Community relations	51%	59%	63%	44%	39%	56%	40%	19%	91%
Organizational structure and reporting	43%	48%	47%	53%	54%	28%	31%	69%	18%
Supplier/partner initiatives	32%	29%	37%	53%	23%	31%	14%	24%	27%
Other	1%	0%	0%	0%	0%	0%	0%	0%	0%



Global Tabulations--Total Respondents

	TOTAL	US	UK	Aust/NZ	Denmark	Canada	France	The Netherlands	Austria
Base	487	143	36	53	21	69	49	36	36
<b>4. If organization does not support Employer Branding, informal, ad hoc initiatives undertaken periodically</b>									
Yes	51%	35%	33%	73%	80%	54%	75%	72%	30%
No	49%	65%	67%	27%	20%	46%	25%	28%	70%
<b>5. Plans to formalize any of these initiatives in the near future</b>									
Yes	43%	27%	19%	52%	82%	35%	52%	56%	19%
No	57%	73%	81%	48%	18%	65%	48%	44%	81%
<b>6. Envision a formal Employer Branding program within 5 yrs</b>									
Yes	57%	64%	62%	83%	93%	75%	80%	56%	30%
No	43%	36%	38%	17%	7%	25%	20%	44%	70%
<b>7. Key expectations of Employer Branding?</b>									
Ease in attracting candidates	84%	81%	84%	94%	95%	86%	92%	68%	83%
Recognition as employer of choice	82%	83%	92%	87%	76%	81%	92%	73%	72%
Increased retention rate	65%	69%	78%	87%	38%	64%	42%	59%	69%
Shortened time to fill	53%	59%	41%	54%	33%	54%	35%	65%	72%
Delivery of vision and values program	52%	59%	62%	48%	29%	57%	67%	65%	17%
Higher job acceptance rate	46%	54%	65%	58%	19%	36%	27%	51%	17%
Increase in number of unsolicited resumes	39%	36%	32%	56%	43%	36%	38%	57%	25%
Setting a standard and framework for all HR activity	37%	41%	62%	46%	24%	45%	17%	35%	22%
Increased appreciation for people activity amongst wider business	34%	33%	57%	54%	38%	36%	35%	19%	6%
Benefits to the service delivered to commercial customers	32%	37%	65%	27%	14%	36%	21%	27%	3%
Larger number of internal fills	25%	26%	49%	42%	24%	23%	21%	8%	8%
Other	4%	1%	3%	4%	5%	3%	4%	11%	0%
<b>8. Organization has conducted in support of branding initiatives</b>									
Current employee studies	76%	71%	79%	94%	79%	72%	60%	70%	94%
Industry best practice/benchmark research	53%	56%	53%	67%	47%	55%	57%	32%	33%
Applicant Tracking System	48%	53%	47%	31%	32%	49%	83%	51%	22%
Employee referral program	47%	71%	59%	43%	26%	35%	34%	38%	17%
Customer research (satisfaction, relationship management programs)	43%	47%	44%	41%	47%	38%	19%	62%	53%
Competitive intelligence and brand positioning analysis	36%	38%	47%	29%	47%	33%	13%	49%	33%
Website usability studies	31%	26%	35%	29%	37%	28%	43%	65%	17%
External market perceptions studies amongst target talent	27%	25%	38%	31%	47%	10%	32%	49%	3%
Additional research program specifically for Employer Branding	12%	13%	21%	20%	5%	6%	2%	19%	0%
Other	3%	2%	3%	2%	0%	4%	0%	8%	0%



Global Tabulations--Total Respondents

	TOTAL	US	UK	Aust/NZ	Denmark	Canada	France	The Netherlands	Austria
Base	487	143	36	53	21	69	49	36	36
<b>9. Departments with primary responsibility for company's Employer Brand</b>									
Corporate	45%	54%	47%	44%	48%	35%	37%	35%	50%
HR	74%	62%	79%	77%	90%	57%	90%	89%	83%
Marketing	39%	49%	47%	46%	38%	39%	8%	24%	42%
Sales	9%	10%	8%	0%	0%	10%	4%	8%	25%
PR	19%	16%	18%	17%	52%	14%	16%	27%	28%
Advertising	10%	11%	5%	8%	0%	3%	2%	38%	11%
None	4%	4%	3%	2%	0%	4%	4%	3%	0%
Other	5%	6%	5%	2%	5%	6%	2%	16%	6%
<b>10. Departmental stakeholders in company's Employer Brand</b>									
Corporate	59%	73%	66%	55%	70%	54%	63%	30%	53%
HR	79%	72%	89%	76%	10%	74%	92%	76%	83%
Marketing	49%	64%	71%	55%	50%	45%	12%	32%	47%
PR	32%	35%	45%	33%	65%	28%	22%	16%	22%
Advertising	19%	25%	24%	18%	5%	14%	6%	38%	8%
IT	11%	17%	8%	18%	10%	9%	10%	3%	3%
Sales	26%	36%	39%	24%	10%	25%	14%	5%	31%
None	3%	5%	0%	4%	0%	9%	0%	0%	3%
Other	9%	10%	8%	14%	0%	6%	2%	16%	6%
<b>11. Are any branding services outsourced?</b>									
Yes	43%	34%	50%	54%	32%	35%	63%	75%	30%
No	57%	66%	50%	46%	68%	65%	37%	25%	70%
<b>12. If 'Yes,' which ones?</b>									
Research	42%	31%	47%	37%	50%	12%	48%	67%	55%
Advertising	71%	78%	84%	74%	50%	23%	68%	71%	64%
PR	24%	22%	26%	26%	17%	9%	19%	29%	18%
Recruitment	33%	22%	32%	37%	33%	16%	29%	54%	18%
Other	4%	0%	5%	11%	0%	0%	3%	8%	0%
<b>13. Currently measure value of Employer Brand in terms of recruitment and retention capabilities?</b>									
Yes	24%	31%	26%	16%	24%	20%	27%	24%	14%
No	76%	69%	74%	84%	76%	80%	73%	76%	86%
<b>14. Value of Employer Branding calibrated to overall company performance</b>									
Yes	13%	15%	3%	16%	24%	12%	32%	6%	11%
No	87%	85%	97%	84%	76%	88%	68%	94%	89%



Global Tabulations--Total Respondents

	TOTAL	US	UK	Aust/NZ	Denmark	Canada	France	The Netherlands	Austria
Base	487	143	36	53	21	69	49	36	36
<b>15. Importance of Employer Brand Attributes in attracting new hires</b>									
Quality/reputation of products and services	4.33	4.56	4.50	4.31	4.38	4.42	4.50	4.29	4.16
Corporate culture	4.00	4.14	4.03	4.06	4.1	4.04	3.83	4.14	3.86
Work environment	3.97	4.24	3.84	4.32	4.1	4.00	3.90	3.88	3.81
Ethical reputation	3.93	4.47	3.79	4.22	4.14	4.22	4.15	3.83	3.68
Career path	3.91	3.81	3.97	4.12	4.19	3.78	3.79	4.09	3.81
Company's financial stability	3.79	4.02	3.90	3.61	3.67	3.85	4.10	3.65	3.65
Benefits	3.52	3.75	3.58	3.65	3.43	3.51	3.21	3.6	3.39
Compensation	3.51	3.69	3.63	3.71	3.38	3.55	3.33	3.34	3.47
<b>16. Audience importance to Employer Brand messaging</b>									
Experienced hires	4.15	4.28	4.27	4.31	4.19	4.19	3.96	4.25	4.03
Targeted professions	3.93	4.11	3.94	4.16	4.15	3.79	4.04	4.03	3.69
College hires	3.45	3.15	3.19	3.08	3.85	3.41	4.15	3.49	3.08
Website visitors	3.36	3.57	3.69	3.54	3.45	3.39	3.45	3.5	2.91
Suppliers/partners	3.17	3.41	3.57	3.46	3.15	3.40	3.00	3.06	2.97
Surrounding community and community organizations	3.06	3.63	3.50	3.36	3.1	3.51	3.60	2.65	2.73
<b>17. What branding channels do you utilize?</b>									
Company Website	94%	93%	97%	92%	100%	91%	98%	89%	100%
Print	72%	71%	84%	85%	62%	48%	78%	81%	78%
Newspapers	58%	55%	54%	77%	86%	51%	57%	51%	50%
Events	50%	60%	54%	50%	38%	55%	27%	59%	53%
Recruiters/staffing organizations	50%	52%	70%	75%	48%	35%	8%	76%	39%
Email	37%	50%	54%	44%	14%	28%	16%	27%	19%
Other Web media	31%	31%	41%	38%	43%	28%	31%	41%	8%
Outdoor	21%	12%	11%	6%	10%	29%	NA	19%	14%
ERP	17%	18%	14%	10%	0%	9%	41%	19%	8%
Radio	14%	19%	19%	13%	10%	9%	10%	14%	8%
CD-ROM	11%	11%	22%	8%	10%	7%	6%	11%	11%
Television	11%	16%	19%	10%	10%	9%	4%	5%	8%
Other	6%	8%	5%	4%	5%	13%	0%	8%	3%





## About the Bernard Hodes Global Network ([hodes.com/global-network](http://hodes.com/global-network))

Home | Global Network

BERNARD **HODES** GLOBAL NETWORK

June 2006

Search

Contact Us

About Us

Core Competencies

Case Studies

Industries

Specialty Services

Publications

Global

Talent Matters  
Get the latest issue!  
Subscribe

BERNARD **HODES** GLOBAL NETWORK

Hodes Global Network  
-Pick a Country-

**Talent solutions for the global-minded**

The Bernard Hodes Global Network. One network with one vision: to provide the best talent, globally and locally, to help organizations find, hire, and keep theirs.

And as the largest dedicated global network of its kind, that vision is now a promise. Operating 80 offices in 29 countries around the globe, we put our wealth of experience to work on brands that speak the many languages of today's global-minded companies. Whether developing solutions with a local accent, or creating campaigns that cross borders, no network is better positioned to help clients attract the very best talent.

**SPECIAL FEATURES**

**Global EMA Award Winner**  
See our award-winning creative from 2005 >

**Hodes Global News**  
The latest in global news, network happenings and more >

**Our Network**  
Trends, features and more

**Our Work**  
Creativity at work

**Global Voices**  
Meet our team

**Press**  
Awards, releases

**Contact Network**  
Talk to us

The Bernard Hodes Global Network was formally established in 1994—the first-ever network within the industry. The Network has been built by ensuring “best-in-class” capability that reflects the market dynamics in each territory. Both locally and globally, the Network offers customers expertise in: resourcing strategy development; recruitment communications; employer branding; e-cruitment and online media. The Network is the international “arm” of U.S.-based Bernard Hodes Group (<http://www.hodes.com>). Bernard Hodes Group is part of Omnicom Group, Inc. (NYSE – OMC) ([www.omnicomgroup.com](http://www.omnicomgroup.com)), a leading global marketing and corporate communications company.

Contact:

Jorge Patrisso

212.999.9687

[jpatisso@ny.hodes.com](mailto:jpatisso@ny.hodes.com)