

Contents

List of Illustrations	xi
Acknowledgements	xiii
Preface	xv
PART I: THE RATIONALE FOR CHANGE	1
1 Birth of an Idea	3
2 The Changing Needs and Aspirations of Employees	13
3 Investors Awaken	21
4 The People Management Challenge	37
5 The Role of Leadership	45
PART II: THE 'HOW TO' GUIDE	55
6 Brand Fundamentals	57
Functional Benefits	58
Emotional Benefits	58
Higher Order Benefits, Brand Values and DNA	59
Brand Personality	60
Brand Positioning and Differentiation	61
Brand Hierarchy	63
Brand Vision and Brand Reality	64
Brand Management and Development	65

Brand Consistency and Continuity	65
Brand Development	67
Summary	68
7 The Business Case	69
The Major Benefits of Employer Branding	69
Lower Costs	69
Customer Satisfaction	71
Financial Results	72
Summary	74
Life Cycle Benefits	74
Young, Fast Growing Companies: Attracting ‘The Right Stuff’	74
Coming of Age: Capturing the Organisational Spirit	75
Going International: Translating the Employer Brand into New Contexts	75
Merger and Acquisition: Forging a Shared Sense of Identity and Purpose	76
Corporate Reinvention: Refreshing the Self-Image	77
Revitalizing the Customer Brand Proposition: Living the Brand	77
Burning Platform: Re-instilling Fresh Belief	78
Functional Benefits	78
Benefits to the HR Function	78
Benefits to the Internal Communications Function	79
Benefits to the Marketing Function	80
Winning Support from the Top	81
Summary	83
8 Employer Brand Insight	85
Employee Insights	86
Employee Engagement and Commitment	88
Benchmarking	89
Correlation Analysis	91
Continuous Research	92
Culture Mapping	93
Brand Roots	95

Projective and Enabling Techniques	96
Observation	99
Segmentation	100
Communication Audits	102
Additional Sources	103
Labour Market Insights	104
Clarifying the Target Market	104
Needs and Aspirations	105
Employer Brand Image	106
Summary	108
9 Employer Brand Positioning	109
Brand Identity	109
Monolithic	109
Parent	110
Subsidiary	110
Brand Integration (Customer and Employer Brands)	110
Corporate Brand Hierarchy (Parent and Subsidiary)	111
The Key Components of the Positioning Model	113
The Brand Reality Model	113
The Brand Vision Model	116
Target Employee Profiles	116
The Employer Brand Proposition	117
Values	119
Personality	122
Benefits	123
Employee Value Propositions	125
Reasons to believe	126
Summary	126
10 Employer Brand Communication	129
Identity	129
Internal Launch	130
Rational Understanding	132
Emotional Engagement	135
Employee Commitment and Behaviour Change	141
Summary	144

11	Employer Brand Management	147
	Big Picture: Policy	149
	External Reputation	149
	Internal Communication	151
	Senior Leadership	152
	Values and Corporate Social Responsibility	152
	Internal Measurement Systems	154
	Service Support	154
	Local Picture: Practice	155
	Recruitment and Induction	155
	Team Management	156
	Performance Appraisal	157
	Learning and Development	157
	Reward and Recognition	159
	Working Environment	159
	The Key Responsibilities of Employer Brand Management	160
	Summary	161
12	The Durability of the Employer Brand Concept	163
	PART III: APPENDICES	165
	Appendix 1: Reuters Case Study	167
	Appendix 2: Tesco Case Study	185
	Appendix 3: Extract from Greggs Development Review	197
	References	201
	Index	207