**Lecture – 14**
Employer Brand

Now, we will talk about the next topic i.e., employer branding. I have talked about employee engagement, how the work culture, work practices motivate an employee. For example, you talk to your friend that you want to work in the friends' organization, and what is the comment of the friend? If the friend says yes, it is a very good organization, you come and join, then definitely, in this case, the employer branding is very strong.

But, if the friend says no, you please search for another place, which means an honest response, it is not that the friend is jealous of you. But, if the reality is this, i.e., feedback of your friend is that there is no need to join this type of organization, it means, I am also searching for a new organization, which implies there will be bad employment conditions and the people may not like to join.

Now, what actually happens, I will give another example, suppose there is a shop in a colony. And in that shop, a person (a father) was working. When the father is getting retired or getting old means then he requests the owner of the shop to keep his son in his place, which is called employer branding.

So, employer branding is, where the people recommend for their relatives, their friends to come and work with their employer. So now we will see how this employer branding is built by the different organizations.

(Refer Slide Time: 02:25)
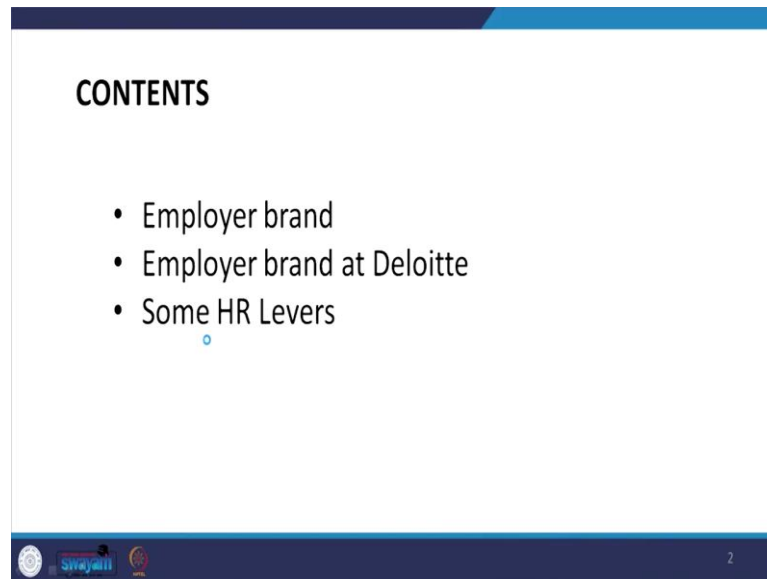
So, in this presentation, we will see the employer branding, employer branding at Deloitte, then some HR levers, which are motivating this employer branding.

(Refer Slide Time: 02:31)
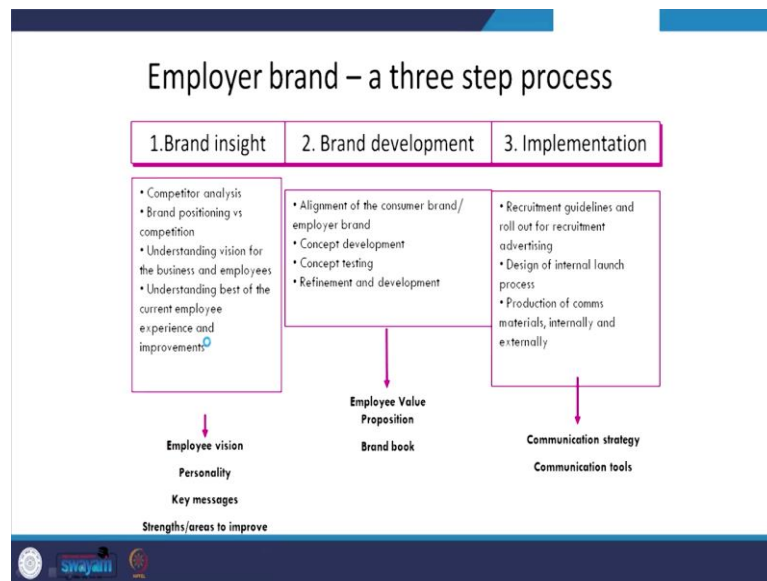
Employer branding is a three-step process. The first will be the brand insight. Earlier for so many years, it was the customer first, but nowadays it is the employees first. My employees are my assets. And therefore, in that case, it is becoming a brand insight, and when the brand insight is there, we will understand how it works by the different parameters.

The second is brand development. How to build the brand? Which is very important. In brand development, we talk about the alignment of consumer brand/ employer brand, concept development, concept testing, and refinement & development. And third is the implementation. In the implementation, part there are recruitment guidelines and rollout for recruitment advertising, design of internal launch process, production of comms materials internally and externally, etc.

So, if you want to create the brand of your organization, you have to consider these three dimensions – brand insight, brand development, and implementation. And what will be the outcome of this process? Employee vision, personality, key messages, strength, and areas to improve by this exercise; or in the case of point number 2 – brand development, it will be the employee value proposition and the brand book.

In the implementation, it will be the communication strategy and communication tools that will be becoming the mechanisms. So, first, we will see the competitor analysis. If you are starting your organization in an industrial area, how will you decide the wages and salary? So, wages and salary will be decided based on the local geographical basis, in the region where you are doing the business.

So, in the competitor's analysis, you have to also identify the strengths and weaknesses of the competitor, what is the USP of the competitor. And on the basis of that understanding of the competitor, you will come to know about the weaknesses of your competitor, and those weaknesses can be converted into your business strengths.

If I want to dominate my competitor, I should know his weaknesses, and then I have to design the strategy – strategy for the development, strategies for the implementation. And as a result of which I will be able to create my brand. Otherwise, if there are established brands, and then you have to compete, that will be a very strategic move.

I would like to take the example of Nokia. Nokia was doing very well. But when their competitors, for example, Samsung, Apple, entered the market, whether Nokia was able to create its brand, then, it was quite tough for Nokia to keep its brand.

Sony is another example that Sony is required to create a brand. And what is the brand? The brand is the organization's innovativeness, and that organization is innovative & creative who is making & motivating the talent or attracting the talent.

So, employer branding will be requiring the USP. And nowadays the USP is creativity and innovation. But some leading organizations which were known for their products, like Sony, and Nokia, which were leading in their businesses, now ultimately, we find Nokia & Sony are nowhere in the competition.

So, where is the failure? Failure is not understanding the competitors, not doing the SWOT analysis for the competitors. If you can do the SWOT analysis, then you will be successful.

Now, where do you want to keep your brand positioning? Now, brand positioning can be at the price, or the product, or the place, or the promotions or packaging. So, where do you want to keep your brand positioning? It is unique. For example, we will take the packaging as your brand positioning. If you are known for your packaging, and your product is not that good, means the product is good, but not as good as your competitor, but still people are buying your product because that becomes very attractive to give somebody, as you provide good and attractive packaging to the product.

And as a result of which your packaging is becoming your USP. The way you present your organization that uniqueness will attract the customers. And customers will show interest, here customer means potential employees and the potential employees will join you. So, it is important how to create that brand positioning.

As far as talent management is concerned, in talent management, you have to be a great place to work, freedom, flexibility, and there is no superior-subordinate relationship. It is not boss and servant; it is not employer and employee. So, what is the relationship between employer and employee? The relationship is like the partners. We are business partners – is a wonderful concept.

So, therefore, a concept of chairing the session at a round table is far better than, rather giving the chairman special treatment and the sitting arrangement is such that there is a boss and the rest are the servants. But despite that when you are talking about the round table, and in the round table conference you find that all are equal, all are partners. And therefore, you are not making the power distance.

Many organizations are known because they are having a power distance of 0, i.e., there is no power distance. And if there is no power distance, then in that case you will find

that you can perform – all are equal, and you can contribute, you can design. And as a result of which you will find that the brand positioning is done based on no power distance.

For example, in the offices of the organizations, compartments/ cabins are there. You will notice that the cabin of the boss is very different as compared to the rest of the employees. He is sitting in the air conditioning; he is having the big room.

And the rest of the employees are not having those facilities, those comforts – workplace comforts as compared to what the boss is having. And then you will find there will not be a good brand positioning as an employer. So, if you want to create a great place to work, then that brand positioning will be important. Understanding the vision for the business and employees is very important.

Many times, we read many stories, especially, social media, about how the concern is there. And normally you will find most of them are the western example., but here I would like to take the example of Dr. Kalam.

Working with Dr. Abdul Kalam, itself was a high job satisfaction and great honor i.e., I have worked with him. People are so emotionally connected, those who have worked with him. This is called concern for humankind and that humanity is a reflection.

If you want to create a brand positioning, you have to be concerned with unity. And the vision for the business. What is the vision for the business? What is the business vision? Vision is to not the ROI, not the profit, rather it is a service to the society. When in a country, a common businessman will understand that he is doing the business to serve the different segments of society, which is the business vision.

Nowadays in India also, we will find startups are increasing, the number of startups is increasing because our Prime Minister is giving that type of the facilities and Government of India is giving the type of facilities, so that the young generation, I see many young generations, people, those who are just passed out, and then they are starting their startups.

And with those startups, I would also like to refer here to the co-working space like the three-four persons they are sitting on the one floor, and they are having the common

furniture, common printer, common photocopiers. And as a co-working space they are sharing the resources they are having, and they are doing the business and they are progressing. They are creating the brand because these startups are working for the issues and problems of society.

On the directions of the Government of India, startups are generating employment for others, maybe at the small level. But the number is going to be large, already the number has increased in India, the young generations are starting the startups. So, they are becoming job providers rather than job seekers.

This type of branding right is the positioning branding, that is, we create the entrepreneurs. The academic institutes have this vision and are creating entrepreneurs. Therefore, there is a list; and the list is very impressive and investment is justified.

So, therefore, in that case, you will find, what is the vision. So, the vision for employer branding is to serve society, profit will automatically come. Dear friends, when you serve society, when your basic value system is to serve others, nobody will remain the poor, everybody will have prosperity.

Believe me, there will be so many well wishes and you will be the wealthy; wealthy of the best wishes of the people. And when you are such a wealthy person, then who can stop you to grow and form prosperity, but that is not your objective, that is a byproduct. So, therefore, that is the vision of the business and employees.

And what is the vision of the employees? It is not like this i.e., doing less job and getting the salary. It is like contributing more. I am giving you more than you are paying me. It is not the concept that I'll do the only job that you are paying me for, but I'll do more than that you are paying me. The customer is delighted and is the employer, the way you do. It is not to delight the employer.

Forget about that it is self-satisfaction. My soul, my inner conscience tells me that you have to do much more than what you receive from your employer. And this principle has been given by the GE in the 20-80 wherein 20 are stars 70 mediocre, because the percentage will also be less of this type of vision. But because the leaders are fewer and followers are more, it is very much possible if your talent acquisition process is strong.

Your HR department is the backbone of your business whether you are handling the functions of the HR department because in the small startup there will not be a separate manager HR manager. The owner will be the HR manager. But when he understands, he understands the role of finance, but does he also understand the role of HR. And if he understands the role of HR, he will be the best employer branding.

Understanding based on the current employee experience and improvements i.e., the consistency is there. Consistency in connecting with the employees and also to understand who is who, who is working where, if the employee is not working, it means that somewhere that recruitment process is faulty.

If most of the employees are not working. Some employees will wash your eyes, and they may enter your organization. But if most of them are doing this, it means that you are doing something wrong. There is some problem. And to avoid that problem, it becomes very important i.e., you are going with the experiences with the employees.

If employees are loyal, most of the employees are loyal and they are coming on time and are working from home and delivering the task, and then you feel that they are doing so much work. So, then you have to also find out why I am getting such good employees and I tell you, the answer will be; because you are good. If you are good, you are honest, you are helping people because human beings are social persons.

So, therefore, they will be helping others and 10 percent definitely will always be there. Because, if 10 percent will not be there, how will you recognize the 20 percent. So, there is also the necessity of 10 percent though those who will keep you practical. So, therefore, if the employees' experience is bad, he will leave the organization, and you will feel like you are trying your best to retain the employee then why so? For example, many times you see that the mother is worried about the maidservant that they are working only for two or three months and then leaving.

So, nobody tells, the father cannot dare to tell her that what is wrong, but the children will tell that mother you are very strict, you are deducting the money even if there is a genuine reason or like so. Then there can be so many suggestions by the children to the mother. And the mother if accepted, then definitely she will change her administration, and then she will find that the maidservants are working since the 10 years, 12 years, 15 years.

So, therefore, there is also branding that where the maidservant is working/has worked in the past, so when the people will come to know that you have worked there for a long period and was acceptable to the family then you are acceptable here also, come and work here also. So, your mother will allow her to work.

And then the second point i.e., the employee vision, personality, and key messages. It depends on the vision, as I mentioned earlier, what employee wants? So, the employee wants that I will give my best whether I work for a long time or not. I will give my best that is the employees' vision. The personality of employees; the personality of employees is selfless service.

Then the key messages are there, yes, we are with you in the crash system. I remember in 2008, 2009 in the economic recession, many employees voluntarily said that we will take 50 percent of the salary. Now, the post-COVID also we have to see how many employees will say that organization survival is our prime motive, not my survival only. So, we will share the bread and we will be surviving together, and then definitely the strength and areas to improve upon.

The second is - brand development and we will discuss the alignment of the consumer brand/employer brand. So, it becomes very important that alignment with the consumer brand or the employee branding is to be done, so alignment will be done based on the brand development. So, the employee is aligned with the employer, overall brand development is there.

Next is concept development, for example, nowadays in the COVID time, you will find the Ayurveda brand development, Ayurvedic things are more popular as they are becoming good for facing this problem. Therefore, the concept development is there. Then the concept testing is also there, in the labs, the ayurvedic products are required to be tested.

Refinement and development are there i.e., how you are refining and developing that particular brand. So, actually in what area you want to develop your brand right. So, you have to identify your customers. And then you will understand, for them, you have to develop the concept, and thereafter testing, refinement and development is to be done.

So, what will it create? It will create the employee's value proposition i.e., this is the concept, for example, consider the most economic budgetary product, then that is a concept or variety will be the concept. It is not the price, but it is a class. Then there is concept development.

And then you say how it is working. For example, readymade breakfast. Now, the ready-made breakfast for those families where there is dual income right, then that will be acceptable. So, therefore, in that case, a brand book will be there. So, in terms of employer branding, it will be work from home, flexible working hours, employee share on profit, we are partners.

So, if this type of vision is there, then definitely there will be the brand book. Here, the concept of I am contributing to the nation rather than I am doing the job will develop. So, it is very important to know what exactly you are looking for. If you are looking for the right brand, then definitely in that case you will be able to survive.

The third part is - the implementation. Recruitment guidelines and rollout for the recruitment advertising, are very important. Recruitment guidelines are to be very clear. Otherwise, to those employees who are working together, there is no parity.

And if there is no parity, there is a lot of difference. Due to a lot of differences, there will be no team building. So, to avoid this, it becomes very much important to create guidelines for recruitment, as soon as your organization is born.

Design of the internal launch process, orientation programs, how you will do that, and where you will be the placement of the employees. Placement means where do you want to place/ depute the selected employees. Production of the comms material internally and externally is there. So, therefore, it becomes very important how you communicate, the production of communications and materials internally and externally. So, in that case, you will find i.e., you can do that.

(Refer Slide Time: 25:50)

Next, we will discuss employee branding at Deloitte. You must go for the Target audience research, but it should be the best zone for certain facts and figures. It should be based on certain analyses. And then it should be or it is up to your intelligence that how you are describing that research. So, therefore, target audience research is becoming very important.

The second one is localization and customization, i.e., vocal for the locals in India, nowadays. So, in that case, we have to see that localization and customization become very important so that our dependency on the other nations will be less.

Similarly, in the case of the organizations if we understand the internal customers, internal culture organization within the organization i.e., the employee branding. When once you understand, and then you customize. So, for example, I am having data of the employees where 20 percent of employees are more than 50 years of age. Then, type of technological and manpower support has to be given as per their age.

And if we are having 45 percent of the employees between 25 to 35 years of age, then definitely we have to plan accordingly. And therefore, in that case, localization and customization of the employees should be the priority.

Employment brand measurement - can we measure the employment branding? Yes, one research has been done under me for the employee branding, and my candidate is now
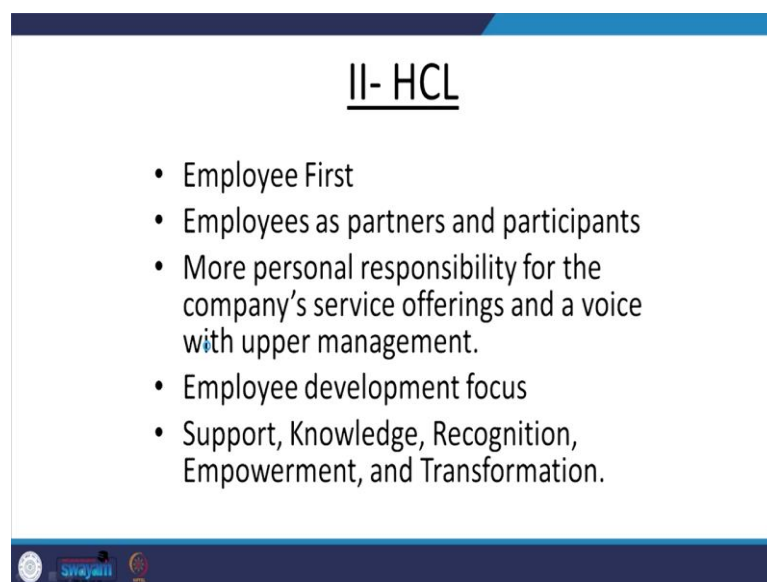
the assistant professor in the IIT Tirupati. In the research, he has talked about employee branding and the measurement is done accordingly.

The scale has been used and it has been identified how employee branding was done. Localized content management - always mention that at whatever part of the globe you are, you have to be part of that culture, and therefore localized content management is important.

Web-based screening is to be done based on the content you have of your organization, then that web-based screening is to be done on the online network for the interns. And because you are generating the new talent, you are getting work done from the new talent and young employees i.e., potential employees.

Therefore, in that case, those interns should be given proper mentoring. Next is the employee referral program, which Deloitte is using, from where the reference is coming and what type of reference is there, understanding the candidate and then making him the perfect employee.

(Refer Slide Time: 29:07)

The second example I would like to talk about HCL. Employee first, as already discussed, is a concept with the employee first, rather than consumer first. The concept of employees as partners and participants has also been discussed in this earlier session of employee engagement, i.e., the ownership, sharing of ownership.

What is important? The organization should share ownership with its employees. And if they can share this partnership, then definitely in that case and they are becoming the co-owners. Co-owners means sharing roles and responsibilities. It is not only the sharing of the profit, but it is also the sharing of the responsibilities.

More personal responsibilities as I was talking about this point for the company's service offering and a voice with upper management. And there are no barriers i.e., making oneself feel more responsible. If the person is more responsible, then he has the voice with the upper management i.e., communication with the upper management.

And telling them what problems are there, what issues are there, what type of context they have to improve upon, and then what the organization should do. So, there is clear-cut communication, there is no barrier in communication.

There is an employee development focus because development is a continuous process, similar to learning. Then it will also support, knowledge, recognition, empowerment, and transformation.

So, when you are taking as a partnership with your employees, employees are taking the ownership and responsibilities for the organization, then definitely they work with full willingness because they are empowered. They can take the decision and there will be the transformation of employees right from employee to the partner of the employer.

(Refer Slide Time: 31:16)

So, finally, some HR levers are there. And these HR levers are values and leadership; what type of leadership the organization is having to create those types of values, individual and team competence is also there. And as you develop that competency of the team. There is a performance review, as I have already talked about in the case of the employee's recognition of how you are reviewing talent. And then is there the justification for their talent review. All these HR processes have to be integrated. As a result of which the organization team and job design are given.

So, what you are doing? You are giving the ownership, you are giving the concept of working together, you are giving the partnership, so therefore, the team building and the job redesigning. Here job designing is mentioned in this model and sometimes when you design a job you require that after feedback from the employees, the job is to be redesigned.

So, redesigning the job is also there. As a result of which core work processes are supposed to be leading the organization. And in these particular practices, some HR lever practices will motivate the employees to be the partner of the organization, and employees will say that my organization is the best. As a result, you will find the values and cultures are imbibed. I have talked about culture embeddedness.

And in the culture embeddedness, these are the dimensions, these are the very important factors. When you can create these dimensions, you will be able to develop those values and organizational culture.

Once you create the values in the organization's culture, believe me, the employee's branding is becoming very strong and the employees are becoming the citizens of the organization. So, this is all about employer branding.

Thank you.