

Stand for Something – Stand Out with Your Employer Brand

By Christine Johnson, Director of Employee Communications

What is employer branding?

Simply put, your employer brand is your organization's "trust mark" — the sum of your parts, what makes you unique, what you stand for, your personality. It communicates your employer brand promise, what's in it for the employee in the business relationship.

Simple concept? While defined in many ways, an employer brand is about capturing the *essence* of a company in a way that engages employees. It is who you are as an employer. It conveys your "value proposition" — the totality of your culture, systems, attitudes, and employee relationship. And it encourages your people to embrace and further shared goals — success, productivity, and satisfaction — on personal and professional levels.

Employer branding: Does it really matter? Yes!

Nearly half of all American workers (49 percent) indicate that their companies' brand or image played a key role in their decision to apply for a job at their respective workplace, according to a 2001 Maritz Poll. That's why you hear a lot of talk today — among executive leadership, HR professionals, marketing directors, advertising managers, corporate communication departments, and other key stakeholders — about employer branding. Let's explore.

> Employer branding gives you a competitive advantage.

Companies that understand employer branding know it's a vital strategic driver. Through your value proposition, you attract ideal candidates and compel your workforce to be a powerful advocate — fostering your ability to maintain market share, maximize profitability, and achieve present and future success.

> Employer branding is a tool to attract, hire, and retain the "right fit."

Top talent doesn't necessarily mean "right fit." You must research who your target market is and identify the kinds of people who thrive with you. Only then can you craft a compelling employment offer that connects with your "best fit" talent. A strong employer brand can drive the

right applicants to your company, and keep them there, as long as you "live your brand from the inside out." In other words, you must make good on your employment promise.

"You must live your brand from the inside out... You must make good on your employment promise."

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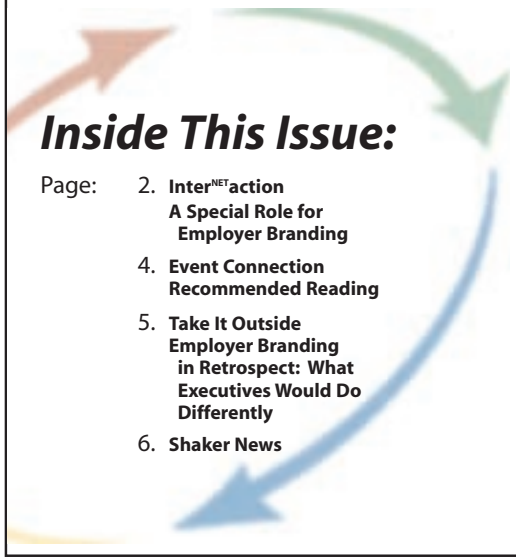
Corporate and Employer Brands: What's the Connection?

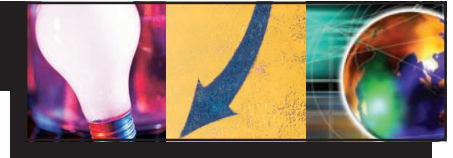
Corporate and employer brands are closely related in companies that have both. The objectives and the tactics of the two brands can be mutually reinforcing. A corporate brand identity that is strong beyond the workplace can be a source of pride and commitment for employees. Conversely, a company's reputation as a good employer — good in the talents of its people, its values, and its stability — can strengthen its image among customers and potential customers as well as potential employees. However, companies treat the relationship between the two brands in different ways. Some build employer brands on a foundation of established corporate brands. In others, development of an employer brand may stimulate corporate branding, either sequentially or almost simultaneously.

"Engaging Employees Through Your Brand,"
The Conference Board

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By Jennifer Reinke and Jill Schader
Directors of Shaker Digital Services

As online recruiting increases, so do the questions related to it — about the benefits, results, and processes involved. Here is a sampling of the kinds of queries that arise, along with responses by Shaker's digital professionals.

What should I do to effectively incorporate my corporate brand into your job postings?

Consumer and recruitment messaging should go hand in hand. Perception is everything — Every employee is a potential consumer and vice versa. By integrating a corporate brand into the recruitment message, companies can enhance the impact and effectiveness of job postings.

"Your postings should enhance the job-seeker experience and portray your organization in the best possible light."

Shaker can help you achieve brand consistency online. To begin, we'll be sure to research each site's specifications or restrictions before implementing these methods into your posting:

- Include your company logo.
- Incorporate live links to your response methods, as well as one to your corporate site.
- Outline company culture and benefits.
- Format the posting text to include corporate colors, fonts, and taglines.

Your postings should enhance the job-seeker experience and portray your organization in the best possible light. So Shaker implements these rules of thumb in preparing your postings:

- Use catchy opening and closing paragraphs.
- Consider how candidates will see your posting on

the search results list. Remember, this is their first view of the job.

- Tailor the job description to your target audience.
- Format your postings' layout — with bullets, bold type, varied text sizes, and more — to make it easy for job seekers to scan.
- Proofread your posting — always!

What is the best strategy to optimize my online recruitment-advertising dollars?

Make the most of your recruitment advertising dollars. Shaker can help you with the following:

- Track your results in order to maximize your return on investment.
- Diversify your budget and usage of Web sites.
- Explore the site product offerings and think beyond direct response.
- Invest in your own corporate Web site and pay particular attention to its functionality.
- Position your advertising to ultimately drive traffic to your Web site.
- Capture e-mail addresses and store resumes to build a database of potential employees.
- Plan communication methods with applicants — for example, through response e-mails, thank you letters, and so on.
- Investigate how technology — like an ATS or other applications — might be used to help you with recruitment functions and processes.

Be flexible: Internet media options and technology constantly change and evolve. Shaker can make sure you're prepared to move with it.

Are there benefits to using an advertising agency to perform Internet functions on my behalf?

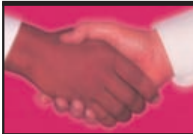
With increased online recruiting come increased responsibilities for the HR professional. Consider outsourcing some of your Internet functions. An agency can lend assistance and expertise to your Internet initiatives, for the areas in which you need help the most:

- Research
- Web site analysis and recommendations
- Competitive analysis
- Contract evaluation, negotiation, and management
- Integrated strategy development/implementation
- Job posting copywriting, formatting, and transmission
- Message consistency
- Quality control
- Metrics analysis
- Reporting functions
- Customized billing
- Follow-up and benchmarking
- Objective consultation

Use this list as a starting point as you craft your own Internet recruitment plan. Incorporate issues and goals relevant to your organization, along with your specific Internet expectations and needs. Consider your online initiatives, the functions most important to you, and where you might need expertise or assistance. Then contact your agency to help you maximize your efforts.

Want to know more about Internet recruiting? Have a question for Shaker's digital experts?

E-mail jill.schader@shaker.com. ■



A Special Role for Employer Branding: B to B Companies

The employer brand can take on special importance when a corporate brand is less well known or understood. This is true for companies whose businesses, by their nature, make it difficult to establish strong product or corporate brand images — for example, because their products or services are sold not to end-users but to other companies and thus lose much of their product brand identity in the process. A Conference Board survey ("Engaging Employees Through Your Brand," The Conference Board, 2001) produced some evidence that companies whose primary markets are business-to-business are more likely than others to target their brand promise to potential employees. In addition, more business-to-business firms said that the importance of employees to their branding efforts had grown in the past two or three years.

One company that conveys the importance of de facto employer branding — that is, reaching candidates through a brand, whether it's perceived as corporate or employer — is Tetra Tech EMI. This

leading environmental and management consulting firm came to Shaker with a challenge — Connect with the distinct kinds of people who excel within the unconventional Tetra Tech culture. The client emphasized that the message and image conveyed must be clear and unique — that not all engineers, for example, would flourish within the non-rigid Tetra Tech environment. Toward that end, Shaker developed a campaign based on the freedom to be who you want to be — visionaries, innovators, creators, entrepreneurs, creative thinkers, and problem solvers — within a clearly open and collaborative environment. The original illustrations and tagline, "There's magic in our air ... water and soil," established a definite Tetra Tech look and feel. ■



Stand for Something: (continued from page 1)

> **Employer branding impacts shareholder value: Positive human capital practices contribute to bottom-line profitability of organizations worldwide.**

In its most recent study, professional service firm, Watson Wyatt, shows how superior human-capital practices create greater shareholder value at companies around the world. SEE SIDEBAR FOR EXCERPTS FROM ITS RECENT PRESS RELEASE SUMMARIZING ITS FINDINGS.

The true employer branding initiative

The branding process is a complex orchestration of research, planning, and implementation. It takes an integrated approach to align your corporate and employer brand communication. Your employer brand is established within and extends outward, connecting your promise with current and potential talent. The entire process may take a year or longer, often with pilot programs launched in stages and — once completed — ongoing measurement, monitoring, adjustment, and review. And advertising usually is the last leg of its external deployment.

"Your employer brand is established within and extends outward, connecting your promise with current and potential talent."

> **The three key elements of the employer brand**

- Personality — Who you are as an employer, what you stand for, your values and vision
- Promise — Your unique, differentiating employment proposition to the target audience
- Message — The most compelling core messages for each employee audience

> **The employer branding process**

- Process planning — Project scope and project charter
- Baseline assessment — Documentation review, competitive review, interviews, focus groups, and employee surveys
- Recommendations — Brand articulation, creative translation, and multichannel communications

Shaker's Approach to Employer Branding

Okay. You want to know more about how to identify and develop your employer brand — and about how Shaker can help you do it. What is the process, and what can you expect?

First, we'll initiate a conversation to gather and share information. We'll explore basic goals, existing documentation, surveys or data, budget, timeline, and so on.

Once we've agreed on objectives, data requirements, and other factors, Shaker will present a proposal based on our assessment of your employer branding needs — along with as complete an estimate as possible. We'll set expectations. And we'll proceed.

From www.watsonwyatt.com

WASHINGTON, D.C., January 30, 2003 – Companies with superior human capital practices can create more than double the shareholder value than companies with average human capital practices, according to Watson Wyatt's Human Capital Index® (HCI) studies in Europe, Asia-Pacific and North America. The findings provide the first-ever documentation that the strong link between human capital practices and shareholder value creation stretches across several continents.

The HCI studies of companies in Europe, Asia-Pacific and North America report on the impact of human capital practices on business performance. Their combined database includes more than 2,000 major companies globally and tracks shareholder performance from 1994 to 2002.

"While each regional study carries some cultural differences, the results demonstrate that great HR practices can be a true competitive advantage," said J.P. Orbeta, global director of Watson Wyatt's Human Capital practice. "Now we have seen that superior human capital practices prevail, regardless of economic conditions or geographic location."

The Watson Wyatt HCI "Global Truths"

The studies report that companies have better total returns to shareholders (TRS) or growth in shareholder value if they have the following superior human capital practices:

- **Clear Rewards and Accountability** — A 16.5 to 21.5 percent increase is associated with practices such as broad-based stock ownership, paying above the market and effective performance management.
- **Excellence in Recruitment and Retention** — A 5.4 to 14.6 percent increase is associated with practices such as an effective recruiting process, a positive employer brand and focus on key skills retention.
- **A Collegial, Flexible Workplace** — A 9.0 to 21.5 percent increase is associated with practices such as employee input as to how the work gets done, higher trust in senior management and a lack of workplace hierarchy.
- **Communications Integrity** — A 2.6 to 7.1 percent increase is associated with practices such as effective use of employee surveys, sharing of strategy and financial data with employees and employee input into decision-making.

"Though the actual results vary by location, the three HCI reports show precisely which HR practices impact the bottom line," said Orbeta. "Great people management travels well. And it is a true source of competitive advantage."

- Pilot plan implementation — Often done in phases, to accommodate unique budget practices, planning, and managing expenditures

Want to know more about employer branding?

E-mail chris.johnson@shaker.com ■

C'est La Vie.
Say La What?

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an innovative network of recruitment advertising agencies spanning the globe.

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Look for Shaker at the following events:



Association	Event	Date
SHRM - Indiana State Council	Annual Conference - Indianapolis, IN	August 26-28, 2003
SHRM - Kentucky State Council	Annual Conference - Louisville, KY	September 22-24, 2003
Pittsburgh HR Association	Annual Conference - Pittsburgh, PA	October 8-9, 2003
SHRM - Ohio State Council	Annual Conference - Columbus, OH	October 21-23, 2003
SHRM - NJ State Council	Annual Conference - Princeton, NJ	November 3-4, 2003
HRMAC (Human Resource Management Association of Chicago)	Annual Conference - Chicago, IL	November, 2003



Association	Event/Location	Date
NAHCR (National Association of Healthcare Recruiters)	Annual Conference – Las Vegas, NV	July 15-18, 2003
American Society for Healthcare Human Resources Administration	Annual Conference – Denver, CO	August 17-19, 2003
NCHHRA* (North Carolina Healthcare Human Resource Administrators)	Fall Conference – Myrtle Beach, SC	October 22-24, 2003

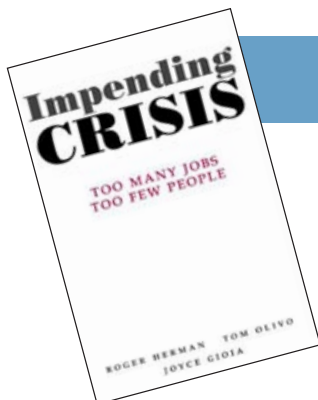
* Jerry Digani, Shaker's Vice President of Health Care Services, will share his insights and expertise in a presentation called "Building a Health Care Brand."

Recommended Reading:

Impending Crisis: Too Many Jobs, Too Few People

By Roger E. Herman, Thomas G. Olivo, Joyce L. Gioia

With a growing shortage of skilled workers and certain cyclical economic growth on the horizon that will create more jobs, employers will soon be faced with significant challenges in hiring and retention. Given abundant opportunities, people will make their own choices of where to work. How well prepared is your company to address this imminent competitive landscape for finding skilled workers? Filled with evidence and advice, this book addresses how to evaluate your vulnerability and take action to manage the impact of this crisis and position your organization for growth. ■



Employer Branding in Retrospect: What Executives Would Do Differently

When The Conference Board asked executives to identify what they might do differently if they were starting over with a brand effort, a recurring theme was the idea of doing certain things earlier. For example, Allan Steff of Nestle said, "Last year we introduced some culture drivers in terms of how we operate day-in-and-day-out. I think we should have introduced them earlier, because we are getting a lot of benefits right away."

Tony Marchak, of IBM, declared simply, "We would have done it earlier." But beyond the earlier start, he spoke from a kind of hindsight that The Conference Board has heard over the years from almost every organization in a change effort: more communication. "We would try to tap into every single communication means that we have, whether it is done through the Intranet, whether it is done through hard copy publications, whether it

is line or senior executive communication, line communication at large, HR communication. We might use workshops to try and get people to talk about it and get people to explain it and people to ask whatever questions they have or clarify the situation to them."



An example of one company that uses multiple lines of communication to both shape and reinforce its employer branding is Shaker client, UPS. In 2002, UPS utilized its company Intranet

to showcase a contest encouraging employees to describe their work experience, responding to the question "What Can Brown Do For You?" UPS also highlighted its "Brown" employer branding campaign in "Inside UPS" – the company's employee newsletter. Later, the April 2003 issue of "Inside UPS" focused on the company's

rebranding initiative and what it means to employees – from use of the new logo to describing UPS's expanded capabilities. These are just a few examples of the ongoing communication strategies applied to assess and reinforce the UPS employer brand. ■

Take It Outside

Would your recruitment initiatives benefit from an advertising campaign directed toward passive, impulsive candidates?

**By Amy Umbricht
Shaker Media Strategist**

People not actively seeking employment may be persuaded to change jobs — that is, if the right opportunity presented itself. Well, as an employer, you can present your opportunities to those individuals. You can reach impulsive job seekers through "innovative media" like radio, TV, billboards, movie theatres, direct mail, shopping mall ads, and event sponsorships.

Why innovative media?

Low unemployment figures in the late 1990s compelled employers to be more creative in their recruitment efforts in order to reach passive candidates. Today, many employers continue to use innovative media because they have seen the overall success of such a campaign — both when used alone or in conjunction with other media — such as newspapers or the Internet.

How does it work?

Say you're holding a job fair. Why not organize a live appearance by a broadcast personality? It's not as hard as you might think. That's because Shaker can handle it for you. We can negotiate giveaways (CDs, T-shirts, hats, etc.) with the station for you to distribute to attendees. We also can help you develop co-op partnerships with local restaurants to provide food and beverages at the event. These valuable extras help create excitement and enhance the experience for the target audience and in turn, generate a greater number of applicants.

Plan ahead

It pays to look forward. For example, the more lead-time you allow for your hiring goal or event, the more radio spots you can purchase at a lower cost — and, in turn, the more promotional opportunities you may secure. Let Shaker stay one step ahead on your behalf.

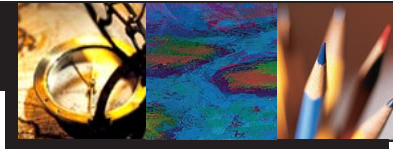
There's so much you can do. Turn to Shaker to realize greater impact or savings. Leverage our buying power to obtain the most cost-effective rates. Or rely on us to research, recommend, negotiate, and implement your innovative media buys.

Want to know more?

E-mail amy.umbricht@shaker.com ■

Living Diversity

By Bennett Williams



So you recognize the importance of diversity in your organization.

Where do you go from here?

How do you make diversity a reality within your organization?

Like any journey, the progression toward diversity takes many steps. During the initial awareness phase, employees recognize the importance of diversity and its significant impact on organizational effectiveness. With this awareness in place, people become receptive to developing the skills necessary to operate more effectively on a daily basis. They seek to answer important questions like: How do I apply diversity principles in my daily interactions with colleagues? How can I make diversity awareness an interwoven component of my organization?

Enter phase two – diversity skills training, the next critical step in creating effective and productive relationships in your organization. Diversity skills training accomplishes the following:

- Fosters the ability to recognize and value differences.
- Offers the opportunity to work through personal scenarios that impact your company's vision and productivity.

- Develops leaders who can empower and energize your team to achieve its full potential.
- Generates the specific skills needed to create inclusion among all colleagues.

Overall, taking this next step in diversity training can help reduce attrition and help enhance diversity recruitment through retention. By building awareness and training employees in diversity skills, your organization can encourage the everyday behaviors that will create systemic change and maximize effectiveness across lines of difference. You can create an open, supportive working environment in which future success and growth is nurtured – and shared.

Interested in exploring how your organization really could be living diversity? E-mail bennett.williams@shaker.com ■

Shaker News

BRAVO!

Shaker's award-winning creative team has done it again. We're proud to announce these winners of 2003 EMA Creative Excellence Awards:

Best of Category



MAGAZINE OR TRADE, B&W SINGLE AD, FULL PAGE
RPh on the go®



COLLEGE RECRUITMENT, INTERNET
UPS Earn and Learn®



MAGAZINE OR TRADE, B&W CAMPAIGN
RPh on the go®



PROFESSIONAL ONLINE RECRUITING EVENT
Dimensions Healthcare Systems

Merit Awards



PROFESSIONAL RECRUITMENT – OUTDOOR
Smiths Aerospace



PROFESSIONAL RECRUITMENT JOB BOARD
JOBfest

Explore more Shaker creative:
www.shaker.com

Got a Peak Hiring Initiative?



Craft the message you want, about the opportunities you have, toward the candidates you seek. Then streamline the subsequent response-management process. Shaker can help you create your own microsite — complete with built-in resume- and candidate-screening technologies. Several Shaker clients, such as Household and Follett Higher Education Group, have realized great success doing just that.

Get What You Ordered: Recruiting and Retaining the Right People in the Restaurant Industry

Today's selection? Minimizing turnover, identifying best-fit candidates, building consistent and accurate brand recognition, communicating benefits, and managing candidate response. That's what hundreds of industry professionals — from fast food, casual and fine dining, hotel, and vendor establishments — came to sample during a panel discussion at the recent National Restaurant Association Show in Chicago. Through this open forum, attendees voiced their challenges so that the speakers — Shaker's Director of Employee Communications, Chris Johnson; Yum! Brands' Employment Marketing Manager, Jenny Bean; and Employment Media Group's Jennifer Sanford — could address their specific concerns. The group discussed various strategies that incorporate diversity planning, employer branding, refined messaging, targeted sourcing, and candidate response-management technologies.

Sound good?
View the PowerPoint presentation from this discussion at www.shaker.com. ■



Shaker Recruitment Advertising & Communications helps companies, from the smallest businesses to the largest corporations, attract and retain top talent. Shaker's dynamic range of progressive services includes recruitment advertising, interactive communications, employee communications, recruitment optimization solutions, and global strategic advertising. The largest, privately-held firm of its kind, Shaker is headquartered just outside of Chicago, Illinois, with branch offices in Florida, New Jersey, Indiana, Massachusetts, and Pennsylvania. Shaker has served the human resources industry since 1951.