

Study on Evolving Extents of Employer Branding Using Employment Value Proposition in India

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ABSTRACT

The Employment Value Proposition (EVP) is the set of attributes that the labor market and employees perceive as the value they gain through employment with the organization. An effective EVP extends the organization's reach into the labor market and builds employee retention.

In a today world, an effective employer brand is essential for gaining competitive advantage. An effective employer branding strategy has the capacity to attract and retain talented employees and to make good reputation in the job market as well as goods market. It is a key challenge before the employers in order to attract, recruit and retain right talent required for the job. Building a strong employer brand is the joint responsibility of HR, marketing and top management.

The success and failure of the business depends critically upon its employer brand. It is the performance driver which no organization can ignore to achieve sustainable growth. Strong employer brand acts as an important tool to meet the competition worldwide on a labor markets. It is a long-term effort, which requires substantial resources. The main idea behind this paper is to bring into light the very important asset of an organization by enumerating its features, importance, followed by strategic steps for an effective implementation with conclusion and recommendations to manage the same.

Keywords: Employer Branding, Human Resource Management, Employee Value Proposition.

INTRODUCTION

Employer branding is the application of branding principles on human resource management same as in case of consumer branding. This strategy is used to create a 'distinct employer identity' in the target market whether it consists of present employees or prospective employees. It starts with the development of an 'Employee Value Proposition' which stated job and organizational attributes. The present and future employees use these attributes to form their judgment regarding employment benefits offered by an employer. It drives brand related behaviors. Now days, this practice has generated a greater interest among HR professionals because it can enhance the value of the employer in terms of talented human resources.

In the era of tough competition talented people highly scarce in the competitive markets. It is expected in the coming years that competition will become higher for a skilled persons rather than consumers for a product. Therefore effective

employer branding can lead to the recruitment of talented employees, improvement in retention rates and a higher levels of employer commitment. The main objective of this paper is to highlight this issue especially for the HR professionals in the companies to deal with this in a strategic way for a greater impact. This is the highly discussion topic among the top leading employers but still there is a lack of understanding. Lots of discussion, research, and innovation are required for an effective employer branding. By this paper we are trying to give some recommendation for the same which may be beneficial for the further research.

Employer brand is a mind boggling and particular mix of promises, opportunities and experience of present and potential employees of the organization that makes a high draw for that employer to attract, connect with and retain talent in a focused talent land scope. This incorporates immediate and circuitous experiences of managing the firm. The employer brand constructs a picture affirming the organization

as a decent work environment. Today, a compelling employer brand is crucial for upper hand. With the liberalization of the Indian economy in 1991 and ensuing monetary changes, Indian organizations are turning out to be universally vital to create Employee Value Proposition (EVP) and use the employer brand to attract and retain talent which prompts extend and development of the business. In Indian organizations, where items are getting commoditized, Employee Value Proposition (EVP) is the element that can recognize organizations.

Structure of Employer Branding

Table1. *Structure of Employer Branding*

Features of Employer Branding		
No	Area	Employer Branding
1	Branding Activities	External and Internal
2	Branded Entity	The Organization
3	Target	Present and Future Employees
4	Roots	Human Resource Management
5	HR Activities	Recruitment and Selection, External and Internal Communication and Effective Advertising
6	Purpose	To Attract, Recruit and Retain Talented Employees
7	Expected Outcomes	To Ensure Competitive Advantage, Build High Quality, Motivated and Performance Oriented Employees from the Existing Talent Pool and Winning the War for Talent

Organizations understand that they ought to embrace internal branding techniques to influence upon the employees. Real changes have made it basic for companies to do profound reflection as how to meet the difficulties of rivalry and receive fitting employee driven procedures to make and sustain corporate favorable position. This paper gives some idea on employer branding furthermore inspected the part of Employee Value Proposition to build up how Indian organizations with a positive corporate notoriety can attract and retain employees.

Key Terms of the Study

Employment Value Proposition

An Employment Value Proposition is the value or benefit an employee obtains through employment or in other words the value of an organization’s employment experience. The value proposition will identify the unique people policies, processes and programs that demonstrate the company’s commitment to employee growth and recognition and management development. The reasons people choose to commit themselves to the organization are contained within the value proposition.

PERCEPTION OF EMPLOYER BRANDING

From the organization’s perspective, the employer brand sums up the key qualities current and prospective employees identify with you as an employer, whether economic such as compensation and benefits, functional such as learning new skills or psychological such as sense of identity and status. Employment branding is the method by which organizations develop and promote an Employment Value Proposition accounting to its present and future employees. It is the long term solution in the era of war for talent.

Employer Value Proposition

The employer value proposition describes the understanding of the brand from the employer’s perspective. The statement formula understanding as an employer and addresses topics such as the working environment, team aligning communication and offerings in the scope of employer branding.

Employee Value Proposition

An employee value proposition (EVP) is what is offered by an employer in exchange for the productivity and performance an employee. An Employee Value Proposition (EVP) is the one of a kind arrangement of benefits an employee gets consequently for the skills, capabilities and experience they convey to an organization. An EVP is about characterizing the substance of your organization and how it is special and what it remains for.

Employer Branding

Employer branding is the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. Employer brand is the term commonly used to

describe an organization's reputation as an employer, as opposed to its more general corporate brand reputation. An 'employer brand' is based on various intangible factors, including perception, image versus identity, and the ability to differentiate between them.

ASSOCIATION BETWEEN EVP AND EMPLOYMENT BRANDING

Employment branding is the method by which organizations develop and promote an Employment Value Proposition accounting for preferences.

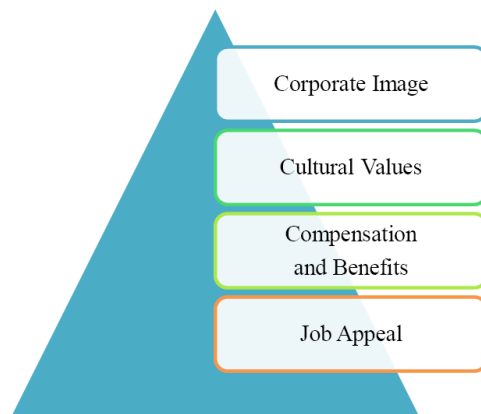


Figure1. *Employment Value Proposition Model*

Essentials of Employer Branding

- Useful strategy during or at the time of recession
- Due to Shortage of skilled manpower
- To attract, engage and retain the talented people.
- To increase competition in the labor market world wide
- To survive in the competitive market
- To boosts the image of the company
- Constantly engage in increasing value of the employer brand and its success
- Emphasize the organization commitment to its brand for its long
- It's a success mantra in the war for talent

Effective Employer Branding

- Employer brand has the capacity to attract and retain talent and represent quality to its customers, with the goal of gaining global recognition in a sustainable manner.
- Every employer brand is an investment that should demonstrate a return comparable to other forms of business investment.
- Employer brand has a strong value proposition, with core corporate values at its foundation.

Employer branding, the most recent popular expression to depict impression of an organization as an employer is being proclaimed in territories

of the press as the response to attracting and retaining the right talent in an undeniably focused environment. It is not a logo, letter head or a cunning ad yet rather the correspondence of an organization's identity and unwritten promises about its way of life to potential hires. It is the blend of components that separate the organization as an employer and shape the view of past, present and future employees. Brands are among an association's most significant resources and thus brand administration is a key action in numerous organizations.

EMPLOYER BRANDING: A CASE OF HINDUSTAN UNILEVER LIMITED (HUL)

Hindustan Unilever Limited (HUL) is India's largest Fast Moving Consumer Goods Company with a heritage of over 75 years in India and touches the lives of two out of three Indians. HUL works to create a better future every day and helps people feel good, look good and get more out of life with brands and services that are good for them and good for others. With over 35 brands spanning 20 distinct categories such as soaps, detergents, shampoos, skin care, toothpastes, deodorants, cosmetics, tea, coffee, packaged foods, ice cream, and water purifiers, the Company is a part of the everyday life of millions of consumers across India. The Company has over 16,000 employees and has an annual turnover of around Rs. 21,736 cr (financial year 2011 - 2012). HUL is a subsidiary of Unilever, one of the world's leading suppliers of fast moving consumer goods with strong local roots in more than 100

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countries across the globe with annual sales of about €46.5 billion in 2011. Unilever has about

52% shareholding in HUL.



Figure2. Effective Employer Branding

HUL Strategy of Winning with People



Figure3. Hindustan Unilever Strategy

Initiatives of HUL

- **Leveraging Operating Framework:** Developing and Utilizing for Competitive Advantage
- **Talent Attraction:** HUL devises so many programs to attract, recruit and retain best people in the war for talent and build the talent pipeline ready to match their growth ambitions
- **Build Employer Brand on B-Schools:** before hiring by on campus programs like Unilever Unplugged, Lessons in Marketing Excellence, Marketing in Practice and others which helps to build rapport with management students and expose them to the opportunities available in a career with Unilever.
- **Campus Recruitments:** As a result of that work with B-school students, the annual syndicated AC Nielsen report in November 2011 named HUL the top employer on campus.
- **HUL Management Trainee Program:** commonly known as the Unilever Future Leaders Program (UFLP), has trained managers over the years in its various forms in order to create young and dynamic leaders who have later occupied leadership positions across HUL globally.
- **Performance Culture:** By Annual Performance Cycle' encompassing three clear steps: setting goals, assessing performance and rewards.
- **Listening to People:** Every year HUL do an organizational health checks survey that covers the entire workforce from workman to top management. The feedback from the survey helps to build holistic employee engagement plans.

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- **Global People Pulse Survey:** In 2011 survey showed that India featured in the top 25 countries across Unilever. As many as 94% of the employees responded favorably to the statement: "I am proud to say that I work for HUL."
- **Living Vitality at Workplace:** HUL committed to building a culture of engagement, flexibility and inclusion that enables their people to achieve a desirable work-life balance.

Recognition & Achievements

In 2011, HUL received more than 70 awards and honors. Here's a list of some of them:

- HUL has been ranked No.2 in the Fortune India's Most Admired Companies list (announced in 2012).
- HUL received the 2nd Asia's Best Employer Brand Awards 2011 on 22nd July, 2011 at Singapore.
- HUL emerged as the 'Dream Employer' in the annual B-School Survey conducted by A.C. Nielsen.
- HUL has been awarded the 'No. 1 Best Employer for 2011 in India' by Outlook Business and Aon Hewitt for diverse talent pool.
- HUL No.1 Employer of Choice by Nielsen campus track.
- HUL awarded CII-Prize for Leadership in HR Excellence.
- HUL ranked sixth in the list of 'Global Top Companies for Leaders 2011 Study Results' by Aon Hewitt, The RBL Group, and Fortune.
- HUL received the prestigious 'Golden Peacock Global Award' for Corporate Social Responsibility.
- Award for Talent Management for Leadership Development.
- Award for Managing Health at Work.
- Award for Innovation in Recruitment (Building a Preferred Employer Brand: The HUL Way).
- Award for Innovation in Retention Strategy.
- Award for Innovation in Career Development through R&D and a Culture of Career Creation.
- Award for Global HR Strategy by Talent & Organization Readiness.

- Award for Excellence in Training – Unlocking the Value Through Learning and Development

HUL processes are geared to building a culture focused on execution and performance. This delivers clarity, consistency and encourages employees to live up to their standards of leadership.

CONSTITUENTS OF GOOD EMPLOYMENT VALUE PROPOSITION

Employment Value Proposition (EVP). It is a term used frequently within human capital management circles, and as recent Brandon Hall Group research shows, training and development has a big impact on it. EVP is a construct of what employers and employees value in each other. It is based on a series of pillars that describe different aspects of an organization's relationship with their employees.



Figure 4. Elements of Good EVP

As shown in the diagram EVP centers on all other organization depends upon these factors which are as follows:

- To ensure an EVP generates maximum returns it must be built around attributes that genuinely attract, engage and retain the talent you want.
- It must also be consistent with strategic objectives and clearly demonstrate its uniqueness.
- It should be flexible enough for a change and adapt itself accordingly for the progress of an organization. So that employees feel a sense that the organization responding to the environmental challenges easily.

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- It must also be articulated in a style that appeals to the target audience.

DIMENSIONS OF STUDY

Emerging Challenges

- Investment in workforce planning, employer branding, recruiting and retaining talented employees at all levels to meet the needs of growth, and to take advantage of emerging opportunities.
- In the changing age demographics, create a corporate value proposition that appeals to multiple generations.
- Internally develop a strong leadership pipeline to meet future growth requirements.
- HR professionals should take initiatives of training and development to build a talented workforce pool who able to perform versatile role in an ever changing business
- Control of employees attrition rates across all industries.
- Develop and Design new and cutting edge talent management practices to attract and retain the current younger generation workforce which thinks in a different way.
- Create an internal business environment which helps an employees to grow and prosper
- Change the cultural and attitudinal mindset of existing executives who do not understand or do not want to understand the new realities and challenges of the global world.
- Integrate different cultures into a rapidly globalizing workforce.

Evolving Dimensions

- In an increasingly challenging global business environment, talent management will become a priority for all HR professionals in the years ahead.
- There is a need for direct and more accountability to develop future leaders
- There must be a support system exist in an organization to build managerial skills
- Use of technology and its integration in all aspects of employment process.
- Inclusion of corporate social responsibility in a brand management.
- There is an urgent need for a responsible employer branding in the new era of sustainability.

- Continuous innovation in employer branding to develop social, human and intellectual capital is the need of the hour.

Strategic Steps for an Effective Employer Branding:

- Identification and Analysis of Target Group of Applicant Pool and Determine and Assess their Preferences, Trends and Behavior Regarding Employment
- Analysis of Perception as an Employer on a Target Group of Applicant.
- Identification of Competitors Perception and their way of Communication with Whom Company Compete for Talent and Assess their Approaches to Employer Branding.
- SWOT Analysis to Assess Company Strengths, Weaknesses, Opportunity, Threat as an Employer on a Relevant Target Groups.
- Development of Employment Value Proposition (EVP).
- Implementation of the Employer Brand through or by the Medium of Effective Communication such as Top Job Sites, Media etc.
- Monitoring and Management of Employer Brand.

The Road Map for Excellence for Employer Branding

- Use Employer branding for business transformation.
- Support cultural diversity across borders
- Open lines of communication around the world
- Integration of systems to support attraction of talent , engagement and retention globally
- Integration of employer brand and EVP into company culture
- Design of policies, systems and processes in accordance with EVP
- Development and management top global career site
- Training of line managers for employer brand management

RECOMMENDATIONS OF STUDY

- Organizations need to keep in mind that the way they treat their employee's today- both those that are leaving and those that remain- will have an impact on their employment brand and EVP.

- Strive to develop and communicate a strong EVP by creating a unique and competitive Employment Value Proposition (EVP) is the best solution for the HR problem.
- In order to attract and retain best people and to continue running the organization, employers need to create an environment in which people enjoy attending work, are fulfilled in their role and share in working towards a common goal.
- By protecting employment brand and employer value proposition for the future recruitment and it will also give an advantage to an organization over their competitors.
- By providing unique benefits or stimulating incentive programs are a good way to attract qualified applicants and motivate the current young employees.
- It is important to understand what factors lead to employee satisfaction, it is imperative to understand which of these factors correlate directly to the intention to leave the organization.
- HR professionals should identify key satisfaction drivers and the reasons of leaving for the purpose of determining and selecting appropriate EVP attributes.
- HR professionals should consider major satisfaction drivers/factors such as job security, opportunities for growth and development and compensation and pay benefits for the creation of their organizations' EVP.
- Review the EVP strategy because it is a continuous and ongoing process and accordingly EVP and the employer brand has to be change.
- Strong employer branding act as a key to attract and retain talent in a recession and it should be originate from current business strategy.
- By developing a sense of purpose among employees by linking their work with the success of an organization then they will strive to achieve the goal of an organization
- By Reinforcing a “growth culture,” in an organization where employees are willingly take on more responsibilities, to learn new skills and knowledge and to develop their work competencies which will contribute to the growth of an organization.

CONCLUSION

The shortage of talent is the biggest challenge behind HR professionals and employer branding acts as a potent tool to meet or cope up with this challenge in the coming years or in the era of competitive world where everyone try for the best one. Effective employer value proposition helps to hire the best people from the talent pool available. The another biggest challenge behind HR professionals about talent shortage is the gap between the university education system and the industry work culture, so there is a need for a coordination between higher education institutions and industry to fill the talent gap and build the pipeline of talented and skilled workforce. Adoption of talent management techniques is the better solution to deal with problem of talent shortage in the years ahead.

Today, an effective employment value proposition and employer brand is a key for increasing upper hand. Progressively, Indian companies are turning out to be purposefully strategic to use the employer brand to attract and retain talent for the development and development. The expanding concentrate on upper hand is driving numerous Indian firms to reevaluate their employer brands. An employment value proposition and intense employer brand have the ability to attract and retain talent and speak to quality to its clients, with the objective of increasing global acknowledgment in a sustainable way. The right sort of employee value proposition and employer branding has likewise a lot of advantages as it gives an identity to the organization and structures enlistment.

In order to sustain in the rapid growth market, there is a need to face and address this challenge in a broader way to survive in this competitive world. Employer branding is a strategic tool if deal in a strategic way to capture the job market and to retain their identity in a business world for an indefinite period of time. It is an ongoing and never-ending process and having a long lasting impact on a talent pool, so it should be carefully designed keeping all the driving factors into consideration. To meet the emerging challenges of business associated with hiring, engaging and retaining talented employees, there is an urgent need for a continuous research and innovation for managing or deal with the talent issue in an effective way which having a stronger and deeper impact on existing employees and prospective employees. Employer branding acts as an economic tool during the time of economic downturn. In a changing scenario

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where skilled employees themselves choose their employers, employer branding becomes essential.

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Citation: Avinash, Pawar, and Kuldip S. Charak. "Study On Evolving Extents Of Employer Branding Using Employment Value Proposition In India." *International Journal of Research in Business Studies and Management*, vol 4, no. 12, 2017, pp. 1-8.

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