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LEVERAGING THE EMPLOYER BRAND STRATEGY WITH EMPLOYEE VALUE PROPOSITION *

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ABSTRACT

Employee Value Proposition (EVP) is the equalization of the rewards and benefits that are gotten by employees consequently for their execution at the working environment. Organizations for the most part build up an EVP to give a reliable stage to employer brand communication and experience management. It is a methodology utilized by an organization to make an Employer Value Proposition (EVP) that would pass on to coveted present and planned employees why the organization is novel, engaging and a phenomenal work environment in. EVP are imparted through organization activities and practices and bring out emotive and discerning benefits for present and planned employees. These EVP duplicate an image the organization to its intended interest group. In this paper different contextual investigations have used to investigate the benefits of being an 'employer of choice' and highlight that employer branding can contribute to business development. This paper manages the idea of employer branding, and its effect on an organization. Employer branding is exceptionally basic to take after, as an employer brand speaks to the center values of an organization. Organizations considered great employers have a solid character and a positive image in the commercial center. To be fruitful, organizations need to attract the employee market. A solid employer brand empowers an organization to attract and retain talent. It empowers informal, advancement about the organization and conveys more elevated amounts of customer administration. Altogether it is the fundamental driver of value from your organization's impalpable resources. Employer Brand is "the image of an organization as an 'extraordinary work environment' in the psyche of current employees and key stakeholders in the external business sector. Employer branding is in this manner worried with the attraction, engagement and retention activities focused at improving the organization's employer brand.

Keywords: Employer Branding; Employer Value Proposition; Employer Brand Strategy.

INTRODUCTION

Employer Branding is really the image of an organization for the people working in the organization. It is this notoriety that the organizations make of themselves inside their

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premises competitors, the customers, the customers furthermore the other people who are influenced by the procedure of the organization. An employee brands guarantees a feeling of belonging in the people and this makes the employees assume a basic part in the accomplishment of achievement. Ambler and Barrow (1996) have characterized employer branding as the development and communication of an organization's culture as an employer in the commercial center. It is the bundle of practical, monetary and mental benefits gave by employment, and related to the utilizing organization.

It passes on the "value proposition" the totality of the organization's culture, frameworks, demeanors, and employee relationship alongside urging your people to grasp and share objectives for achievement, profitability, and fulfillment both on individual and professional levels. Employer branding is a recognizing and applicable open door for an organization to separate itself from the opposition making its branded variables as its USP for employee fulfillment and bliss bringing about retention, profitability and proficiency. As indicated by Sullivan (2004), employer branding is a long haul system to deal with the mindfulness and view of employees, potential employees, and related stakeholders concerning a specific firm.

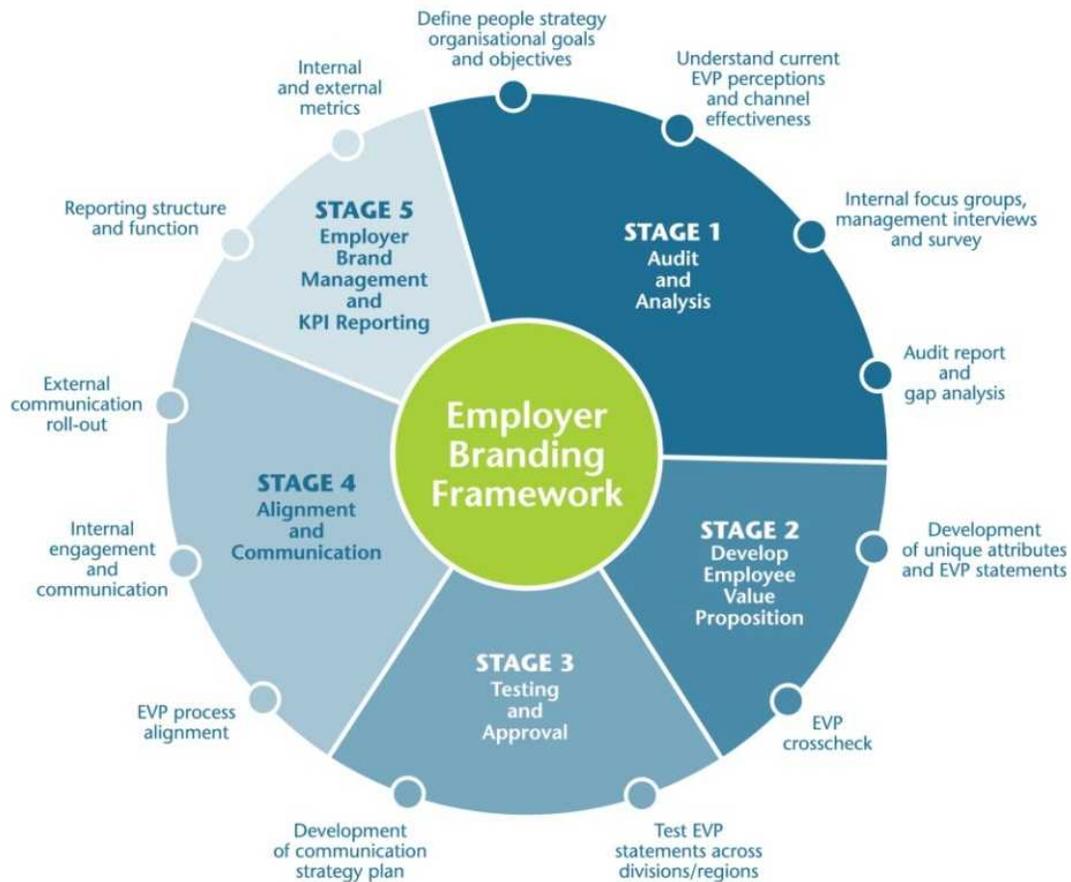
In branding writing, the employee part is perceived as critical in conveying the administration as guaranteed by the brand. Employees are seen as an essential component in the brand management, since they speak to the brand in the association with the customer (Ahmed and Rafiq 2003). Accordingly, employees must be empowered to convey the brand image (Keller 2003, Wallace and Chernatony 2005). They need to know the brand values, need to trust them and act in consistence with the values. It turns out to be exceptionally basic to guarantee that the employees experience the brand itself. Before elevating the brand to the customer, the brand ought to be elevated to the employees. Every employee ought to comprehend the value arrangement of the organization and the brand's deliverables. Granting the brand's value framework to the employees is alluded to as Employee branding or Internal Marketing (Czaplewski, Fergu-child and Milliman, 2001).

Employment branding is the "bundle of practical, monetary and mental benefits gave by employment and related to the employment organization (Barrow, 2001). It conveys the personality of an organization to others. It is the embodiment of what the organization remains for and ought to exemplify the crucial way of the organization.

Basically, it is the procedure of putting an image of being an "extraordinary work environment" in the brains of existing and forthcoming employees. At the heart of the Employment branding is the Employee Value Proposition (EVP). It is impacted by the organization's values, culture, initiative, environment, and talent and reward programs. Employment branding is internally and externally advancing a reasonable perspective of what makes a firm alluring as an employer (Lievens, 2007).

The initial step to making an unmistakable and separating EVP is to create basic bits of knowledge through internal research, external research and talent contender benchmarking. We utilize these experiences to add to a proposition that adjusts yearning reality. In the meantime, we firmly trust that solid employer brands are constructed from the back to front. In this manner, our way to deal with initiating your employer value proposition (EVP) depends on adjusting forms, arrangements and practices inside of your organization to the guarantee that the EVP makes.

FIGURE 1
Employer Branding Framework



(Source: www.therightgroup.com.au)

OBJECTIVES OF STUDY

- The objective of the present study is to offer understanding to the conceptualization of employee value proposition and employee branding with strategic situation in diverse organizations.
- To comprehend the significance of employee value proposition and employer branding and its relationship with the capacity of an organization to attract talent.
- To realize the strategic part of Human Resource Department for employee value proposition and employer branding.

THE EMPLOYEE BRANDING PROGRESSION

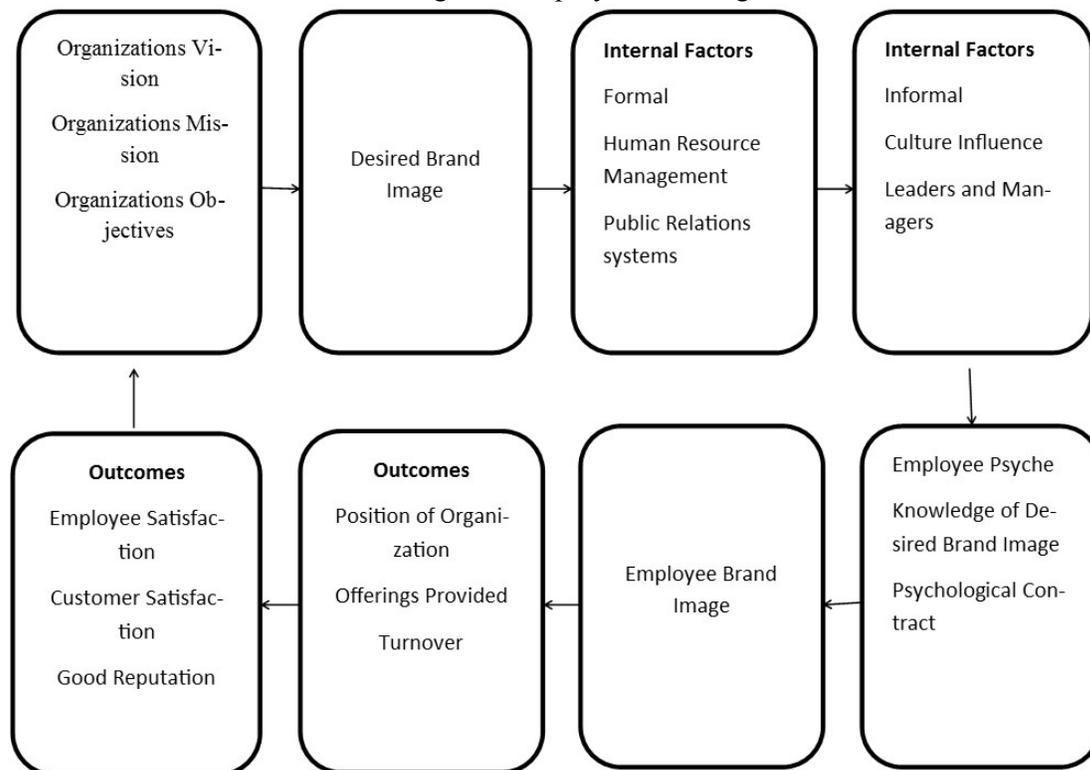
The procedure of employee branding is clarified by Miles and Mangold (2004 p. 68) as —the procedure by which employees internalize the sought brand image and are spurred to extend the image to customers and other organizational constituents. As the model demonstrates, the organization's central goal and values are the foundations of the procedure as they express the organization's purpose behind being and give knowledge into the way in which the mission is to be proficient. An organization's central goal and values give an establishment by which the fancied brand image is characterized. Messages transmitted inside of the organization ought to unmistakably pass on the organization's central goal, values, and coveted brand image. They ought to impart the practices and states of mind the organization esteems essential and anticipates from employees.

Effective and consistent transmittal of messages reflecting the organization’s mission and values will accomplish two things. First, it will enable employees to know, understand, and experience the desired brand image. Second, it will uphold the psychological contract that exists between the organization and the individual employee. As Rousseau (1995) explains in *Psychological Contracts in Organizations with Understanding Written and Unwritten Agreements*, It is a perceptual agreement formed in employee’s minds about the terms and conditions of the working relationship. It is a central component of employee motivation and organizational life. The psychological contract is also core to the employee branding process, in that the degree to which organizations uphold the psychological contract influences employee’s trust in their employers.

Organizations construct employee's knowledge and comprehension of the sought brand image and impact the premise on which the mental contract is fabricated by reliably and habitually sending messages with mission-and value-based substance. Conflicting messages might bring about con-combination for employees and make an impression of guile with respect to the organization. The employee branding process permits the organization to emphatically impact and deal with this perceptual trade.

Employees who get regular and steady messages will comprehend, experience, and be spurred to extend the wanted brand image tooters. The position the organization and its offerings have in the brains of customer's gets to be wellspring of sustainable competitive advantage when the coveted brand image is predictable with the image customers see. Effective employee branding endeavors additionally bring about lessened employee turnover, improved employee fulfillment, more elevated amounts of customer fulfillment and reliability, and a positive notoriety among stakeholders.

FIGURE 1
Stages of Employer Branding



RESEARCH METHODOLOGY

The reason for this study is to figure out how widely employee value proposition and employee branding is utilized among the organizations as a strategic instrument. Keeping in mind the end goal to accomplish the reason for the study, optional research was directed. Different past writing reviews and research papers were examined. Contextual investigation was likewise created with reference to three organizations. Research technique received was theoretical and information accumulation was done through optional information from books, writing reviews, diaries, and sites.

Cases and Practices of Employer Branding

McDonald's: Employer brand strategy. The employee branding procedures received by McDonald's Corporation, one of the biggest fast food chains in the world. Since the 1980s, passage level occupations at McDonald's had come to be connected with low-paying deadlock employments. The expression "McJobs" had ended up synonymous with low-eminence, low-advantage and no future occupations in the administration or retail segment especially at fast food eateries and retail locations.

The case talks about how McDonald's systemically attempted to rethink the expression "McJobs" and enhance its employer brand following the mid-2000s. As per McDonald's, this contrary elucidation of McJobs was erroneous as well as disparaging to the great many people working in the administration area.

As employer branding was a basic management instrument for organizations to attract the right talent, McDonald's chosen to attempt and modify the image connected with McJobs. This it did by taking different activities that additionally included promoting effort went for showcasing the benefits of working at McDonald's and crossing over the partition between people's impression of the McJob and the genuine employment experience of people really working for the fast-food chain. Specialists felt that these were a portion of the best cases of an organization effectively arranging and executing an employee branding procedure. In any case, the case likewise highlights the difficulties confronted by McDonald's in attracting new talent as basic remarks kept on being made about McJobs and this could debilitate planned employees.

TCS: Employer branding elements. TCS Brand symbolizes the gigantic opportunities gave to youthful professionals. It was recorded among main ten IT organizations globally in 2010. The employer branding is taken care of through a cross utilitarian group by communication, HR branding and logistics experts. TCS additionally has internal entryway called as ultimatix. They have an in-house communication device which conveys day by day news and data overhaul to TCS client. This application depends on distinctive stages. TCS gives employee value proposition through after:

1. The most noteworthy value proposition gave to employees at TCS is global exposure, where employees inspire opportunities to chip away at world-class ventures. This open door clears approach to comprehend, correspond and work with culturally diverse group. This really goes about as a wilderness for TCS employees to learn and activate the skills furthermore to be at standard or exceed expectations past the farthest point.

2. The environment at TCS gives its employees to work unreservedly in territories where the bent, talent and interests of the people are more engaged upon. Flexibility at work means that TCS gives plentiful opportunities to its employees to work crosswise over different modern verticals, practical areas furthermore on innovation stages. This gives the great circumstances to the employees to investigate their own space/region which they best fit into.

3. Work-life equalization is the most essential part is their environment. At TCS they have a work-life parity program called as maitree, which is comprehensive of different fun, social occasions and exercises. It concentrates on requirements and desires of the employees however retain the fun component.

British airways: Employer branding aspects. The striking significance is given to employer branding by British Airways. The enrollment branch of the carrier uses 90 people and a centralized server PC to handle 72000 applications, 13000 occupation candidates and 169000 spontaneous requests every year. The enlistment publicizing or HR Marketing spending plan of the organization is a mammoth \$40 million a year. Senior HR administrators of British Airways stepped in the mid-1990s to manage the progressions they had seen in the then work market.

Obtaining gifted enlisted people in territories, for example, IT, fund and building was getting to a great degree troublesome, prompting the production of Recruitment marketing group at British Airways. The basic role of the Recruitment marketing group was to guarantee consistency in the advancement of British Airways as a first decision employer and in addition to broaden the organization's customer centered way to deal with the enrollment field.

British Airways recognized two sorts of customers for enrollment – external candidates and line chiefs. The Recruitment marketing group drew up essential rules and focuses for measuring the amount, quality, timing and cost of administrations gave to each. It created measures to diminish reaction time to phone request (i.e. answer calls inside of 20 seconds) to fulfill as well as embraced graduate enrollment (i.e. acknowledge receipt of competitor's application inside of 3 days). The carrier created four distinctive preparing programs for line supervisors to expand their comprehension of the enlistment commercial center, underline the significance of equivalent open door in enrollment and also enhance their fundamental skills in appraisal and choice

To advance British Airways as a first decision employer, the carrier worked with Barkers Advertising to build up an enlistment publicizing style that was predictable with their promoting spending plan. British Airways needed to pass on a predictable corporate message while focusing on distinctive corners particularly for positions that were hard to fill. They tried unique endeavors to keep up a fragile harmony between anticipating the honest to goodness opportunities of working for an organization of the size and assorted qualities of British Airways.

PwC: The employer brand of values. Cost Waterhouse Coopers has a committed twitter represent their UK Careers which keeps potential talent redesigned on PwC news and what it is similar to work for the multinational organization. They additionally utilize Twitter to advance different one of a kind bits of knowledge into the organization, incorporating live web talks with current employees and disciples that give interested competitors the chance to make inquiries about the workplace environment. The organization's vocation site likewise incorporates a 'People's online journal' where posts are composed by employees that portray their experiences of working for PwC. On the off chance that you like what you see, we are as of now posting 5 PwC work opportunities, incorporating parts in Data Analytics and e-Investigations.

Google: The most attractive employer brand. Organization does not concentrate just on benefits but rather its awesome issue is talent crunch and needs to oversee talent pool. For the advantage of it, spotlight region has been moved to employer branding alongside benefits. The study discharged by universium with respect to global talent attraction file: The

World's Most Attractive Employers in 2013 expressed Google as the world's most attractive employer among the business classification. (Source: The universium).

Google has comprehended the specialty of building image of best employer in the world (Employer branding today) Mr. Manoj Varghese, (NASSCOM) Director at Human assets division, Google told that employer branding is in effect broadly received at his organization.

Employer branding at Google implies customer experience, access to data, advancement, building/customer administration magnificence and flexibility to their employees and potential hires. Employer branding exercises received at Google are they work intimately with instructive organizations, support understudies and supports, leading coding programs, specialized talks, support research in particular regions and empower imagination. Google likewise have TIFG (Thanks Google Its Friday) program for employees. A portion of the projects directed by Google like Indian code Jam, specialized coding challenge, Essay composing rivalries and so on. (Nasscom 2006)

Another interesting truth about Google is about its culture, almost no is been driven from the top management, employees at the base level, drive the work. General mandates are given from the top management, however in the event that an employee finds any issue he/she can apply his skills/or utilize his approach to tackle.

Opportunity is given to the employees and instead of taking after tyrant style capacity, Google takes after free enterprise style of initiative, which additionally makes it a most looked for after organization. It's perfectly clear from the above realities, that how Google considers employer branding important and succeed in executing it as well as harvested enough results out of it.

Microsoft: The giant employer brand. Microsoft's employer branding procedure begins with their Microsoft Careers site. And also posting employment opportunities, they highlight a JobsBlog and a segment of the website committed to 'life at Microsoft,' with points of interest of the organization's values and profession development opportunities. The online journal highlights articles about what it is similar to work at the organization and also profiling genuine employees.

Microsoft's online vicinity likewise reaches out to Twitter, Facebook and LinkedIn to connect with potential employees over all significant social systems. Microsoft additionally has a different Facebook page for 'Ladies at Microsoft,' which is just about as famous as their essential professions page and is an interesting understanding into the ladies working at the organization.

At long last the Microsoft Careers Youtube channel has transferred more than 100 recordings, including a 'Day in the Life' arrangement where potential employees can see numerous parts of working for Microsoft and hear the feelings of project administrators and designers.

Summary of Cases

Organizations are trying ever more prominent endeavors to create Employer Branding procedures. These are fundamentally connected to catch and retain talent, yet can likewise be an incredible trap for enhancing brand image.

The Human Resources exercises, organizational culture, CSR and external relationships are a percentage of the variables to consider in this territory with regards to judging an organization's prosperity or disappointment. Going a stage past the Human Resources approach, applying a decent Employer Branding technique likewise absolutely resonates in the brand image. On the off chance that we need to look to a global benchmark in Employer Branding, Google is the undeniable pioneer, as indicated by different rankings.

The Internet web crawler titan has cut out an extraordinary brand image. One of its recognizing components has been the ability to attract and look after talent, and to be seen as an awesome work environment. This has had a resoundingly positive effect on its brand image. One of the rulers of financial rankings, Forbes magazine, is among the most regarded hotspots for discovering elective defenders of Employer Branding.

The yearly rundown of the best organizations to work for is driven by programming organization SAS. It's trailed by Boston Consulting Group and Wegmans Food Markets. In any case, nobody can disprove that these organizations are all pioneers in their individual divisions. Another heavyweight in Employer Branding is Starbucks, well known for its ability in Web 2.0. Its "Employee First" procedure has been commended in different gatherings as a dynamic element in improving the brand's image in the course of recent years.

It's essential to hold up under as a top priority that keeping in mind the end goal to have a decent Employer Branding technique, organizations must include their employees. To stop a long story, it's about changing them into brand representatives.

Gallup has distributed different reports and articles about the significance of preparing our employees to wind up representatives. It's very much a difficult assignment. A late study by this organization demonstrates that just 11% of employees are truly included in the element that utilizes them, which implies that there is a lot of ground left to cover. The same archive underlines that the way to accomplishing engagement is encouraging excellent employees.

In any case, a brand should likewise know the ethics of opening its ways to the outside world with a specific end goal to attract talent. In this sense, it's convenient to look at the yearly Randstad Award report. As per the most recent study, the most valued certification while choosing where to work is professional stability. Different elements additionally emerge, for example, work environment climate, future points of view and compensation.

Employer Branding, goes up against us with another illustration of how to enhance the image and situating of our brand through a promise to the quality and commitment of our employees.

FINDINGS OF THE STUDY

- Every employer brand is a speculation that ought to exhibit an arrival practically identical to different types of business venture which offer a solid value proposition to talent.
- Employer brands are much about retention and engagement. Retain the center of the brand and contextualize development and Keep the neighborhood setting personality a main priority and perceive, acknowledge and adjust to the nearby culture in the organization. The employer brand ought to incorporate sensitivities of employees this should be possible by Encouraging communication and dialog in the middle of HR and Marketing.
- The promoting of the employer and employee brand ought to be as synergistic and commonly operationalizing so as to strengthen as could be allowed employee branding measurements in connection to execution management.
- Branding is no more a term to be utilized just by marketing people at the organization, it has begun having is center value among the HR professional additionally and must be firmly soaked up into the circulatory system of the organization. Giving a decent pay bundle alone, won't guarantee retention of talent inside of the organization. The requirement for the hour is to make an everlasting enthusiastic connection between the organization and the employees however employee value proposition and employer branding.

- Employer branding needs to thoroughly rehearse by the organizations, instead of simply being on the arrangements. It is obvious that, organizations have considered employer branding important. This has bolstered through contextual investigations in our paper. Amid our research it was found that numerous organizations are hesitant to take strategic activities because of talent crunch. It is firmly recommended by us that to manage this talent run circumstance, employers need to concentrate on branding or rather say crunch

CONCLUSION

This study is an outline of conceptualization of employer branding which is particularly important in the quest for an arranging structure for strategic human asset management. Effective employee branding programs have a few good results. To start with, they empower organizations and their offerings to be effectively situated in the brains of customers and other organizational stakeholders. Effective employee branding programs likewise bring about expanded employee fulfillment and lessened staff turnover. Organizations participating in effective employee branding endeavors are likewise liable to profit by more elevated amounts of customer fulfillment and unwaveringness, and a good general notoriety in light of the fact that the sought brand image is as a rule reliably reflected by employees.

It pulls in the right sort of competitors and delineates the organization's desires from them comfortable starting. Most fundamentally, it guarantees that the best employees remain focused, in this way permitting the organization to bear on its operations easily.

Inevitably, the way to a fruitful employer brand is to guarantee that desires are completely connected with the substances of working for the organization. Moreover, the study demonstrates that employer branding is a driver of an image of organization furthermore cooperative energies and strengthen an organization.

An employer brand will keep on developing and create after some time and requires progressing consideration. The best employer brands perceive the changing needs of their workforce and shifts in observations. Devices along with employee fulfillment overviews, employee workshops and post-employment surveys can all give significant knowledge. The EVP development and conveyance involves an interest in time and engagement from over the business. Then again, a very much shaped EVP gives numerous benefits including better attraction and retention of key talent, centers the HR motivation, makes a solid employee brand and can re-draw in an embittered workforce.

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