



## Employer Branding Trends Study 2016

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# EMPLOYER BRANDING TRENDS STUDY 2016

A PEOPLE MATTERS - MONSTER.COM RESEARCH STUDY

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# Foreword

**Ester Martinez**

CEO and Editor-in-Chief, People Matters Media Pvt. Ltd.

In 2014, People Matters in partnership with Monster.com studied the role of the CEO in its Employer Branding Trends Study. This involved understanding the mandate of the CEO and the senior leadership within the company, their role and responsibilities in shaping the company's employer branding strategy and initiatives. This year, we studied the bottom-up perspective to understand what Employer Brand means from a candidate or a prospective employees' point of view. This involved not just understanding what attributes or factors influenced candidate choices, it also meant understanding how leading organizations map candidate perceptions in their own context and how they embed these findings into their strategy. In the last two years, the strategic importance of employer branding initiatives has moved up from 66 percent in 2014, to 84 percent this year (2016).

The findings of this year's Study revealed that there is a strong alignment between candidates' expectations and organizational offerings – right from the perks and benefits to identifying factors that would make employees refer their peers. Unlike in the

past, companies are now clearly moving away from traditional channels such as television, bill boards, print media to investing in social media channels. In keeping up with the shift in workforce to include a majority of millennials, most companies are actively engaging candidates on a regular basis and not as a one-time activity at college campuses. Other interesting findings show that candidates today prefer health and wellness programs and benefits that have to do with the daily needs of employees like access to child-care services etc.

Employer branding initiatives are set to grow in scope and size to keep up with the demand for the right talent, at the right place, and at the right time. In view of this, the report also features some of the best practices from leading companies across various sectors. Spokespersons from various organizations share perspectives on the best practices in the talent marketplace today. We are grateful to all the participants who took the survey along with the individuals and organizations who contributed their time and expertise in assisting us with this.





# Foreword

**Sanjay Modi**

Managing Director, APAC and Middle East, Monster.com

Employer branding is no longer an advertisement that companies put up on a billboards or an event that they organize. Companies have realized the importance of maintaining regular communication with their customers and in today's digital world, conversations that organizations have with their audience have grown substantially. Although social media forums have existed for some time now, there is a renewed energy within organizations that has accelerated the levels of customer engagement. But companies are no longer just talking about their products; they are doing so much more. In the 4th edition of the People Matters–Monster.com Employer Branding Trends Study 2016, we surveyed over 85 companies and mapped perceptions of about 600 candidates to identify potential gaps in expectations between the employer and the prospective candidate. The survey showed that there is a rise in investments in employer branding related activities.

If organizations want to reap substantial benefits, their approach to employer branding needs to focus on these three things:

- Create employer branding initiatives that are contextual to the target audience
- Use multiple channels of communication with their targeted talent pools
- Sustain employer brand initiatives for longer periods of time

The findings of this Study have shown that there has been a shift in the way companies have been communicating their value proposition to prospective candidates through various communication channels. There is a clear

shift in the channels that organizations are leveraging for employer branding purposes – with companies paying more attention to social media channels such as Facebook, Twitter and Internet advertising platforms. Conversely, traditional channels such as print advertising, banners, and billboards as well as television commercials have seen a significant decline in employer branding spend. In 2014, 62 percent companies surveyed stated that they leverage print advertising for employer branding purposes. That number is now down to 22 percent in 2016 – a decline of 40 percent.

Employers have realized the importance of collecting relevant data on the changing candidate preferences. This is reflected in our People Matters – Monster.com Employer Branding Trends 2016 survey as it indicated a significant alignment in the candidates and employers preference for job stability and security as the top priorities for candidates looking for jobs. Companies today are beginning to set up exclusive data collation processes that allow them to understand the priorities of their workforce. This data is then used to benchmark their employer branding strategies, keeping in mind the demographic variations across the talent pool.

The time is ripe today for companies to create a good employer brand. The focus should now be on understanding the talent expectations and creating robust communication channels through which companies can share realistic, honest and impactful stories about their work culture in order to attract the respective talent they intend to.

# Introduction

If the consumer brand of a company helps customers identify the best of products and services in the marketplace, it is the employer brand of a company that helps potential candidates to understand the organizations' reputation as an employer. Building an employer branding strategy involves a number of steps, including articulating and practicing values, aligning the different talent management plans of the organization and creating a robust communications strategy. Access to high-quality talent, higher employee productivity, engagement, decrease in the time to hire and the cost of hire are just some of the many benefits that organizations track and measure today. A company's employee value proposition, therefore, lies in the well-being of its employees. The 4th edition of the People Matters-Monster.com Employer Branding Trends Study 2016 benchmarks and assesses the key shifts in the way organizations approach their employer branding strategies. The Study surveyed over 85 companies and mapped perceptions of about 600 candidates to identify potential gaps in expectations between the employer and the prospective employee.

In the last two years, the strategic importance of employer brands has increased significantly. A total of 84 percent of the employers who participated in the Study noted that the importance of employer brand as a component of the company strategy has increased (up from 66 percent in 2014). An increasing percentage of

companies are also focused on expanding their employer branding budgets and are creating employer branding strategies that are tailored to their hiring priorities, which includes hiring more women, Gen Y talent, and skilled employees. In light of the ongoing digital transformation across different sectors, the emphasis is on building a continuously engaging strategy as opposed to an annual review item for the CEO or CHRO. According to Sanjay Modi, Managing Director, APAC and Middle East, Monster.com, the future will see more evolved and mature communications strategies.

Some of the key findings from this year's report reveal that the strategic importance of employer branding has increased over the last two years. The report also found that the way companies articulate their employer branding is more focused on continuous messaging with an emphasis on the social media channels such as Facebook, Twitter and Internet advertising.

From a candidate standpoint, the report mapped some of the key attributes that are central to the younger demographic. 71 percent of the candidates believe that an organization's involvement in social causes is "important" while deciding on a job offer. A total of 42 percent of candidates note that a company's diversity policies are "very important" while deciding on a job offer. And the top factors that would make candidates or employees recommend a company is 'learning and career opportunities', 'work-life balance' and a 'rewarding culture'.



# Respondents Profile

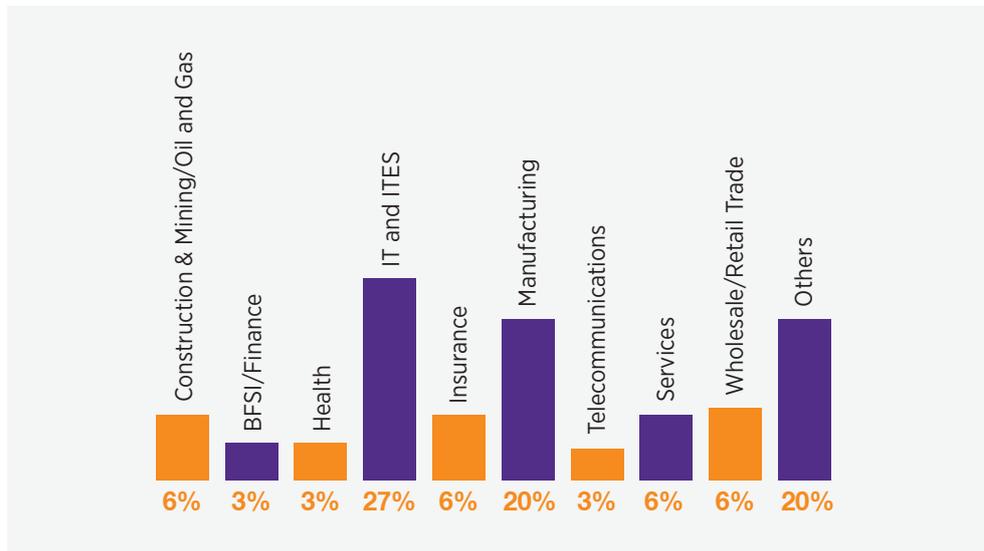
This year's employer branding trends study assessed key trends in the market with an emphasis on candidate experience. The two surveys that were launched as part of this Study included an Employer Survey – focused on benchmarking employer branding initiatives and identifying key trends, and a Candidate Survey – focused on mapping candidate preferences and identifying gaps therein.

**Employer Survey** This survey covered over 85 unique organizations.

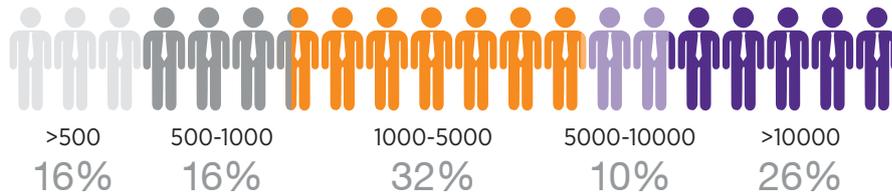
## Type of organizations



## Industry Type

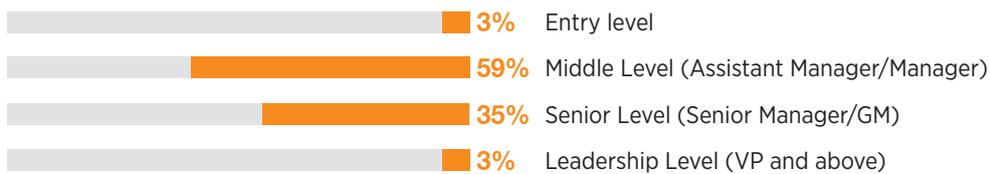


## Total employee strength

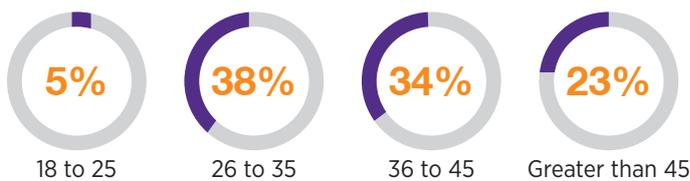


**Candidate Survey** This survey covered 600 unique respondents

## Current level of designations



## Age Group



## Candidates Employed

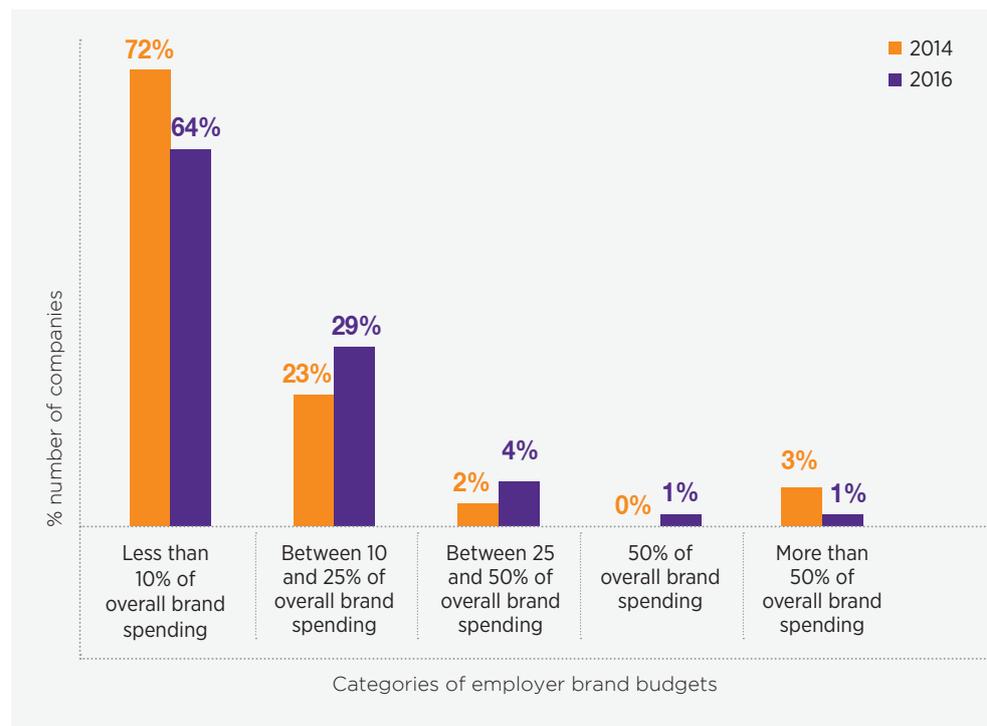


# Key Findings

## Increase in budgets

While the number of companies that spend less than 10 percent of their overall branding budget has gone down — from 72 percent in 2014 to 64 percent in 2016 — there is an increase in the companies that are willing to spend above that limit. Companies that spend in the range of 10 percent to 25 percent of their overall brand budget on employer branding has moved up from 23 percent in 2014 to 29 percent in 2016. And companies that spend anywhere in the range of 25 percent to 50 percent of their overall brand budget has increased by 2 percent. Above the 50 percent mark, there is a marginal decline. The increase in investments is also being linked to the RoI. “A slight realization has kicked in with respect to investments,” Modi says, with companies focusing on measurable metrics to identify the return on their investments.

## Employer branding budgets viz-a-viz overall brand spend

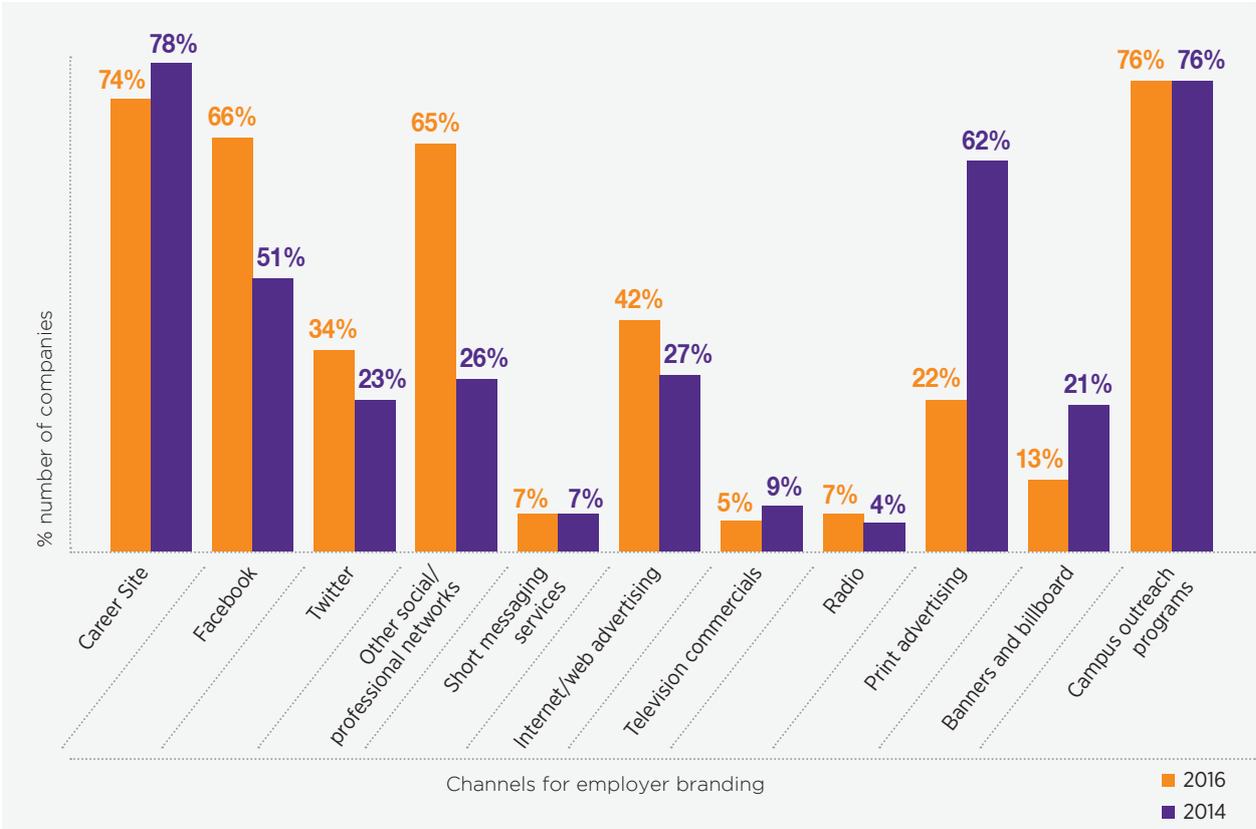


## Shift in employer branding channels

There is a clear shift in the channels that organizations are leveraging for employer branding purposes. While the use of traditional channels namely, campus outreach and career sites remain fairly unchanged, there is an increase in the use of social networks. The use of Facebook has increased by 15 percent (up from 51 percent in 2014 to 66 percent in 2016), and the use of Twitter has increased by 11 percent (up from 23 percent in 2014 to 34 percent in 2016). Usage of other social and professional networks moved up from 26 percent to 66 percent (an increase of 40 percent) and Internet advertising has increased from 27 percent in 2014 to 42 percent in 2016 (up by 15 percent).

Conversely, traditional channels such as print advertising, banners, and billboards as well as television commercials have seen a significant decline in employer branding spend. In 2014, 62 percent companies surveyed stated that they leverage print advertising for employer branding purposes. That number is now down to 22 percent in 2016, a decline of 40 percent. Only 13 percent organizations now use banners and billboards, down from 21 percent in 2014, and only 5 percent of companies leverage television commercials, down from 9 percent in 2014. This shift clearly indicates a move towards a primarily digital-focused employee branding strategy, which is clearly geared at continuously engaging the millennial workforce on mobile and the Internet.

## Top channels for employer branding

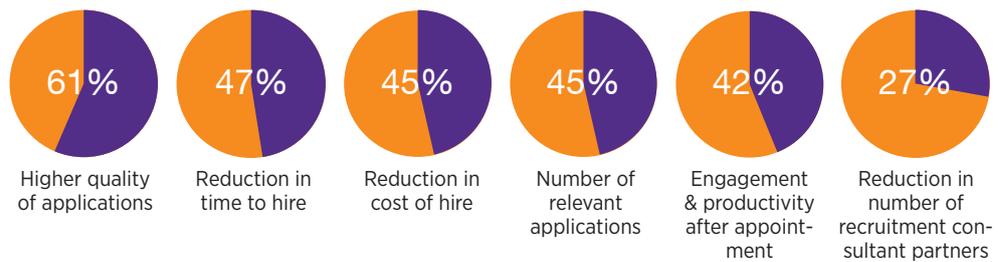


## Hiring priorities and needs

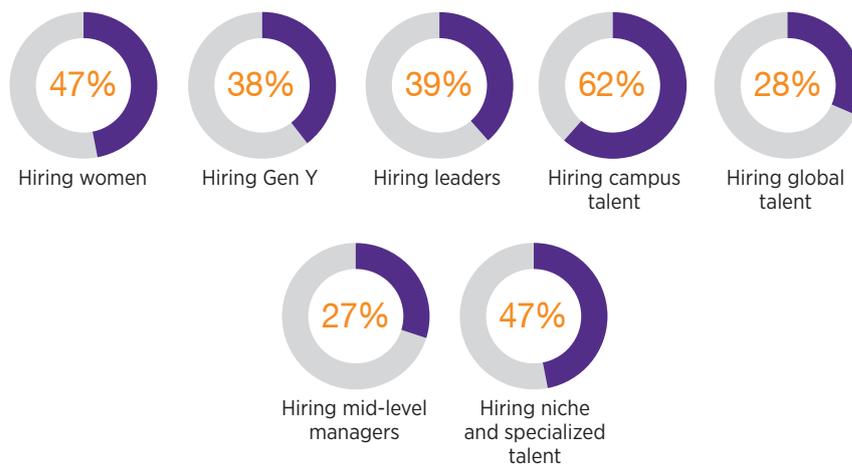
The biggest outcome that companies are expecting from their employer branding efforts is the quality of talent. According to 61 percent of the employers who took part in the Study, the quality of applications is one of the top measures to ascertain the effectiveness of the employer brand. This is followed by the reduction in time to hire (47 percent), reduction in the cost of hire (45 percent) and the number of relevant applications (45 percent). Other measures of ascertaining effectiveness of the employer brand include engagement and productivity and even reduced dependence on external recruitment consultants.

While hiring talent from college campuses continues to be the primary focus area that employer brand strategy is tailored towards, organizations are also looking to hire more women (47 percent) and Gen Y talent (37 percent) and are also aligning their employer branding strategies accordingly.

## Measuring effectiveness of employer brand - Top methods



## Top priorities in employer branding strategy



## Mapping candidate preferences

While it is important for organizations to convey their value proposition through branding communication that they undertake, such branding efforts need to be relevant for candidates. It is, therefore, necessary to clearly map candidate preferences. An alignment of candidate priorities with the employer’s value proposition is essential for the success of an employer branding initiative in the long run. The Study found a significant overlap between the candidate’s priorities and key attributes that employers focus on in their branding efforts in India.

“High Salary and Benefits on offer” is on top of the priority list for candidates today. With the highest cumulative weighted average score, this feature ranks the highest in enticing a candidate to accept a job offer. This is closely followed by “great work environment”. The third most important feature is to do with “career development and learning opportunities”. Yugesh Gautam - President of HR, Lupin Pharmaceuticals notes that this interest among candidates to learn and grow has spawned to a variety of programs in leading companies including ivy-league degrees for their star performers that they pitch at college campuses today.

Top five items that are on the priority list of candidates:



## Top perks other than salary

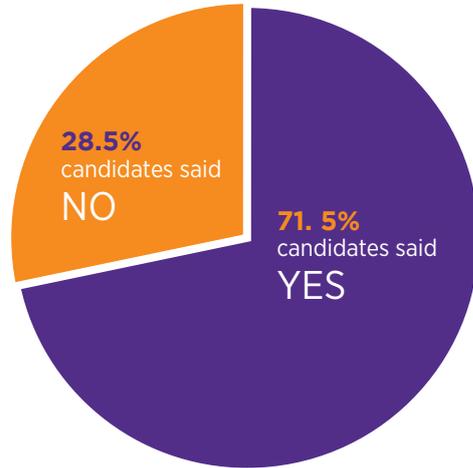
A comparison of the top perks that employers believe attract a candidate and the top perks that candidates consider necessary shows areas of both, strong alignment and opportunity. The top perks that candidates want include: 1) health and wellness programs; 2) car and transport benefits; and 3) access to everyday services such as laundry and child care and finding the space and encouragement to cultivate their hobbies.

## Preferred perks other than salary

Perks/ Benefits	According to Candidates*	According to Employers
Car/Transportation Benefits	24%	34%
Health/Wellness programs	31%	25%
Daily Services (Laundry/Child-care)	17%	17%
Encouraging hobbies	17%	9%
Vacations abroad	11%	13%

\*Calculated as a percentage of the responses

## Are social causes important to you while deciding a job offer?



### On referrals

One of the key measures of the effectiveness of a company's employer brand is to measure their referrals. In fact, 45 percent of the employers who participated in the survey note that their current employees are the most preferred source of information to candidates. 47 percent of employers rate "ex-employees" amongst the top three preferred mediums through which employers provide information. According to the Study, learning and career development opportunities would make at least 37 percent employees recommend an employer. And a "rewarding culture" would make 20 percent employees recommend that employer to others. A comparison of the factors that candidates hold central and that employers believe to be central shows a strong level of alignment.

### Preferred employer attributes

Factors	According to Candidates*	According to Employers
Learning and development	37%	44%
Work-life balance	31%	20%
Rewarding culture	20%	36%
Regular feedback	11%	Nil

\*Calculated as a percentage of the responses





# EXPERT VIEWS

# A true focus on employee experience

At Lupin, employees play a crucial role in communicating the employer value proposition. Here's what Lupin's employer branding strategy looks like

Lupin is one of India's leading pharmaceutical companies and has featured on "India's Best Companies to Work", an annual list curated by the Great Places to Work Institute from 2012-2015. In 2016, the company also got featured in the top 15 "Best Workplaces in Asia" list. Within the biotechnology and pharmaceuticals industry, the company caters to three major markets: United States, India and Japan. About 50 percent of the company's revenue comes from the US market alone, which means the products and offerings need to meet some of the top regulatory standards of the world. And Lupin is constantly challenged at a world class level. Therefore what we, at Lupin, do in terms of care and development for our employees is crucial for the company to attract some of the top talent in the marketplace. The employer branding strategy is driven by clarifying "what kind of company do we want to be perceived as?" And a lot of that has to do with values. It also has to do with the reputation that the brand enjoys not just amongst employees but also among our customers and vendors.

In terms of the employer branding strategy, the focus has been on what we do internally than externally. That's because what we are communicating through media, social media and in our campus pitches should match a candidate's expectation. People reach out to internal employees to find out if what they hear about the organization, its leadership and people practices are actually true or not. And the only way to ensure that we're in sync with these realities is to focus on the employee experience.

The bigger challenge with respect to delivering great employee experience has to do with the gap between what is actually communicated and what is delivered. The risk herein lies in the gap between the leadership and the number of employees that the company manages. Once the employees start working, the focus is on how the leadership delivers value. That means tracking manager score cards, leadership scorecards and also studying how performance conversations

are conducted. The way in which rewards are delivered and communicated is also crucial to retaining some of the best performers.

Lupin has been awarded by the American Society of Training and Development BEST award for learning and development. And using our L&D capabilities, we are working on an internship program that focuses on delivering a great working experience. At the entry level, each employee goes through a month long offsite induction program in our training center where they are trained on a variety of modules that includes class room-based training and team bonding exercises. Apart from this, HiPo development is crucial to our employer brand. It starts with assessments and then employees are given opportunities to be a part of project development or strategic planning development.

Another focus area is to do with culture. The challenge in Lupin's context is to find the right balance between what works in terms of giving flexibility to employees in their day to day job and maintaining the necessary check points that company needs to pay attention to along with adhering to regulatory and accounting standards. This flexibility in terms of employee policies is crucial to create a culture that is sensitive to the expectations of the millennial workforce – who are highly entrepreneurial, purpose driven and value-led. So the focus is on building a culture that enables them to thrive.

Assessing an employer brand includes a variety of measures. Referrals are a great measure of how we're perceived in the marketplace. In Lupin's case, about 50 percent of the employees are hired through referrals. Attrition is another related measure, and our attrition is lower than the industry average as we focus on giving opportunities to our top performers. We also participate in external surveys and get a market research company to do external branding surveys to see how the actions we have taken in the past have fared. The biggest learning for us in terms of execution has to do with flawless implementation and clear communication across the organization.



**Yugesh Goutam**

President – Global Human Resources, Lupin Ltd

**The employer branding strategy is driven by clarifying "what kind of company do we want to be perceived as?"**



**Jacob Jacob**

Chief People Officer,  
Apollo Hospital Enterprises Ltd.

## Customizing employer branding initiatives

At Apollo Hospitals, creating a strong associate experience is the basis of all employer branding activities

From an employer branding point of view, Apollo focuses on creating strategies that impact the culture of the organization. The endeavor is to ensure that associates working with us can also do so with passion. The healthcare industry is all about caregiving and providing a good experience to the patients. For us, it made sense to design our employer strategy around that, which essentially translates into the kind of care we provide. Our aim is to establish a work culture within our hospitals that allow various professionals to work with passion and provide good clinical & service experience to our patients.

Apollo has had the advantage of being an early starter in the healthcare space. We've been successful in conveying our message and establishing ourselves as caring, advanced corporate hospital. There has been a strong pull factor to attract talent from across the top medical & nursing institutes across the length & breadth of India. Candidates want to be associated with us; the work culture here has been one of the most important contributing factors towards Apollo being one of the preferred employers in the healthcare industry. Branding cannot be a one shot attempt which consists of just a couple of elements of the wellbeing of an individual; it is made up of much more. Our facilities, hygiene factor, quality of life inside the organization, interaction with management and the learning opportunities we provide, all together form our employee experience. That is what companies need to focus on creating, and subsequently conveying. Candidates are looking for "that experience" today.

### Create customized initiatives

We, at Apollo, have a diverse talent pool. The workforce consists of doctors of varying qualifications, nurses, executives and other paramedical staff, all of whom have varied backgrounds. However, when they enter the

organization, they work together to ensure that patient care is at its best. In order to attract the best talent, one cannot have a single strategy of employer branding that looks at meeting the talent demands of the entire organization. Companies need to have a framework that categorizes their talent pool according to varied needs. HR has to create customized initiatives for each such group. It is not just important for employers today to convey information about the company's work culture; it is also about conveying the information relevant to their talent pool.

### Walk the Talk

In today's world of changing workforce structures, it is important for companies to deliver on the claims they make. Only by actually providing a good and caring work culture has Apollo been able to create a successful employer brand strategy. By continually delivering on our promise of providing the best of opportunities to our associates, we have been successful in attracting the right talent. Candidates today are looking to emotionally connect with the organization and looking at how comfortable their managers are towards listening to their hopes and wishes. They are looking for an organizational culture that helps them grow. These are over and above the basic demands of a job. It is imperative that managers today provide a meaningful work experience to their teams. This means focusing on an experience that provides opportunities that empower them to innovate and influence while also providing the space within the company to experiment with new and relevant ideas that they want to see implemented. And for all of this to truly translate into an effective part of employer branding initiatives, companies have to ensure that there is a genuine focus on creating good associate experience rather than just talking about it. In this highly connected world of ours, companies that don't walk the talk today, stand the chance to lose their credibility.

**Branding cannot be a one shot attempt which consists of just a couple of welfare or social engagement initiatives but should encompass the total well-being of an individual in all aspects**

# Making employee experience central to the employer branding agenda

At Airtel, creating a memorable employee experience is central to our employer branding agenda

**A**t Airtel, we believe that our employees are the best ambassadors of our employer brand. By providing a truly enabling environment that empowers our employees to learn, grow and succeed every step of the way, our employees are inspired to do their best every day and take pride in the feeling of “I am Airtel”. And when our employees share their own experiences and stories, our employer brand becomes authentic. It is important that our employees live and experience our Employee Value proposition, “Jobs never done before”, before we communicate it externally, otherwise we will never be able to deliver on our employer brand. In fact, most of our campaigns on social media center around our employees sharing their own Airtel journey and how they charted their own growth within the company.

## Lessons from Employer Branding activities

Companies today also need to understand that employer branding is not a one-off event or campaign and it will not yield instant results. A sustained effort towards creating a good employer brand is key for companies to see its impact. Nowadays, companies are all clamoring for space on social media platforms to reach out to prospective talent. However, it is important to really understand the target audience and customize your content to their needs.

Through targeted social media campaigns, constantly engaging with prospective talent through multiple campaigns and making content personalized, we have been able to build our employer brand presence steadily and even increase our social media hiring sharply.

## Evolving candidate preferences

Companies need to realize that candidates today live in a highly connected world. Talent today is very competitive and is always actively looking for opportunities to upskill, develop and work in challenging roles which will help them build a career in an organization. Therefore, it comes as no surprise that companies that provide better career growth opportunities and are able to convey this information effectively are able to attract relevant talent.

For a company like ours, candidates are also interested in knowing the ‘new-age experience’ we have to offer. This experience entails a wide variety of activities, ranging from working on the cutting edge technological developments to handling diverse portfolios, innovative projects and on new and original industry best practices. Technological transformation processes and digital experiences form a major part of the ‘new-age experience’ and we find candidates having strong preferences for the same.

In totality, making the employee experience central to the employer branding agenda goes a long way in attracting and engaging the right talent for any organization.



**Gayatri Taragi**  
Head - Talent Acquisition,  
Airtel India

**Making the employee experience central to the employer branding agenda goes a long way in attracting and engaging the right talent for any organization**



**Richa Telang**

Head - Talent Branding,  
Flipkart

**With our focused talent branding efforts we have been able to take our Talent Brand Index from 7% to 22% in last one year**

## Building your “talent” brand

At Flipkart, creating a talent brand by knowing your audience and using differentiated content strategies to engage with them is the key to attracting top talent

The war for talent is over and the candidate is the winner. With social media taking the center stage, the world is connected more than ever before. It doesn't take more than a few minutes for a candidate to share a bad experience on social media and that can directly impact an organization's brand. This has led to a change in the mindsets of the recruiters in the last few years as they have now started realizing value in creating a strong employer brand and providing a good candidate experience. Interestingly, while there is awareness of this need in the market, the major challenge that organizations face today is to figure out “how” to do this.

While employer brand is what employers think of as their brand, a more critical aspect is the “talent” brand which is determined by what people think of an employer. At Flipkart, we realized the opportunity cost associated with building a strong talent brand and started our journey with a focused approach last year. Our strategy has been to build a solid infrastructure backed by thoughtful initiatives and fierce execution.

As candidates' expectations change in this new era, it is crucial to treat them as customers. Similar to how customers make up their mind to buy a product or not based on the sales pitch, candidates decide whether they want to join a company or not in their first interaction itself.

Our team is majorly in-house with about only 20% of the work outsourced to our partners. Some of our focus areas while building our talent brand are:

1. Define talent audience clearly - Getting the pulse of the audience is a must and we meticulously differentiate our audience based on their needs and aspirations.
2. Content is very critical - It is important to feed the right content to the right audience. We determine the relevancy of the content by understanding what people are talking using both our hiring trends (inside out) and by social hearing (outside in). An example of this is the dif-

ference in our way of engaging with the campus aspirants and people with deep expertise. Campus aspirants on one hand look for a “cool” component in the brand while experienced candidates look out for deep knowledge.

3. Leveraging our employees as brand ambassadors - An intangible benefit of having a strong talent brand is that employees feel passionate about it and want to share stories on social platforms. Infrastructure and a formal program need to be in place to empower and enable them to do so. We have created a community of brand ambassadors and provided channels for two-way communication. Employees can reach out to us with the stories they would like to share and we also reach out to them if there is a success story that can be shared to enhance our brand.
4. Automating processes through technology - Earlier there was a lot of time spent on doing things manually. And so leveraging technology and automating processes was critical to reduce the recruitment lead time.

From an impact standpoint, we have realized that the response rates of candidate and the number of job applications have gone up due to our talent branding initiatives. Some of the metrics that we measure include Talent Brand Index, response rates, job applications, employee loyalty, click rates, positive and negative comments to our content etc. With our focused talent branding efforts we have been able to take our Talent Brand Index from 7% to 22% in last one year. While we have identified some science to measuring the impact of talent branding, the right metrics are constantly evolving.

We started our journey from building relevance to our talent branding initiative, then moved to differentiation and we are now spearheading towards creating esteem for the work we do. At Flipkart, our leaders acknowledge the impact and understand that this is a continuous effort. We are committed to building an exceptional talent brand by being continuously invested in it.

# Employer branding is about the evolving preferences of millennials

PwC adopts a research-based approach to employer branding strategies. Find out how

The purpose of an employer brand is to build trust, create an environment of aspirations and relatability, and represent diversity of thought and inclusivity in a company. At PwC, we tailor our employer branding initiatives keeping the audience in mind. And in today's ever-changing landscape, this audience is more often than not the millennials. So a lot of our initiatives are customized keeping in mind the preferences of this generation – whether it is their aspirations to learn and grow, flexibility or a focus on experiences.

Today, there is greater emphasis on attitude and culture fitment than skills or biographical details. It's not that skills aren't important, but they're much easier to acquire. At a time when the talent pool is extremely dynamic, the chances of finding the right combination of attitude, culture fit, and skills in one person is become more challenging. Therefore, it is important that a candidate has the right attitude and is motivated to learn new skills, think innovatively, cope with failure, assimilate feedback and coaching, collaborate with teammates, and so forth. At the end of the day, it is all about finding people with the right mindset.

## Research-based approach

PwC reports titled 'Managing tomorrow's people – the future of work 2020', and 'Millennials at work- Reshaping the workplace' were instrumental in mapping candidate perceptions and articulating the changing dynamics of the future of work. A key shift that the studies recognized was the rise of the information worker – employees who are better informed than ever. Candidates are led by purpose and, therefore, businesses need to clearly articulate their purpose and mandate for the decade ahead if they want to attract and retain the right employees, customers and partners. Companies must also account for rise of collaborative networks and embed social and environmental concerns in their business strategies. All of the above elements are crucial in shaping

employer branding strategies in an age where disruptive innovation is the order of the day. This research-based approach has also helped reinforce the fact that our employer branding efforts were rooted in solid data and not perceived as just advertisements.

## Channels of branding

Leadership interactions play a key role in disseminating the employer value proposition. That includes interactions not just at college campuses but also with clients and institutions around the world. Leadership bytes in the press or through social media campaigns on the internet also help in communicating the opportunity that the company has to offer. It is important to remember that leadership is not representative of just the senior leadership in the company, but at all levels. Secondly, people are absolutely at the heart of delivering an experience that builds a brand. We now live in the new era of branding, where brands are defined by what they do and not what they say. Recently, we also introduced the Next Gen Sounding Board which will be instrumental in shaping people policies in the future. Therefore, as a company that hires about 33% of its workforce through referrals, employees play a key role in shaping the brand – whether it is social media amplification or encouraging peers to join the firm.

## The future

In India, given the skills shortage, our goal is to launch a skill model that would enable us to increase the intake of campus recruits. This would require a dedicated and disciplined employer branding strategy which is critical to tap the right talent. Today's market environment places a premium on speed, flexibility and the ability to lead in uncertain situations. At the same time, the flattening of organizations has created an explosion in demand for leadership skills at every level.

An ideal employer branding strategy needs to account for these changes and also be wary of the disruptive technological innovation. But there is no time to delay. The best-performing organizations are already on their way.



**Jagjit Singh**  
Chief People Officer,  
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**Businesses need to clearly articulate their purpose and mandate for the decade ahead if they want to attract and retain the right employees**







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