



The Cultural “Fit” Factor – How to Create an Employment Brand to “Attract, Retain and Repel” the Right Employees

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Program Information on this session:

- What is Attract, Retain, Repel?
- Review the connection between culture and brand
- EMERGE Employment Branding Study Results
- Employee Value Proposition

What is Attract, Retain, Repel as it relates to culture?

- The ability to understand who you are from a cultural perspective.
- Being crystal clear on what your culture is as you create an employment brand
- Employees will be either attracted to your organization or be repelled by this brand
- Employees who do come to work for you and enjoy an authentic and congruent work experience will stick around – retain – and talk to other people about how pleased they are

What is Attract, Retain, Repel as it relates to recruitment and retention = ROI

- Attract – how can you get the best of the best from the current and future talent pool?
- Retain – how will you keep the good ones you have that really are a good fit?
- Repel – how can you keep the ones that just don't fit from applying in the first place?

The connection between culture and employment branding and its effect on ROI...

- Hard dollars spent on Recruitment and Retention = statistics
- Take one executive salary from 2009 that was a “bad hire”
- Baby Boomer = Bust: the 2010 shortage
- Gen Y challenges
- The new Knowledge worker
- Mergers and Acquisitions = Cultural integration issues
- Employee Engagement and productivity = do more with less and get back to work

EMERGE study 2009: Does employment branding provide a competitive advantage?

Statement	Agree	Neutral	Disagree
Employment branding efforts provides a competitive edge in our recruiting efforts.	89%	9%	3%
Our company's employment brand helps attract top talent.	67%	30%	4%
Our company's employment brand helps retain top talent.	60%	33%	6%

EMERGE study 2009: Is it important to have an employment brand?

Statement	Agree	Neutral	Disagree
Employment branding is important to my company.	85%	13%	3%
Employment branding is one of the top five strategic initiatives for my company in the upcoming year.	49%	30%	22%
We have budgeted dollars for 2009 to work on our employment brand.	36%	19%	45%

The Next Gen Challenges...and you know what they are!

- Social networking is KEY to Gen Y. MySpace, YouTube and podcasting are the new norms in communication and have changed the branding landscape
- UAB Emergency Room Rap <http://tinyurl.com/6zvmj7>
- Read the ERE.net article by Dr. John Sullivan re: who own your brand
- **We must engage the employee of the future.**



Today's Employees Want Transparency

- Employees are looking for a meaningful, authentic and congruent work experience
- It is deeply rooted in U.S. culture to talk about our “jobs” so cultural *fit* is paramount in finding a job you love
- Yahoo! employee who kept a twitter log the day she was laid off and walked her Twitter community through the entire event. Lucky for Yahoo! it was not a horrific experience. Check it out at: <http://tinyurl.com/ybeklpo>
- Potential employees are twittering about their job interviews, the people who are interviewing them and how they are being treated. Potential PR nightmare or outstanding exposure opportunity.



Can we calculate the ROI of creating an aligned employment brand? Yes! Employees will:



- Stay = Retain and you will keep the continuity of intellectual property \$\$
- Perform = productivity \$\$
- Strive to exert extra effort \$\$
- Influence others to do their best \$\$
- Say positive things internally and externally that will help you attract talent \$\$
- Spread positive feelings and energy \$\$

The cost of the disengaged.....Calculator for you to take back to your organization that was developed while doing the research for the book: Getting Your Shift Together



1,000 Employees
x average hourly wage
of \$15/hour = \$15,000

\$15,000 x 2 hours/day in lost
productivity = \$30,000

\$30,000 x 20 days worked in a month
\$600,000

***\$600,000 x 12 months
= \$7,200,000 in lost productivity.***

These figures are based on a M-F, 8-5pm operation.

Cult-like cultures: what do they have in common?

Strong sense of identity – **BRAND** - a core ideology – they are VERY clear about who they are and who they are not

Greater tightness of fit. Employees either “buy-in” or “get out”

Self selection process... “this is just not for me”

Show evidence of elitism – they create a sense of belonging [internally] and superiority [externally]



Sam Yeh / AFP-Getty Images

Who has a cult-like culture? Built to Last



Photo Source: Libby Sartain

- Southwest Airlines has earned its reputation as one of the most outstanding companies in consumer and employment branding: Fast, FUN and Friendly is who they are.
- You want to be a Nordee?
- Check out this video about how important culture is at Zappos:

<http://about.zappos.com/jobs>

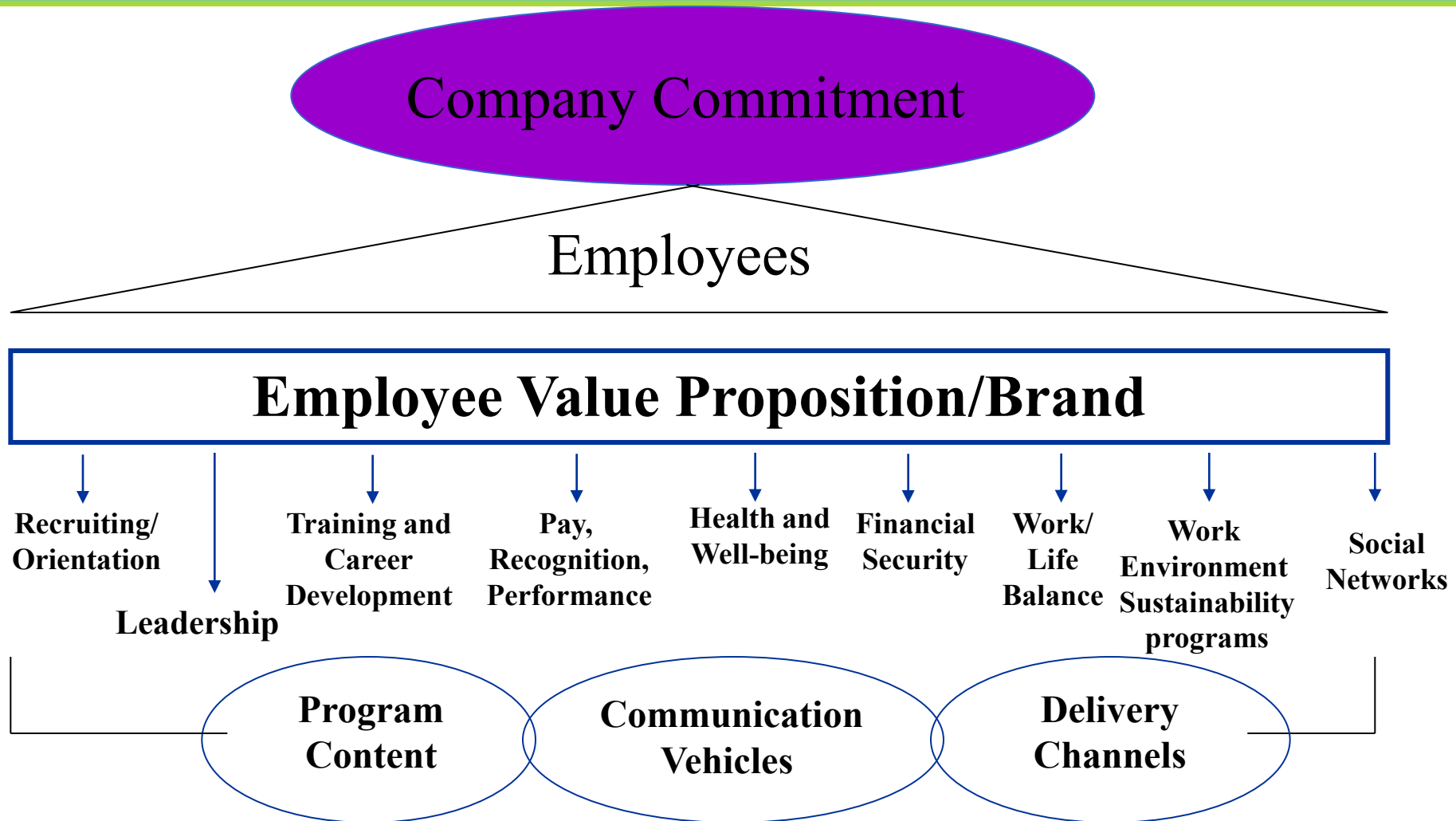
The Starbucks brand: it's all "green" to me...and to them!



The new approach to employment branding is intense and very competitive!

- Have you seen the Liberty Mutual campaign?
- \$40 Million dollars spent to transform their culture, their brand, their image, themselves.
- The Blog – entries that support attract, retain, repel.
- Is it working? They are now the responsibility company.
- <http://www.youtube.com/watch?v=wMwoexR1eVO>

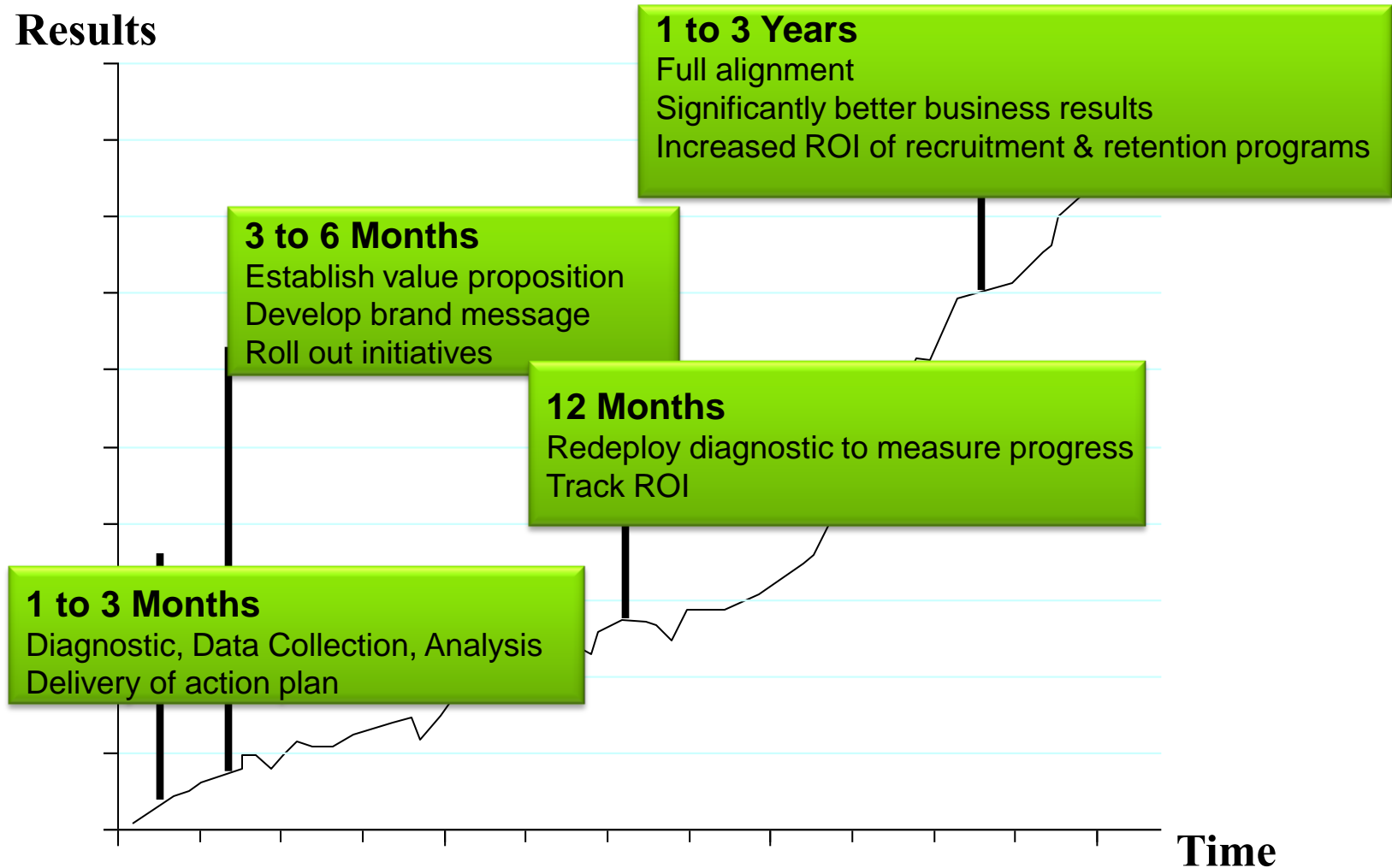
EVP and the new addition of social networking and sustainability



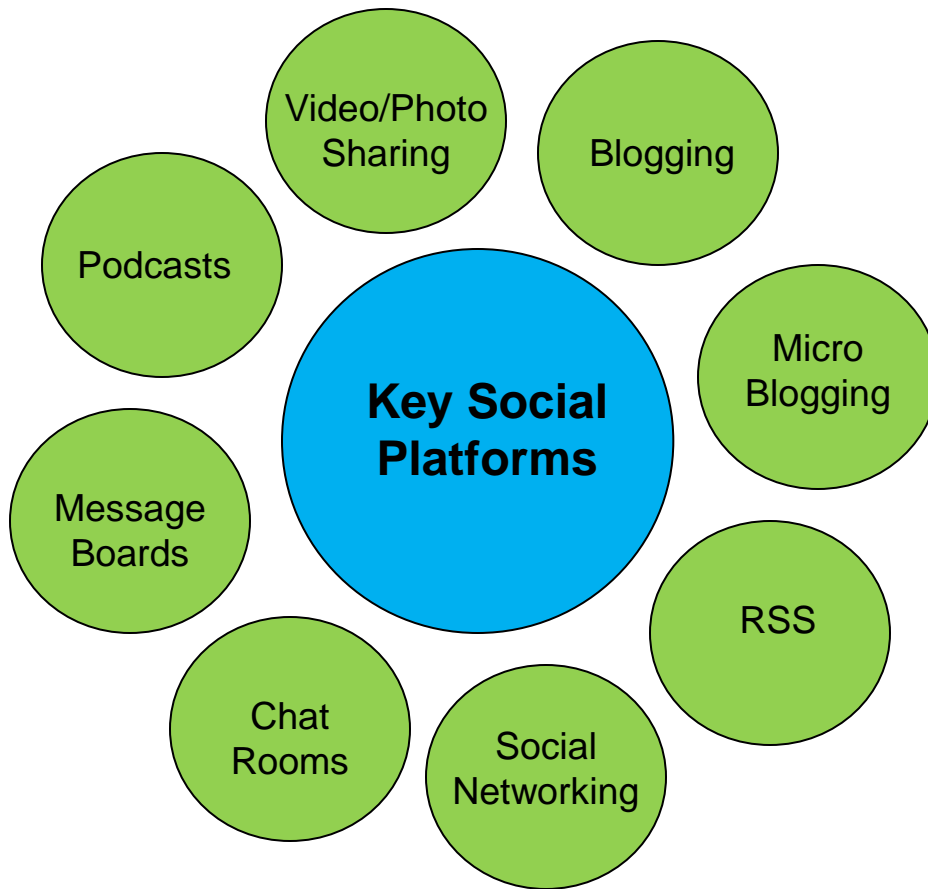
Source: Libby Sartain, co-author "Brand from the Inside"

Employment Brand Promise: Delivery Timeline

Results



Your Brand must be authentic and congruent with who you are and who you are saying you are no matter how or where you are saying it!



- Who is on your site?
- How are you different than your competition?
- What social media and social networking applications are you using to communicate your brand?

The good, the bad and the old school

- <http://www.amd.com/us/Pages/AMDHomePage.aspx>
 - Old School
- <http://www.mcmurry.com/index.php>
 - Career videos
- <http://www.facebook.com/video/video.php?v=131317834609>
 - Facebook pages
- <http://experiencepg.com/pg-social-networks.html>
 - Whole Social media landscape

EMERGE International Tools & Solutions

- lizz@emergeinternational.com
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- We offer Web Site BRAND SCANS and diagnostic assessments for employment branding, cultural integration, employee engagement all focused to increase the ROI of recruitment and retention. We also support organizations to set up social media and social networking sites and provide analytical data to track ROI. Other tools we offer:
 - The Cultural Health Indicator (CHI), The Brand Enhancer
 - Recruitment Health Indicator, Retention Health Indicator
 - Reward and Recognition Health Indicator