

# To Greater Heights



The 2020 Most Admired Brand Award finalists are embracing their employees to propel their brands even further.

By Marta Chmielowicz

Employer branding is a must in today's recruitment landscape. For the majority of organizations, developing a strong employer brand can help level the playing field when it comes to acquiring talent. In fact, LinkedIn reports that an organization's employer brand is twice as likely to drive job consideration as its consumer brand.

While branding has always been about communicating a company's reputation, today, it is also about its people. In a world where employees and candidates alike are

quick to share their experience loudly and publicly, organizations need to make sure that their employer value position (EVP) and brand marketing strategies are honest and highlight employee voices in an authentic way.

Our 2020 Most Admired Employer Brand Award finalists are doing just that. The winners will be announced at the virtual [HRO Today Forum](#), December 1st and 2nd. Learn more about their approaches here.



## ADP

ADP's global EVP, "A Journey of Human Potential," centers around three pillars: transformation, adaptation, and growth. Employees are encouraged to embrace change, challenge the status quo, bring their whole selves to work, and do meaningful work that helps others reach their full potential. By integrating the EVP into social media channels, recruitment marketing materials, associate referral materials, the employer brand handbook, and careers website, the company has been able to improve cost per hire and applicant conversion rates.



### Caterpillar Inc.

Over the past decade, Caterpillar's workforce has changed dramatically, shifting from a population that spent the majority of their careers with the company to an influx of younger millennial newcomers. This demographic shift required a shift in messaging as well, from an EVP that emphasized the career employees could have with Caterpillar to one that highlighted its broader professional and personal impact—no matter the tenure. The rebranding process required the company to conduct a series of focus groups to understand the day-to-day employee experience and identify areas of growth. The resulting EVP was integrated into an employment branding handbook that outlines employee personas, message examples for all candidate touchpoints, customizable recruitment materials, and more, and is used throughout the enterprise as an anchor for all external messaging. Thanks to these efforts, employment branding efforts in 2019 surpassed all benchmarks and prior years' performance.



### Cisco

Cisco's employer brand focuses almost exclusively on employee-generated content. Understanding that the most authentic marketing comes from trusted sources, the company works to amplify employee voices through its "Be you, with us. #WeAreCisco" campaign. Sharing what employees say on social media through the #WeAreCisco hashtag is a cornerstone of the talent brand strategy—but the organization takes it even further, encouraging employee ambassadors to go live on social media and share their stories in a series of talent brand videos. This approach saves the company time and money by making sure the branding truly represents the workplace culture and reflects what employees love most about working at Cisco: the ability to be their unique selves.



### City and County of Denver

As one of the fastest growing and most vibrant cities in the country, the city and county of Denver (CCD)'s talent acquisition team aimed to change the perception of working in government and position the CCD as one of the region's top employers. The process began with a discovery phase featuring focus groups, interviews with key stakeholders, and an online questionnaire to measure current attitudes. An overarching theme in the research found that candidates joined city governments in an effort to shape their city's future and play a part in its growth. This resulted in a new EVP, "Be a part of the city that you love. #WhereDenverWorks," that ultimately increased applications by 19 percent and drove web traffic by 217 percent.



### Duke Energy

Duke Energy's branding journey began with a new hire survey and focus groups to understand what incoming employees were looking for in an employer. The company benchmarked these results against other Fortune 100 brands to develop an EVP built on five major components: belonging, opportunity, success, purpose, and reward. Both internal and external recruitment tactics align with this EVP. For example, to communicate that the work at Duke Energy has purpose, recruitment marketing materials include the slogan "Be part of something powerful," and existing employees are encouraged to share their own purpose poster on the employee portal page.



### FanDuel Group

FanDuel Group is a company that offers sportsbook, fantasy sports, and online casino products with an award-winning brand that reflects the company's fun and unique culture: "Don't just work. Win. The FanDuel way." The company says that their employees "win" by working in a culture that brings out the best in everyone, and by getting recognized for hard work.

## Globality

### Globality Inc.

Globality is a customer- and technology-first company with a brand that aligns with the values of innovation, collaboration, and trust, and echoes the organization's overall mission of modernizing the sourcing process for its clients. The company's EVP has grown and evolved based on feedback received from customers, suppliers, and employees, with qualitative and quantitative data leveraged alongside ongoing dialogue and feedback to shape the brand from the outset. To ensure a consistent brand expression, Globality created a brand book used by every department and vendor that is supplemented with training sessions to ensure that every employee is well versed on branding guidelines. Adherence to the guidelines ensures a strong, recognizable identity for the Globality brand, no matter where it appears.



### Harris Computer

Harris Computer originally set out on its employer brand journey in 2017, calling on the expertise of the customer marketing team for insights to drive the EVP. The team reviewed social media and marketing data, internal surveys, and employee engagement data to better understand the talent landscape. The resulting brand focuses on long-term investment in companies and people, striving to create an enduring organization that will last forever so that employees' children and grandchildren can be part of the it if they choose. EVP success is measured quarterly through social media metrics, peer-to-peer feedback, employee engagement, referrals, and new hire retention.

## Honeywell

### Honeywell

Honeywell launched a global brand campaign in June 2019 that debuted a new careers site, synchronized the view of the EVP in the greater marketplace, and established each employee as a "#futureshaper." The new EVP promises employees the opportunity to work on the world's most exciting projects, transforming the cities they live in, the buildings where they work, and the vehicles that move them. It offers the opportunity to define the future of entire industry; learn something new every day from a diverse population; advance a career while solving customers' greatest challenges; work in an inclusive environment that encourages open dialogue; and celebrate their team's accomplishments.



### NBCUniversal Media

NBCUniversal developed its EVP through a year-long research project to identify what attracts and retains employees across all locations in the U.S. After conducting round tables with more than 150 employees at all levels, businesses, and functions, the company constructed its EVP, "Here you can," which is now used globally for internal and external campaigns across 30-plus brands. Intended as an invitation for employees to build a fulfilling career that makes a difference and enriches their lives, the NBCUniversal EVP enables a cohesive, company-wide candidate and employee experience that extends from internal employee messaging to social media and recruitment events.



## PVH

### **PVH Corp.**

PVH began the multi-year journey to create its employer brand in 2015. This journey can be broken down into four phases: building awareness for PVH, generating engagement, defining the EVP, and elevating the employer brand. Following a robust discovery and research phase that helped build brand awareness, PVH launched campaigns that addressed specific candidate needs. For example, candidates expressed a need for greater insights into the employee experience and career growth possibilities, so PVH engaged its associates to share their perspectives on Glassdoor and developed a web content series where employees could give career advice to perspective candidates. The launch of a global careers site solidified the brand's EVP, "Design Your Future," which is now present in every touchpoint and platform that a candidate encounters in the hiring process.



### **Rockwell Automation**

Rockwell Automation underwent a global, company-wide rebranding initiative using both quantitative and qualitative data from internal and external interviews, focus groups, benchmarking, employee engagement data, and social media and web data to distill its 117 years of history into a comprehensive EVP. The company promises a dynamic community where employees can build a thriving career through solving real-world problems that expand human possibility. This brand is integrated into every internal and external message with a localized approach across geographies. Over the past year, hyper-targeted branding initiatives have helped the company gain an advantage in highly competitive markets, including North America, Poland, Prague, and the UK.



### **Syneos Health**

Syneos Health was formed in 2018 from the merger of two companies with established and distinct brands. Drawing from employee feedback about what made each entity special and collaborating with key stakeholders across the organization, Syneos Health was able to harmonize the two EVPs into a unique, unified employer brand that energizes employees under a common purpose. Current and potential employees understand that when they join Syneos Health, they will have the opportunity to impact and help change lives; collaborate with passionate problem solvers; over-deliver and out-perform; and be empowered and thrive. This message is regularly validated through employee engagement surveys and focus groups to ensure it rings true for the current employee experience, and is communicated through both internal and external channels to ensure consistency.

## ThermoFisher SCIENTIFIC

### Thermo Fisher Scientific

The global EVP at Thermo Fisher Scientific promises a place where employees can realize their best personally and professionally. This EVP is supported by four main messaging pillars that help candidates relate and connect to the brand, with each pillar describing a “give,” or the expectations of colleagues, and a “get,” or what employees will get from the company in return for their contribution and dedication. In addition to standard brand marketing strategies, Thermo Fisher Scientific leverages unique employee stories and testimonials to communicate to local audiences. These employee stories have been well received; candidates who engage with the stories gallery spend an average of three minutes longer on the careers site than those who do not.



### Truth Initiative

As a public health organization, Truth Initiative’s employer brand focuses on giving employees access to programs that support healthy behaviors and improve health outcomes. A key element of the company’s EVP is a generous benefits package that demonstrates its active commitment to the health and well-being of the mind, body, and spirit of its staff. Organization-wide volunteer committees propel the brand further by planning and executing events and wellness challenges like “Couch to 5K” and “Walking Wednesdays.” These programs are brought to life by Truth Initiative’s employees, with employee satisfaction and feedback measured every two years to ensure the company is succeeding in its mission.



## United States Steel Corporation

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To define a brand that resonates with employees at all levels, tenures, and locations, U.S. Steel partnered with an external firm to conduct 184 interviews over five locations. Conversations were held with employees from the senior vice president level down to entry level utility technicians, ranging from 35 years of tenure to six months of experience. The company measures the resonance of the resulting EVP through hiring metrics as well as engagement and inclusion data gathered through employee surveys. The analysis of this data forms the basis of action plans that help the company continue to refine its brand.



### Wellstar Health System

Historically low unemployment and a tight talent market for healthcare professionals required Wellstar Health System to revamp its EVP to better differentiate itself among its competitors. Facing the sixth-worst nursing shortage in its home state of Georgia, Wellstar created a branding strategy to widen the talent pool in out-of-state markets. The new employer brand was fundamentally underpinned by shared common goals: “We want the same things for our organization, for our patients, and for our colleagues.” Wellstar’s refreshed employer brand was illustrated through multiple marketing materials deployed across strategically selected digital channels, specific events, and notable awards to ensure campaigns reached the right talent in the right places.