

The Evolution of Employer Brands: The Time is NOW

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unitedminds
Part of The Weber Shandwick Collective

With you today



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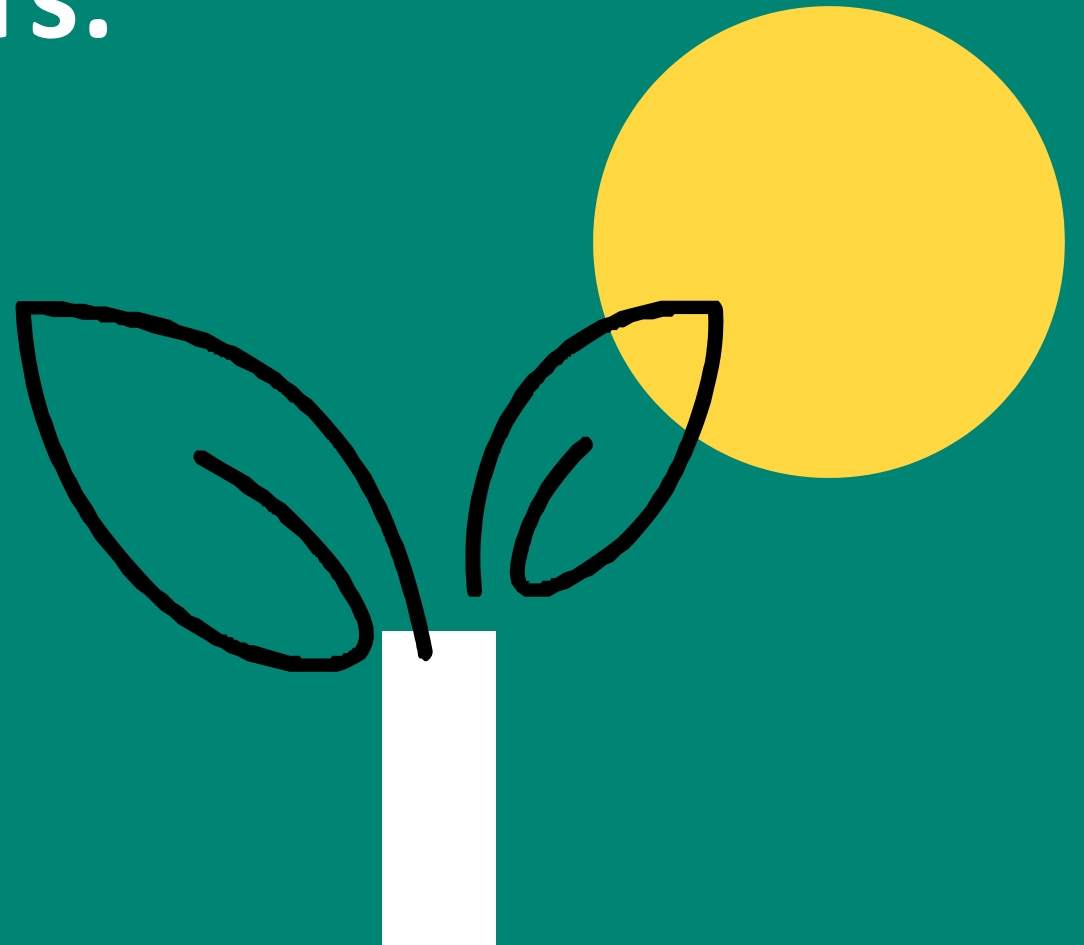
EVP, Employee Experience
United Minds

Agenda

- Why marketers need to get involved and how
- What is an employer brand, and what's the value of it
- Key findings and insights about employer brands
- How employer brand should intersect with your corporate brand
- Employer brands in action
- Takeaways for you

For marketing and communication leaders:

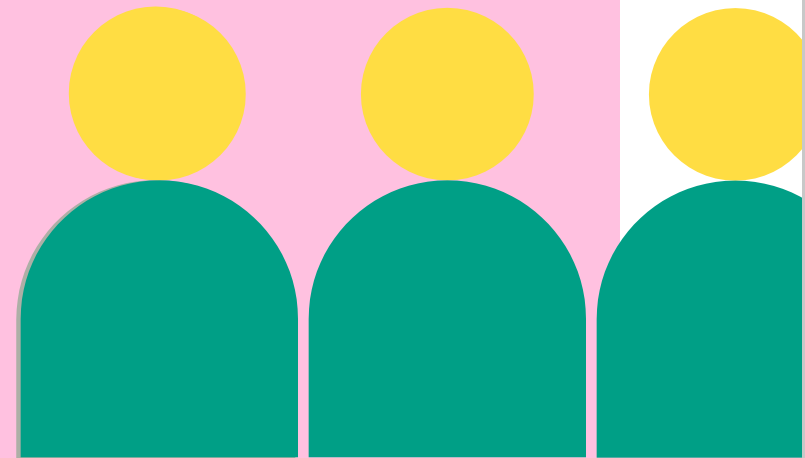
if growth is your mission,
recruitment and retention
are your challenges.



The numbers are ugly ...

By 2026:

- **6.5 million healthcare workers will permanently leave their positions**, with just 1.9 million people replacing them.
- **21% of family medicine, pediatric, OB/GYN, and other primary care physicians** are expected to retire.
- Demand for nurses will grow 5%, as more than 900,000 nurses will leave the profession.
- Healthcare organizations will need to hire 1.1 million more nurses.



... and costly.

Take nurses, for example:

- The average cost of turnover for a bedside RN ranges from \$28,400 to \$51,700, causing a hospital to lose \$3.6 million to \$6.5 million per year. **Each percent change in RN turnover costs or saves the average hospital \$270,800 per year.** (Becker's)
- Hospitals are turning to travel nurses, who receive an average hourly rate of \$120 an hour (up from \$40ish/hour pre-pandemic). **For every 20 travel RNs eliminated, the average hospital can save \$3,083,600.**

Source: Mercer's "2021 External Healthcare Labor Market Analysis"

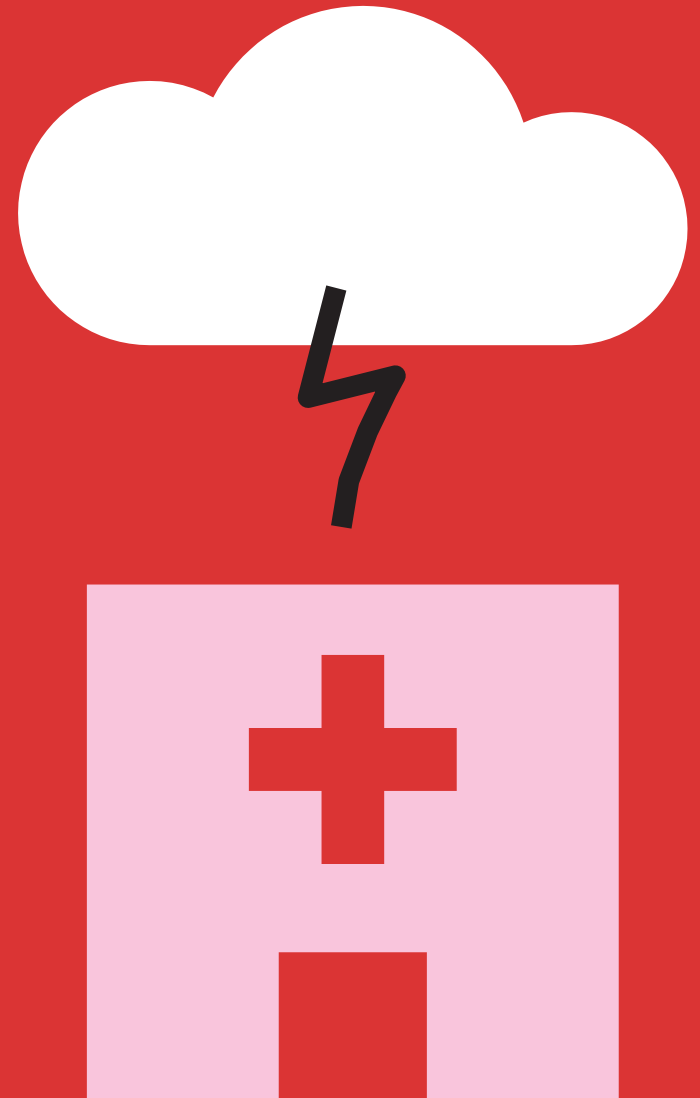


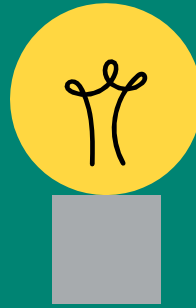
The imperative is clear

Limited staff means limited patients.
It's that simple.

Burnout, retirements, and the most competitive recruitment landscape in decades put the growth and reputation of every health system at risk.

For years to come, effective growth strategies must begin with attracting and keeping healthcare professionals.





Your Opportunity

Marketing and Communications leaders are uniquely positioned for this challenge.

Bring
your expertise
to the primary
challenge facing
your health system

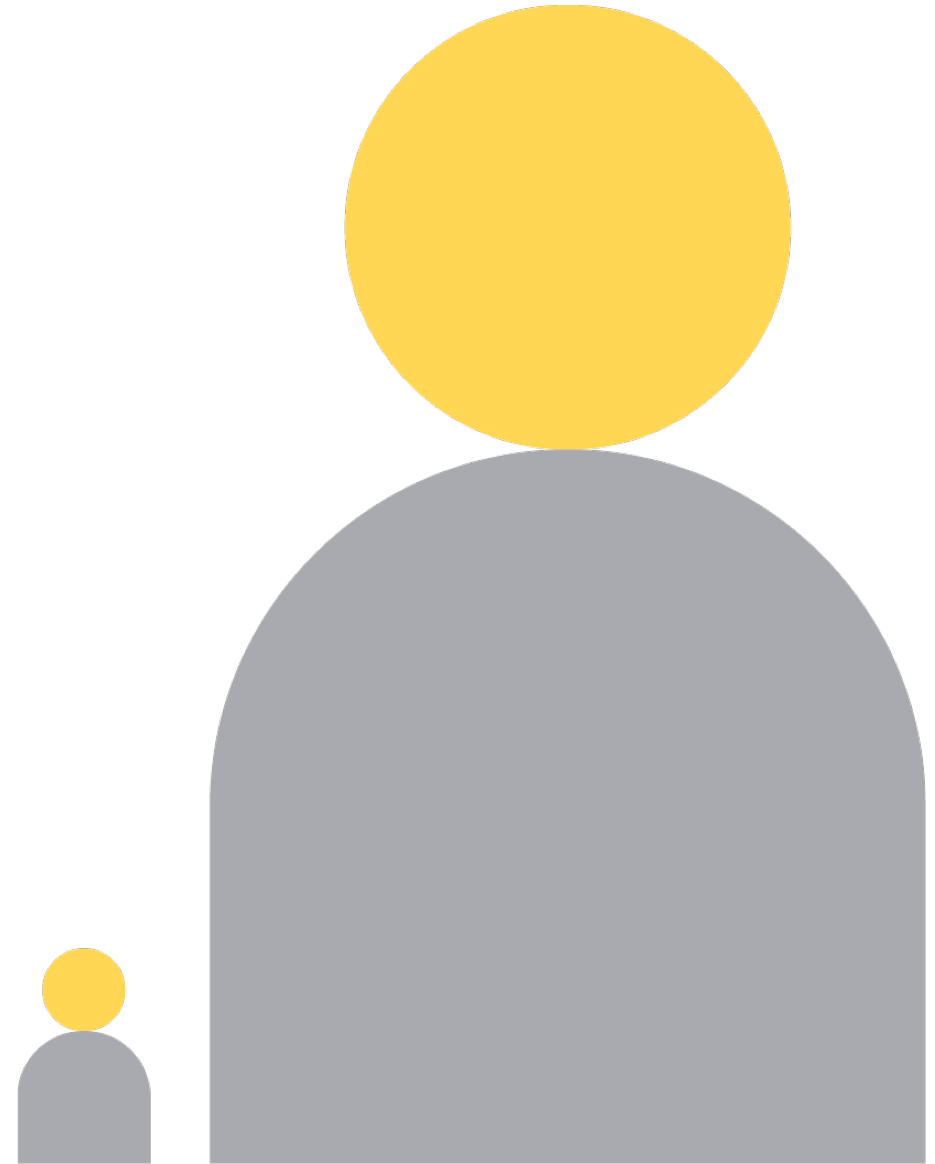
Secure
quick wins for
your leaders
through **smart
marketing**

Define your
organization's
key differentiator
(**your people**) at a
strategic level

Create a
powerful **employer
brand** that fuels
growth for the
organization

What is an employer brand?

An employer brand is your identity as an employer. It encompasses all the elements that make you who you are, while highlighting the most differentiated aspects.





Employee Value Proposition

The holistic and **differentiated experience** you deliver to your employees, across their entire lifecycle.

This is what we promise

Employee Experience

The actual, lived experience

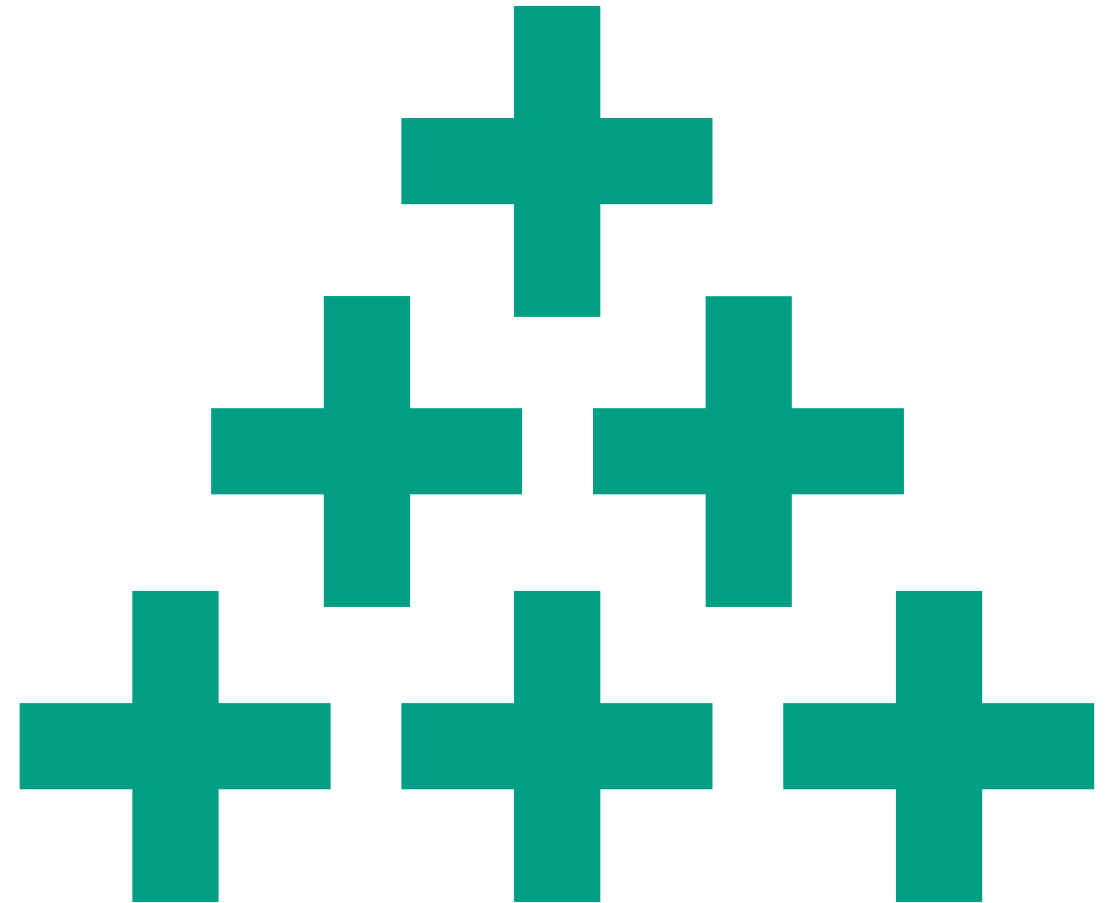
Employer Brand

Your identity as an employer. It encompasses all of the elements that make you who you are, while highlighting the most differentiated aspects.

This is how we package it

The value of employer brand

- 4X companies with strong cultures experience an increase in revenue growth 4X greater than those who don't – Forbes
- The top concern for exec leads is preserving their company culture in a post-pandemic world – Deloitte
- 82% believe culture is a source of competitive advantage – Deloitte





And, talent flocks to companies with great employer brands

**Improves candidate
attraction**

Enables organizations
to reach

50% deeper

into the labor market
to attract passive
candidates

**Drives employee
commitment**

Increases the
commitment of
new hires by

up to 29%

**Reduces
attrition**

Employees who have not
experienced unfair
treatment are

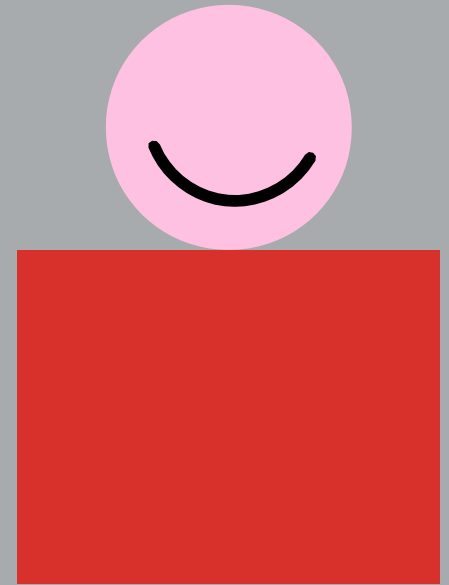
1.4X more likely

to plan to stay at their
organization for the next
year.

It's no surprise, then, that employer branding is at the top of the C-suite agenda and is the most critical priority amongst all CMOs, according to a 2022 Forrester CMO Pulse Survey.



However, what employees want from employers is changing, and so must employer brands.



To understand what employees want today, we surveyed a diverse global workforce.

We sought to understand:

- Are they satisfied?
- Would they recommend the company?
- Do they expect to stay with the company?

And most importantly, which of 79 potential factors had the most impact on the above?

HOW & WHERE THEY WORK:

Level	Job/Type	Markets
<ul style="list-style-type: none">• Individual contributors• Managers• Senior leaders• Executives	<ul style="list-style-type: none">• Professional• Service / Front-line• Trade / Manufacturing	<ul style="list-style-type: none">• US• Canada• UK• Germany• Mexico• China• Japan

WHO THEY ARE:

Inherent Diversity	Acquired Diversity
<ul style="list-style-type: none">• Gender• Race/ethnicity• LGBTQ+ status• Age• Ability	<ul style="list-style-type: none">• Military/veteran status• Religious or cultural affiliation• Parental status• Education

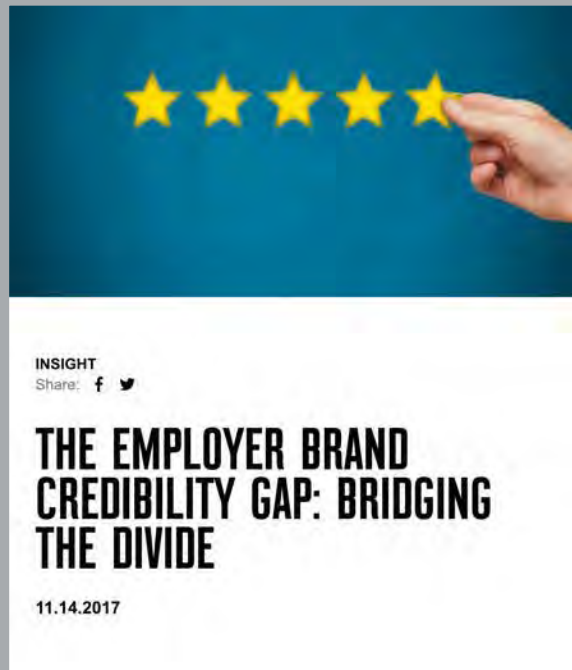
Introducing a new model for mutual commitment

Employee experience is driven by the strength of commitments made by leaders, managers, and individual contributors to fostering an inclusive, caring, and productive culture



And, employer brand credibility is just as important as ever

In 2017, we found out that a wide employee/employer gap reduced loyalty, commitment, and organizational citizenship.



Today, it is the

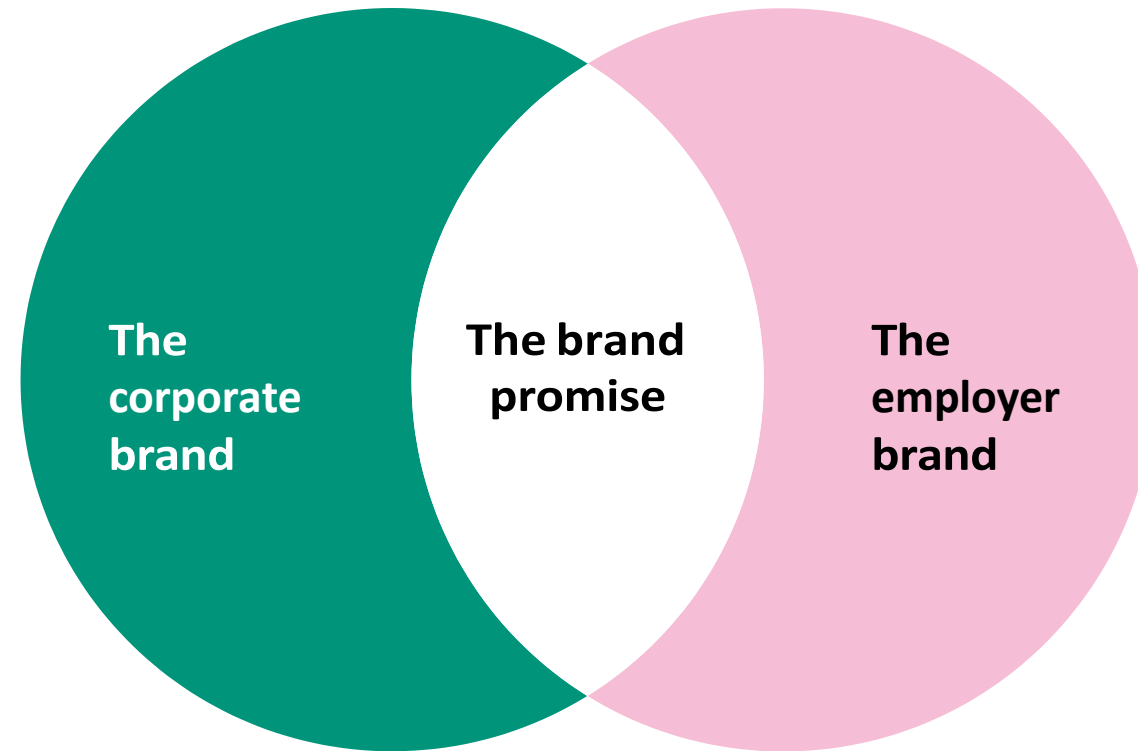
6th
most important driver
of EX.



My organization portrays itself publicly in a way that matches what it's really like to work there.

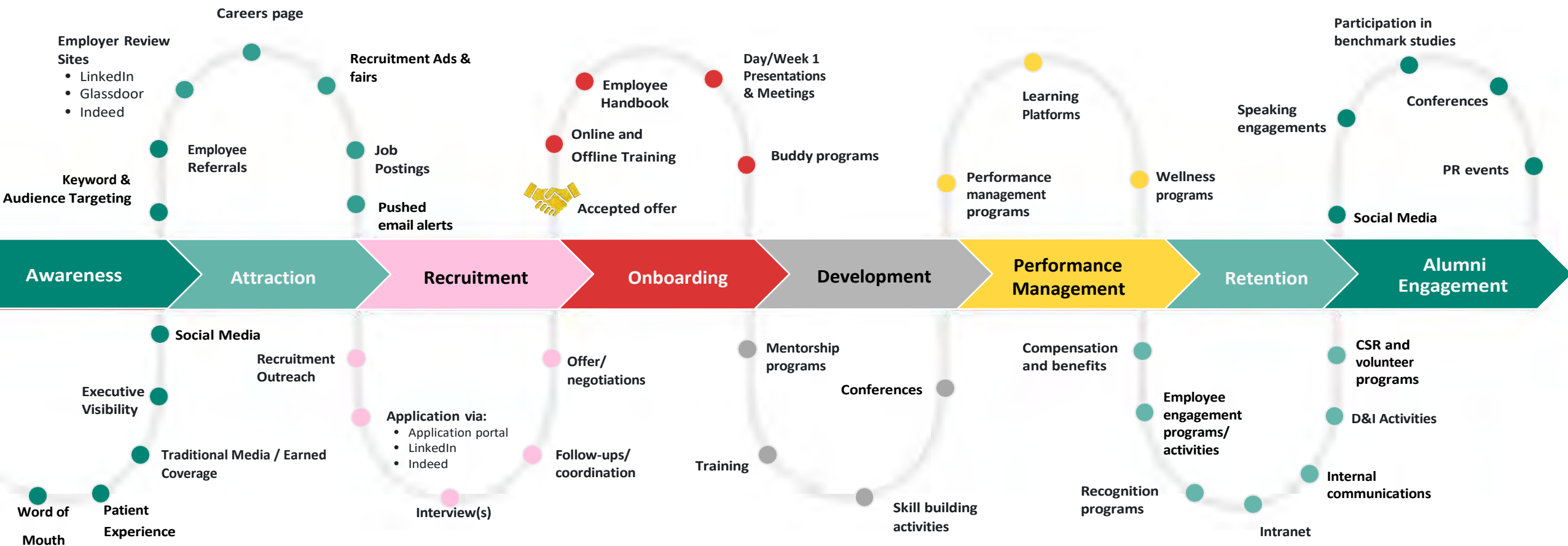


Marketing has a critical role to play in the closing the gap between corporate brand and employee brand



The corporate and employer brand each target a different group of stakeholders, but they must share a common core promise

Opportunities to build Employer Brand into marketing, communications and HR imperatives



Examples of Employer Brands in action

The Situation

Like most of our clients, a global beverage company faced increasing competition for talent, from manufacturing to front-line to corporate employees.

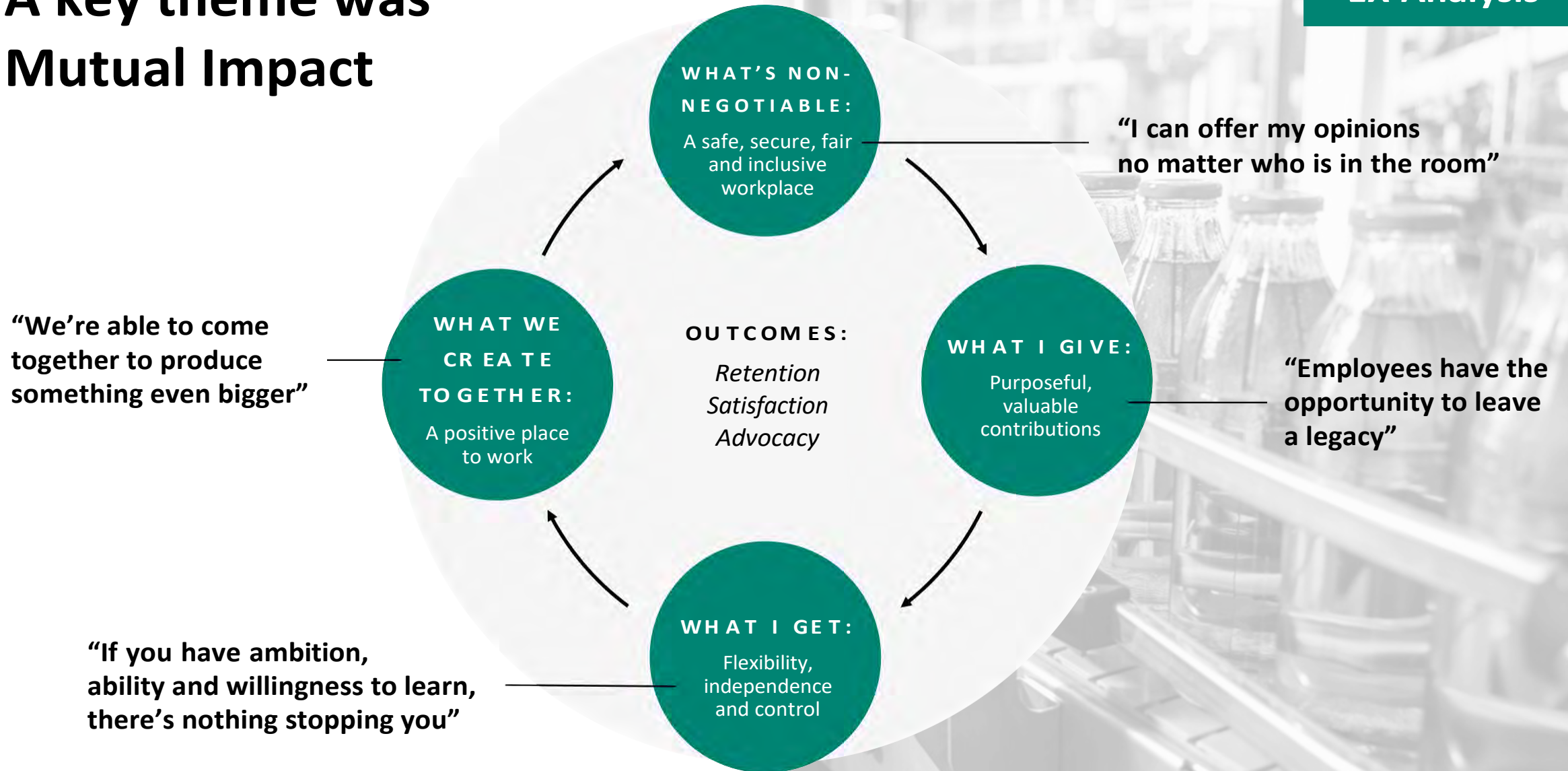
Their existing employer brand was not well adopted as many felt it reinforced organizational silos by focusing on competition.

After updating their corporate purpose, it was a natural moment to update their EVP and employer brand.



A key theme was Mutual Impact

EX Analysis



the **power** of

you **x** **us**

Your talent times the talent of 19,000 people
who dream as big as you do.

THE ASK

Help a global technology company to build a diverse pipeline of qualified, diverse candidates to fill highly specialized, niche positions.

Our Approach:

1.

Identify key talent drivers required to compete for future talent – what they value in the workplace; and their impressions of the company.

3.

Engage current and future talent by developing and deploying a multi-channel engagement campaign – driving direct interest from these targets.

2.

Create and activate a compelling EVP that differentiates the company as an employer of choice.

4.

Diversify reach by intentionally designing our campaign to reach a highly representative community.

RESULTS

Resources developed:

- Insights report, including talent personas
- EVP and supporting message pillars
- Leadership handbook and communications plan for embedding EVP internally
- Recruiter handbook
- Static and dynamic advertising assets
- Campaign video

OVER 3 MONTHS:

10M+
impressions

138K
Application views
(146% increase)

1,631
Applications
(200% increase)

Total cost per
application
~\$120
Down to ~\$40 in
the final week



CONCEPT EXAMPLE

Go Beyond

For those who believe there is a better way, the Betty Irene Moore School of Nursing at UC Davis is the place that will launch the next phase of your career. It's a promise that the school will help you rise to the challenge so you can go beyond clinical education and become a new type of health care leader.

An advertisement featuring a portrait of a smiling man with short dark hair, wearing a white lab coat with a stethoscope around his neck. The background is a solid, vibrant orange. To the right of the portrait, the text reads: **EARNED
HIS DNP.
BECAME
AN INVALUABLE
NURSING
LEADER.** Below the portrait, the words **GO BEYOND** are written in white capital letters on a dark blue background. Below this, a paragraph of text reads:

To Rayne Soriano, being a leader means going beyond bedside nursing to see the bigger system of health care. His experience at UC Davis gave him the courage to lead, to be bold, and to ask the questions he needs to make the best decisions for his patients and his team.

 Below the paragraph is a dark blue button with the text **LEARN MORE** in white. At the bottom, the **UC DAVIS HEALTH** logo is displayed next to the text **BETTY IRENE MOORE
SCHOOL OF NURSING**.

How to build an employer brand

Assess

- Materials review
- Employee survey
- Stakeholder interviews
- Focus groups
- Competitive analysis

4- 8 weeks

Plan

- EVP development
- Validation focus groups

3-5 weeks

Articulate

- Employer Brand creative concept development
- Brand guidelines
- Assets

3-5 weeks

Enable

- Internal & external engagement plan

2-3 weeks

Top 3 Recommendations

1

As marketers you are co-owners of employer brand. Marketers, HR and Communicators each own important elements of brand. Stronger connections yield better outcomes.

2

Keep your people involved at every stage of the process. More than most industries, your people are the most important part of your ability to achieve your mission and must be engaged throughout the process of creating an employer brand.

3

This is not just a creative exercise. Contribution and impact must be at the core of both the process and the outcome.



Q&A

Thank you!

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