

# INDEX

---

- Accenture 68, 74–5, 76, 118–19, 199
- accountability 30, 133
- Aditya Birla Group 118
- advertising 143–4, 145–6, 153–4, 155, 167, 179, 189–91, 199
- advocacy 1, 13, 15, 100, 177, 272
  - brand experience 230, 231
  - communication objectives 152–3, 202
  - internal engagement 214, 225
  - metrics 254, 267–8, 269
- agency support 128–9
- agility 1, 43, 56, 64, 65, 66, 69, 120
- Albert Heijn (Ahold) 15
- Allianz 174–5, 197, 198, 245–6
- Amazon 78, 113, 173, 233
- American Express 24
- analytics 252–3, 263, 268, 269, 270
- AON Hewitt 17
- Apple 116–17, 236–7
- applications 12, 168, 244, 259, 261
- appreciative inquiry 106, 108
- assessment of candidates 70–2
- attraction 78, 86–96, 131, 132, 273–80
- autonomy 43, 92, 112, 115–16
- AVIS 112, 145
- awareness 11, 12–13, 151, 152–3, 156, 191
  - communication objectives 202
  - metrics 253, 254
  - sources of 263
- Bacardi 161
- BAE Systems 146
- Bank of America 118
- banking industry 83–4, 117, 120
- Barclays 118
- BASF 114
- Battle of Trafalgar 47–8
- BBC 194–5
- benchmarking 102–3, 107, 252, 256–7, 266
- BMW 114, 115
- body language 158, 194
- Boeing 24, 82
- BP 33–5, 56, 64, 182–3, 195–6, 219
- brand associations 4, 7, 81–2, 152, 254
  - content marketing 189, 196, 199
  - reputation 93, 94, 95
- brand builders 235, 236, 242
- brand busters 235, 236, 238–9, 242
- brand equity 13, 21, 272
- brand experience 3, 9, 13, 40, 45, 221, 229–42, 271
  - engagement surveys 100–1, 106
  - events 199
  - EVP pillars 124
  - HR accountability for 126
  - L'Oréal REVEAL 175–7
  - metrics 264, 267, 269
  - touch-points 224
  - websites 168
- brand hierarchy 38–40, 43, 132
- brand identity 144, 149–51, 153–4, 165, 219, 248
- brand image 13, 16, 90, 121, 124, 201, 209
  - metrics 95–6, 253, 254
- brand mantra 111–12, 144–5
- brand personality 43, 138, 219

- brand pillar content mix 206, 208
- brand positioning *see* positioning
- brand signatures 235, 236, 237, 242, 272
- branding 7–8, 9
- business strategy 49–52
  
- campaign execution 145–9
- campus marketing 170, 182–5
- candidate experience 264
- capabilities 50–2, 53–4, 127, 131, 132, 272
- care 30, 98, 99, 100
- career advancement 92, 103–5, 112, 118, 270, 272, 274, 276
- career websites 12, 168–77, 184, 272
- challenges 98, 99, 100, 119
- change 18, 52–3, 127, 134–5, 202, 221, 224
- Channel 4 31–2, 135
- Chevron 114, 119
- Churchill, Winston 213–4
- Citibank 40, 118, 137
- Clifford Chance 118
- Coca-Cola Company 40–1, 57–60, 137
- Collins, James 23–4, 26, 38
- commitment 6, 34, 119, 224, 232
- communication 8, 9, 13, 18, 43–4, 104, 236, 271
  - agency support 129
  - brand personality 138
  - content marketing 187, 188, 272
  - creative development 150, 151, 154
  - EVP development 123, 142
  - internal 214, 215, 220–1, 224–5, 226–7, 254
  - interpersonal 69–70
  - language 157, 158
  - messaging framework 162–5
  - objectives 152, 154, 156, 189, 201, 202–3, 209
  - planning 201–10
  - Second World War 213–14
  - touch-points 238
- competences 51, 52, 53–4
- competitive advantage 18, 50–2, 135, 233
- competitor analysis 84–6, 95, 119, 129, 132
- Conoco Phillips 119
- consistency 27, 38, 79, 101, 156, 156, 224–5, 241–2
  - core brand idea 144, 145–6, 148
  - global 57, 73, 136, 137
  - metrics 253, 254
  - service sector 230–2
  - strength-stretch challenge 134
- consumer understanding 50
- The Container Store 243
- content audit 204–5
- content marketing 146, 183–4, 187–200, 219, 272
- content playbook model 206, 207
- conversion premiums 14, 254, 258, 260, 261
- corporate social responsibility 29, 91, 273, 275, 277, 279
- cost per hire 12, 16, 20, 254, 264
- creative development 143–56
- creativity 1, 30, 32, 135, 141, 266
- cultural variability 74
- culture 1, 106, 127, 192, 232, 233, 234
- customer experience 44, 230–32, 235, 242
- customer focus 28, 30, 104
- customer satisfaction 15, 19–20, 21, 230, 231, 233
- cycle time 210–1
  
- Daimler 113–14
- Darwin, Charles 37, 38
- data 129–30, 246, 251, 252–4, 257–8
  - see also* metrics
- DBB 143–4
- decision making 99, 153–5, 156
- Deloitte 2, 54, 75, 83, 84–5, 118, 195, 252
- Deutsche Bank 82, 117, 120, 121, 137

- Diageo 40
- differentiation 109–10, 121, 128, 135, 144, 185, 233
- Disney 24, 41, 135
- diversity 29, 30, 32, 34, 73–9, 104, 120, 155, 164
- Dove 190
- Drucker, Peter 97
- eBay Inc 41
- Edelman Trust Barometer survey 40, 188
- EDF 119
- Einstein, Albert 251
- emotional engagement 223–4
- empathetic design 236
- employee generated content (EGC) 188, 195, 204, 226, 271
- employee profiles 191–4, 200
- employee referrals 13, 169, 177–8, 184, 185, 202, 254, 263–4, 267, 269
- Employee Value Proposition (EVP) 4, 8, 9, 18–19, 21, 44, 95–6, 103, 272
- attribute appeal 256
- Brand Experience Index 266
- Coca-Cola Hellenic 59, 60
- communication planning 201
- core values 32–3, 35
- development of 123–42
- focus on positives 100
- groups and subsidiaries 41–2
- HR strategy 54
- integrated brand model 41
- internal engagement 214–5, 220, 226
- interview process 246
- leadership engagement 216
- LEGO 25
- local adaptation 57, 160–1
- long cycle elements 210
- McDonald's 5, 7, 14, 197
- measurement 20
- message hierarchy 203
- Monsanto 162–5
- recruitment toolkit 219
- talent management 54–5
- teamwork 114
- touch-point re-design 239
- validation 158, 159, 165
- employer brand, definition of 3–7
- employment deal 124, 202
- empowerment 59, 104, 115, 133, 241
- engagement 3, 11, 16–20, 21, 41, 97–107, 152
- brand insight platform 131, 132
- Coca-Cola Hellenic 58, 59
- communication objectives 202
- emotional 223–4
- internal 213–27
- leadership 216–18
- metrics 254, 266, 267–8, 269
- sustainable 17, 100, 268
- engineering companies 120
- entrepreneurship 30, 85
- E.ON 119, 238
- Ericsson 137
- ESPN 41, 115, 173
- events 182, 183, 199, 223
- Evian 190
- excellence 28, 30, 35, 59
- expectations 99, 244, 246–7, 249
- Exxon Mobil 119
- EY 118
- Facebook 2, 85, 153, 178, 180–1, 195–6, 237
- content audit 204
- content marketing 187–8
- degrees of separation 167
- impact on recruitment 169
- purpose 113
- FAQs 195
- Ferrari 66
- Ferrero 139–40
- financial services 103, 104, 120
- flexibility 6, 86, 87, 105, 115, 160–1
- attraction factors 273, 275, 277, 279
- Santander 238

- focus groups 94, 106–7, 108, 129, 130, 158–9, 238
- Ford, Henry 27, 143
- Francis, Pope 229
- freedom 98, 99, 100
- Fritolay 41
- fun 28, 29, 30, 60, 234
- Gallup 17, 98–99
- gamification 173–7, 184, 188, 197–9, 249, 272
- gender 74, 79, 91, 270, 272, 274, 276
- General Electric (GE) 119, 137, 237
- give-get challenge 133–4, 141, 142
- GlaxoSmithKline (GSK) 26, 140, 141
- global-local challenge 56–7, 136, 159–61
- global operating skills 69–70
- global plays 205–6, 210
- Google 70, 171, 194, 197, 246, 251–2
  - ‘20% time’ 116–17, 237
  - ‘Googliness’ 12, 63
  - job searches 172
  - purpose 25, 113
  - viral advertising 190, 191
- Google+ 169, 182
- graduates 56, 66, 85, 86, 172, 192
  - campus marketing 170, 182–5
  - STEM 67–9, 72, 146–7, 149, 183, 255
- Grant Thornton 137
- group brands 41–3, 44, 45
- group-think 73, 79, 237
- Guardian Media Group 28
- ‘halo effect’ 13
- health and safety 29–30
- Henkel 118
- hero profile 193
- Hewlett-Packard (HP) 24
- high performers 16, 55
- high tech companies 103, 104, 120
- Hilton 27
- Holiday Inn 41
- HSBC 118, 145, 146
- human resources (HR) 3, 8, 44, 45, 57, 234
  - agency support 128–9
  - EVP development 126, 127
  - HR strategy 49, 52–4, 60
  - internal engagement 214–5, 219–20
  - on-boarding 247
  - PR 169, 197
  - talent analytics 252
  - touch-point reviews 238–9
- IBM 236
- IKEA 135, 230
- image resources 153
- inclusion, culture of 75, 77, 79
- inclusive/exclusive talent perspectives 55, 61
- industry image 83–4
- infographics 197, 245–6
- Innocent 26
- innovation 29, 30, 32, 50, 70, 136
  - attraction factors 86, 91, 93, 273, 275, 277, 279
  - Monsanto 162
  - positioning 110, 112, 116–17, 119
- inside stories 194–5, 200
- insight platforms 130, 131, 132
- integrated branded house model 40–1
- integrity 29, 30, 44, 66
- Intercontinental Hotels Group (IHG) 41, 116
- internal branding 233, 234
- internal marketing (IM) 213–27, 232–3, 234, 242, 272
- internet 167, 168, 170, 194
  - see also* websites
- interpersonal communication 69
- interviewing 70–2, 244, 246, 252
- job boards 154, 169, 170, 181, 183, 184, 264
- job descriptions 194, 200
- job security/stability 86–7, 88, 90, 92, 103–6
- John Lewis 113, 194–5
- Johnson & Johnson 28–9

- J.P. Morgan 112–13  
 JTI 53, 54, 75, 114, 117–18, 193, 238, 241
- Kenexa Research Institute 17
- Lafarge 127, 238  
 Lafley, A.G. 49, 50–2, 65  
 language 157, 158, 222  
 leadership 3, 19–20, 42, 43, 104, 234, 271  
   attraction factors 270, 272, 274, 276  
   Coca-Cola Hellenic 58  
   emotional engagement 223  
   EVP development 126, 129  
   internal engagement 214–16, 226  
   Monsanto 162  
   student goals 87, 88  
   trust in 105, 108  
 learning 29, 98, 99, 112, 117–18, 127, 179, 238, 247  
 LEGO 38–9, 135, 136, 141, 192, 203, 266  
   on-boarding 248, 249  
   People Promise 123, 216–8  
   purpose 25  
   touch-point planning 237–8  
 Lincoln, Abraham 123, 265  
 line managers 215, 220, 234, 247  
 LinkedIn 2, 20, 153, 171, 178–80, 181, 185, 196  
   content audit 204  
   content marketing 187–8  
   data analytics 253  
   impact on recruitment 169, 181–2  
   purpose 113  
   student recruitment 184  
   surveys 12, 67, 93–4, 172  
   Talent Brand Index 258  
   Talent Flow Analysis 86, 87, 96  
 local adaptation 136, 155, 159–61, 272  
 localization 57, 205, 206, 247  
 L'Oréal 40, 82, 83, 109–11, 145, 174–7, 183, 197, 255  
 loyalty 1, 230, 231, 267–8  
 magazines, company 194–5  
 marketing 49, 128, 254, 260–1, 269  
   *see also* internal marketing  
 McDonald's 5–7, 14, 40, 77, 138, 180, 197, 257  
 McElroy, Neil 37–8  
 McKesson Healthcare 124  
 McKinsey 16, 64, 68–69, 74, 244  
 media 153, 154, 156, 167–85, 189–90, 207, 210, 211, 262  
 message hierarchy 203  
 messaging frameworks 162–5, 203, 219  
 metadata 205, 210  
 MetLife 114, 160  
 metrics 95–6, 251–68, 272  
 microblogging 169, 181  
 Microsoft 25, 27, 115–16, 137, 199  
 mission 26–7, 39, 92, 98–9, 162, 202  
 mobile devices 168, 171–2, 271  
 Monsanto 162–5  
 motivation 1, 98, 267, 268  
 NASA 149–150, 230  
 Nationwide 33  
 Netflix 16, 196  
 new joiner surveys 93, 94, 129, 238, 257  
 Newton, Isaac 123  
 NIKE 26, 112, 145  
 Novartis 238  
 objectives 131, 152, 154, 156, 189, 201–3, 209, 215  
 Ogilvy & Mather 41  
 Old Spice 190  
 on-boarding 2–3, 16, 127, 238, 241, 246–50, 254, 264–5, 269  
 openness 28–9, 30, 66, 237  
 parent-subsidiary model 41–3  
 Paris 81–2  
 passion 30, 59, 64, 110, 116, 119, 192–3  
 Paypal 41  
 Pepsico 41, 110–11, 126  
 perceptions 4, 95, 156, 202, 256

- performance 1, 2, 11, 15–18, 21, 29, 30
  - brand positioning 110, 112, 118–19
  - diversity and 77
  - give-get challenge 133
  - metrics 254, 266, 267, 268
  - RBS Group 19–20
  - scorecard 101–2
- performance management 3, 117–18, 127, 178, 220, 238, 241, 250
- personal qualities 63–5, 70–2
- personalization 173, 188, 199, 200
- pharmaceutical companies 120
- Philips 54, 178
- Pinterest 169, 182
- Points of Difference (POD) 135, 256
- Points of Parity (POP) 135, 256
- Porras, Jerry 23–4, 26, 38
- Porter, Michael 8, 50, 233
- positioning 109–21, 124–5, 132, 136, 137–8, 140, 142, 144
- Presley, Elvis 187
- Pret a Manger 232
- print media 168, 169, 170, 182, 184
- Procter & Gamble (P&G) 12, 40, 65–6, 135, 148–9, 230, 257
  - assessment of candidates 71
  - capabilities 50–2
  - differentiation 109–11
  - diversity 74
  - employee generated content 226
  - employee profile 192–3
  - global play 205–6
  - ideology 24
  - online guidelines 219
  - positioning 137
  - reputation 257
  - strategy 49
- professional development 59–60, 99, 117–18, 135, 238
  - attraction factors 86, 91, 93, 273, 275, 277, 279
  - EVP development 127
- professional networks 169, 170, 178–80, 183, 184
- professional services 231–2
- progression 99, 112, 118
- promises 158, 189, 204, 227, 234, 254, 266
- public relations (PR) 169, 197
- pulling power 13
- purpose 24–6, 35, 38, 66, 98–9, 100, 112, 113–14
- Q&As 195–6, 200
- qualitative research 106–7, 108, 130
- quality 28, 30, 99, 104, 259, 263, 269
- racial diversity 74
- Rallyverse 196–7
- RBS Group 18–20
- recognition 38, 98, 99–100, 238
- recruitment 2–3, 7–8, 150, 202, 214, 215, 244–6
  - agency support 128
  - assessment of candidates 69–72
  - Coca-Cola Hellenic 58
  - content marketing 189
  - McDonald's 6–7
  - measurement of effectiveness 254, 260–2
  - media channels 167–85
  - priorities 152–3
  - sources of hire 168
  - talent strategy 56
  - toolkits 219
  - touch-points 238
- Red Bull 180
- referrals 13, 169, 177–8, 183, 184, 185, 202, 254, 264, 267, 269
- remote college recruiting 183–4
- reputation 13, 14, 17, 21, 81–96, 124, 152, 271
  - brand insight platform 131, 132
  - current and desired 151–2
  - Facebook 181
  - measurement of 253, 254, 255–7, 270
- research 12–13, 106–7, 108, 129, 130, 158–9

- resources 51
- respect 28, 30, 34, 38, 40, 244, 276  
 attraction factors 86, 91, 93, 270, 272, 274  
 engagement 98, 99, 100
- retention 2, 103–7, 153, 177, 202, 214  
 brand insight platform 132  
 metrics 254, 266, 267–8, 269  
 on-boarding 246
- Reuters 54
- rewards 3, 98, 99–100, 104, 125, 129, 237, 238
- Rio Tinto 118
- rituals 243
- Rolls-Royce 118, 119, 146
- RPG Enterprises 77, 102
- salaries 91–2, 93, 103, 105, 270, 272, 274, 276
- Santander 82, 115, 126, 135, 158, 219–20, 238
- Schlumberger 119
- screening 244, 253, 269
- search engines 169, 172, 184
- Second World War 213–4
- segmentation 77–9, 80
- Selfridges 229
- senior management 127, 129, 223–4, 227
- service sector 230–2
- SGS 119
- Shell 12, 114, 119
- Siemens 191–2
- simplicity 1, 30
- Skoda 42
- SlideShare 196
- smartphones 168, 171–2, 226
- social listening 261
- social media 2, 153–4, 168–71, 177, 180–4, 187–8, 199, 263
- social reputation audit 95
- Southwest Airlines 27, 29
- Stakhanov Movement 63
- Standard Chartered Bank 220
- STAR format 71
- Starbucks 180, 231
- start-ups 84–6
- statements of purpose 24–6, 35
- status 112–13
- STEM graduates 67–9, 72, 146–7, 149, 183, 255
- stories 97–8, 107, 194–5, 200, 201, 204, 218, 249
- strategy 47–61, 129
- strength-stretch challenge 134–5, 142
- student goals 86–9, 96
- subsidiaries 41–3, 44
- surveys and studies 11–13, 23–4, 40, 54, 64, 67  
 attraction factors 86, 91–3, 273–80  
 banking industry 83  
 brand image 257  
 candidate experience 264–5  
 diversity 74, 75–6  
 employee performance 98–100  
 engagement 16–19, 99–103, 106, 107, 221, 266  
 entrepreneurialism 84–5  
 EVP development 126, 127, 129  
 external validation 159  
 hire quality 259–60  
 media channels 168–71, 172, 178, 181, 183  
 new joiner surveys 93, 94, 129, 238, 257  
 on-boarding 246  
 referrals 177  
 student goals 86–9  
 talent analytics 252  
 touch-point reviews 238
- symbolism 158
- Talent Brand Index 258
- Talent Flow Analysis 86, 87, 96
- talent management 2, 3, 21, 44, 45, 127, 179  
 internal engagement 219–20  
 talent strategy 54–5, 56, 61
- talent shortages 67, 75

- target audiences 43–4, 144, 150–1, 154–5, 271, 272
  - communication planning 202–3
  - content mix 206, 209
  - insight platform 131, 132
  - messaging framework 162–5
  - metrics 258
- Team Sky 11
- teams 30, 59, 98, 112, 114–15, 155
  - EVP development 126–7
  - LEGO 136
  - on-boarding 247
  - team profile 193–4
- technology 127, 164, 168, 226, 247, 272
- Tesco 79, 113
- Thales 146–7
- third-party recruiters 169, 181–2, 184
- TMP Worldwide 162, 172, 174, 263
- Total Reward Model 124–5, 127
- touch-points 132, 224, 234–5, 237–9, 240, 241
- Tourism Queensland 190–1
- Towers Watson 13, 14, 18, 19, 90, 92, 116
  - engagement 16–17, 100–1, 102, 103, 268
  - Total Reward Model 124–5
- Toyota 135, 236
- training 34, 56, 99, 104, 118, 236
  - agency support 129
  - attraction factors 86, 91, 93, 273, 275, 277, 279
  - Coca-Cola Hellenic 58
  - McDonald's 6
  - Monsanto 164
  - US Marine Corps 243
- Trilogy Software 248
- trust 29, 30, 38, 40, 105, 108, 158, 224–5, 232
- turnover 12, 14–15, 19–20, 56, 106, 252
- Twitter 2, 153, 169, 178, 181, 187–8
- UBS 82, 118
- Unilever 40, 109–11, 118, 238
- universities, links with 182–3
- Universum 83–6, 88–91, 93–4, 113, 171, 182, 257, 262
- US Army 12
- US Marine Corps 243
- validation 158–9, 165
- values 24, 27–35, 38, 70, 72, 157, 242
  - attraction factors 92
  - communication objectives 202
  - emotional 231
  - LEGO 39
  - shared 77
- video 169, 171, 184, 190, 193–4, 195, 204, 224
- viral marketing 190–1
- Virgin Media 240
- vision 26–7, 39, 77, 92
- visual positioning 120–1
- Volkswagen 42, 43, 143–4
- Volvo 114
- Walmart 25
- websites 12, 78, 153, 168–77, 183, 184, 263, 272
- Whole Foods Market 248
- women 74
- word of mouth 8, 151, 177, 229, 254, 260
- work environment 105, 235, 237, 238, 239, 270, 271, 273, 275
- work-life balance 29, 86–7, 88, 90, 93, 115, 116, 133, 237, 238
- workshops 126–7, 130–8
- WPP 41
- YouTube 2, 153, 169, 171, 182, 190, 194, 204
- Zappos 29, 31, 33