[Brand and label as required]

1. **GOAL**

**Create an employer brand platform that reflects Company X’s organizational performance objectives and drives attraction, engagement and retention of talent.**

* Create a stimulating and content-rich employer brand that is linked to the company’s purpose.
* Develop positioning through partnerships with key internal stakeholders to drive an aligned messaging system that educates, inspires and convinces prospective recruits to join and employees to stay.
* Build excitement and esprit de corps around Company X’s compelling story, including its steady growth and sustained momentum.
* Improve recruiting success by clarifying the company’s key messages.
* Equip TA with tools to talk about the company and its success.

1. **OBJECTIVES**

*What we aspire to achieve as an employer*

* **To recruit from a position of strength**

We earn a reputation in the marketplace that as such we don’t have to spend time trying to convince people why they should work for us.

* **To increase our recruiting power exponentially**

We turn our entire workforce into a team of headhunters.

* **To give our employees a coherent, compelling message to pass along**

Everyone is consistently “on message” and tell others about why Company X is a great place to work.

* **To unleash the power of storytelling**

We seek out and leverage stories about the experiences people have with Company X to illustrate the tangible value we bring to people's’ lives.

* **To transform our employees into talent magnets themselves**

We build a team that embodies our spirit and reflects our beliefs to become walking talent magnets, attracting people like themselves to the Company X work experience.

* **To solicit and truly hear the voice of the employee – current and potential**

To develop and institutionalize processes that enable us to hear the voice of the employee.

* **To always make sure we “walk our talk”**

Apply what we hear from employees to continually improve the Company X work experience and never make employment promises we can’t keep.

**III. SITUATION ANALYSIS**

Company X has significant market momentum, particularly as it relates to the company’s financial performance year over year. At year-end, revenue increased to $4.8 billion for 5 percent growth over 2015, and the company segment profit grew 9 percent. In fact, it could be argued that no healthcare company is better positioned to take advantage of the added momentum it’s received recently, brought on the heels of the recent acquisitions of X, Y and Z.

It is also clear Company X is ready to forge a communication strategy that aligns the corporate brand with the talent market to compete in a record low unemployment market. As such, a clearly understood employee value proposition must be identified, validated, articulated and ultimately activated.

**IV. INTERNAL STAKEHOLDERS**

* List each person here

**V. DEVELOPING THE EMPLOYER BRAND STRATEGY**

***Timeline:*** *Usually 6-9 weeks, depending on how quickly appointments can be arranged with members of the company.*

**Insight Phase**

The first step is, in many ways, the springboard for all else to come. We need to learn about Company X’s strategy, proof points and real personality—the individuals, history, and soul that drive the work and culture. So, we’ll spend time listening to plans for the company and reflections about the organization. On top of that, we interview 8-10 leaders (members of the company’s ruling body, its rainmakers, its culture-bearers and those who will take the company into the future) to gather stories. Stories are key because good marketing is about memorable storytelling. We will also conduct focus groups and a company-wide survey. In the meantime, we will establish a branding committee to review and direct the strategy and resulting in creative materials. We aim to elect 5-8 executives on this committee. Members of this committee should be respected members of the company representing different service areas, offices and points of view.

* 1. Project Kick-Off Stakeholder Workshop

A structured workshop with an agency partner, to identify our strengths as an employer, what motivates and demotivates employees, and the skills, strengths, and competencies of Company X. Present and discuss how to position Company X in the employment marketplace. Specific discussion will center on gaining an understanding of the employment experience and challenges in the given market/business unit.

* 1. Information Review

Here we build on the existing employee-related data, leverage the foundational elements of Company X’s corporate brand, and understand the baseline reality of how the company currently communicates to employees and candidates. Following is a list of items often included in review:

* Corporate Brand Platform
* Mission, vision, business strategy, recruitment and retention strategy
* Recent engagement surveys, employee satisfaction surveys, exit interviews or early impression surveys
* Current recruitment advertising to target audiences
* Internal communications/newsletters
* Employee programs (T&D, onboarding, professional development, etc.)
* Current metrics utilized and corresponding reports
  1. Persona Workshop (In-Person Meeting)

Conduct an engaging persona workshop to map core personas and gain deeper understanding of key groups and the motivators + influences that will engage target audiences with Company X. This usually takes place 3 weeks after the initial stakeholder workshop meeting.

* 1. Leadership Interviews

Conduct 8-10 interviews with key leaders in the organization to gain insight into the employment experience today and aspirations for the future. We recommend conducting these interviews with leaders who have a strategic view of corporate business objectives, talent management, and workforce planning, division/business leads and those in the C suite.  Each interview will last 30-45 minutes.  An interview guide will be developed in advance.   
Add at least 2 interviews per additional territory, location, and division.

* 1. Employee Perceptions Survey

Conduct an online survey consisting of 30 questions (with up to five open-ended questions). Topics include the importance of employment experience attributes, employer delivery of employment experience attributes, competitor identification, preferred message content, and preferred message channels. Respondents are categorized by business unit/division/geography, job category, tenure, total work experience, gender, and level of engagement.

* 1. Employee Focus Groups

Conductup to 6 professionally moderated 2-hour sessions at Company X locations with 8 to 10 current high-performing employees per session. During the focus groups, we will discuss topics that will help us gain an understanding of the employment experience, why employees chose Company X, why they choose to stay and what their key motivators are. The agency will develop a discussion guide, moderate the focus groups and deliver a findings report.

* 1. External Research

To balance the leadership view and the employee view, it’s also critical we factor in the market’s perception of Company X. Therefore our external research is based on interviews with qualified candidates who have been identified as individuals that represent key audiences/skills and across a variety of sectors, businesses, locations, and disciplines. We also conduct field research for people who are aware of the brand but haven't applied, to understand wider brand identity. Finally, we conduct a competitive analysis of three competitors' websites and social media to assess the tone of voice, content, online behavior, engagement, and interactions with potential candidates.

Proposed research matrix:

|  |  |  |  |
| --- | --- | --- | --- |
| **Leadership Interviews** | **Employee Online Survey** | **Persona Workshops Groups** | **External Research** |
| 8-10 leaders | Representative sample of 10,000 people | 1 employee focus group for up to 6 segments. Please note we suggest picking the 6 segments based on high volume hiring projections and hard-to-fills:  *\*All focus group locations are TBD* | Conduct interviews with qualified candidates who represent key audiences/skills, across a variety of sectors, businesses, locations, and disciplines.  Conduct field research for people who are aware of our brand but haven't applied, to understand wider brand identity.  Competitive analysis of three competitor’s websites and social media to assess the tone of voice, content, online behavior, engagement, and interactions with potential candidates |

* 1. Deliverable: Findings Report

At the completion of the Insight phase, provide findings report that encapsulates the key results of the research. Present the findings to the project team before moving into the Development phase.

**VI. DEVELOPING THE EMPLOYER BRAND IDENTITY**

***Timeline:*** *Usually 1 month.*

**Development Phase**

* 1. Deliverable: Employer Brand Platform

Upon compilation of all research findings, we will analyze and assess all aspects of the employment experience to develop the employer brand platform, which includes:

* Employer brand Pillars:
  + The core qualities and differentiators that define the employment experience – what employees can expect from the organization as well as what the organization expects of the employees.
  + An employee value proposition for each pillar, complete with a clear ‘Give and Get’ of each one.
* Core Positioning:
  + The Core positioning is the compelling idea that is the very essence of the employer brand, providing a focus for creative expression and alignment to the corporate brand.

**VII. PRODUCTION AND IMPLEMENTATION**

***Timeline:*** *Usually 1-3 months, depending on the number of items undertaken.*

**Activate Phase**

The insight and development phase will drive the creative ideas for the employer brand. We will take what we’ve learned and generate, present and refine three unique campaign concepts that work across all the touchpoints TA requires.

* 1. Production

Apply chosen direction across multiple TA communication touch-points in phased approach depending on needs and budget:

* Careers site
* Talent referral program
* Recruitment videos
* Social and digital media assets
* Tradeshow booth design
* Brand guideline book
* Recruiter toolkit (flyer, banner stands, tablecloth)
* Internal activation elements such as wall signage
  1. Implementation
* Employee Training on the Employer Brand
* Establish success metrics

**VIII. Timetable & Budget**

* Add detail here