

Employment Branding: Selling Your Brand to Your Work Force

Presented by:

**Dr. Rick Garlick,
Director of Consulting and Strategic
Implementation, Hospitality Research Group,
Maritz Research**

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Recent Maritz Poll Findings

- 39% said that the 'brand image and reputation' of their employers influenced their decision to join their companies.
- Compared to the others, that 39% were significantly...
 - more satisfied with their jobs
 - more likely to remain as long term-employees
 - more supportive of both line-managers and senior leaders
 - more focused on creating a great service experience for customers
- Employees experience 'brand pride' when they join these companies and reinforce brand strength through greater overall engagement in their jobs.

Employment Branding

- The results indicate that, just as consumers choose brands as the basis for which to purchase products and services, employees often choose brands as the basis for which to choose employers.
- Companies want employees whose values, talents, and commitments parallel their own.
- However, many times, companies are happy to draw a large enough applicant pool to keep operating.
- Strong employment brands should increase both the size and quality of the applicant pool.
 - Applicants will choose companies whose brand image reflects their own wants and needs.
 - In turn, these employees should be better equipped to deliver a customer experience based on the external brand promise.

Measuring the Employment Brand

- Maritz developed a Comprehensive Brand Audit that it has used to measure all facets of consumer brands including...
 - Awareness
 - Consideration
 - Purchase/share
 - Image attributes
 - Brand worth
 - Brand affinity
 - Personality
 - Emotional reaction
 - Values sought
 - Brand relationship

Measuring the Employment Brand

- Maritz' model includes both the rational and non-rational aspects of brand choice
- In a study just completed, Maritz applied these same aspects to an employment branding scenario.
 - Instead of consumers thinking about a brand to purchase, the sample was employees thinking about a company as a place to work.
- Employees were asked to think of the brand relative to the current position they hold.
 - *As someone currently employed in a food service or restaurant company, we'd like to ask you a series of questions about how you think about these restaurant companies as a place to work. We are interested in your perceptions, based on your own experience, what you may have read, what others have told you, or impressions you may have gathered from other sources. Relate your responses based on your current level and/or position within the company at which you now work.*

Measuring the Employment Brand

- The focus: Restaurant Brands
- The sample: 1002 individuals currently employed full-time (30+ hours weekly) in the food service or restaurant industry.
- Study conducted on-line 2/28 through 3/6
- Five restaurant brands rated:
 - Burger King
 - Chili's
 - Denny's
 - McDonald's
 - Red Lobster

Measuring the Employment Brand

- Sample composition
 - Currently employed at
 - Quick service restaurant 29%
 - Casual dining restaurant 51%
 - Contract food service 7%
 - Other 14%
 - Hourly worker 83%
 - Salaried Professional 17%
 - Manager 35%
 - Non-Manager 65%

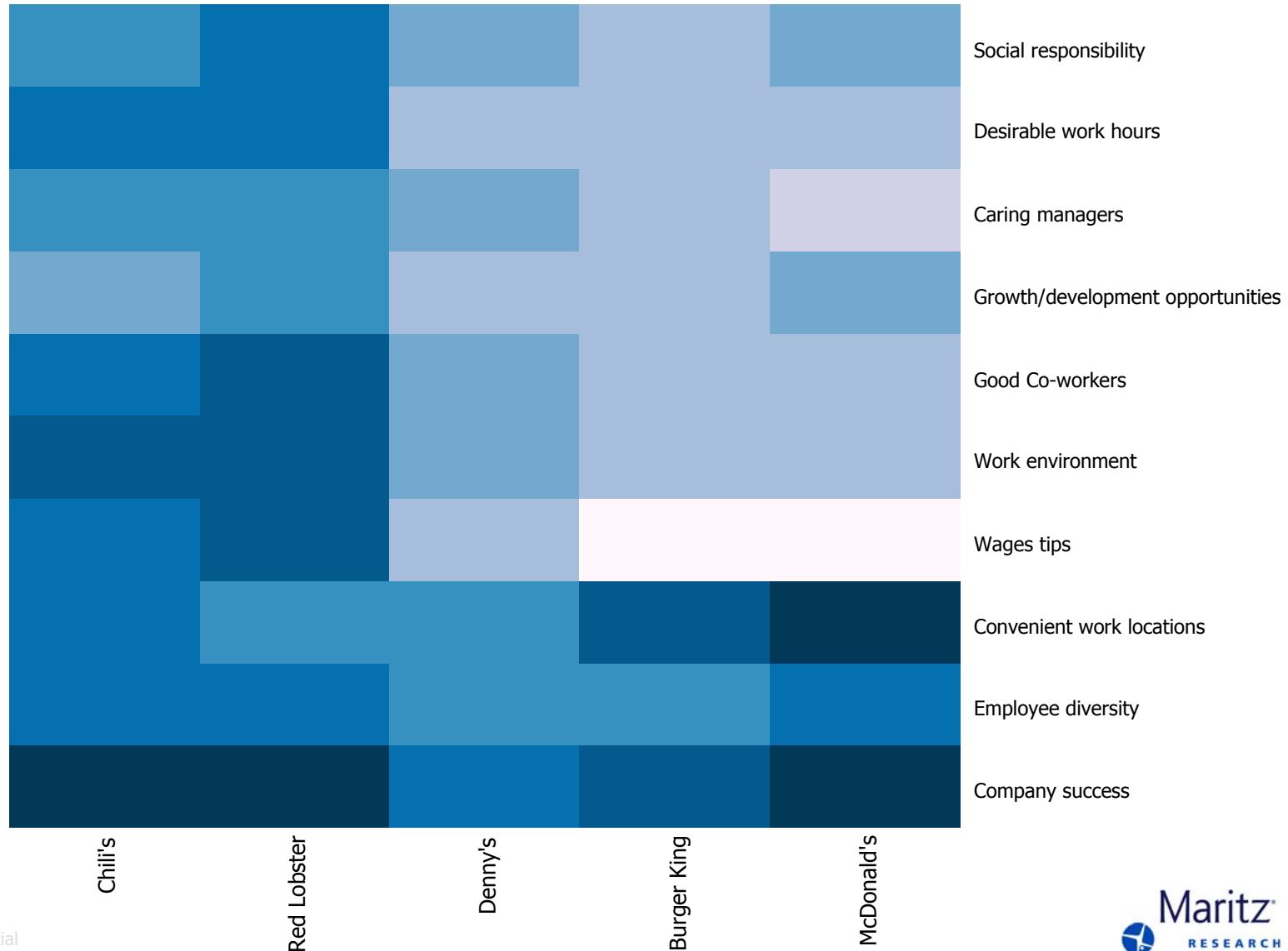
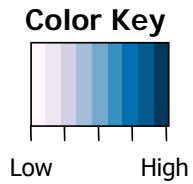
Measuring the Employment Brand

Restaurant	Current or Former Employee	'Extremely' or 'Somewhat' Familiar With the Brand
Burger King	123	989
Chili's	86	834
Denny's	87	903
McDonalds	200	994
Red Lobster	78	853

Measuring the Employment Brand

- Everyone was asked to rate up to two brands:
 - Selection based on
 - Current employee
 - Employed within the past three years
 - Employed more than three years ago
 - Never employed but 'extremely familiar' with the brand
 - Never employed but 'somewhat familiar' with the brand
 - Brands were not rated relative to one another.

Employment Brand Image Attributes-Company



Company Brand

- Chili's
 - Perceived as a successful restaurant chain
 - Providing a positive work environment
- Red Lobster
 - Perceived as a successful restaurant chain
 - Best on wages/tips
 - Provides a positive work environment
 - Good co-workers

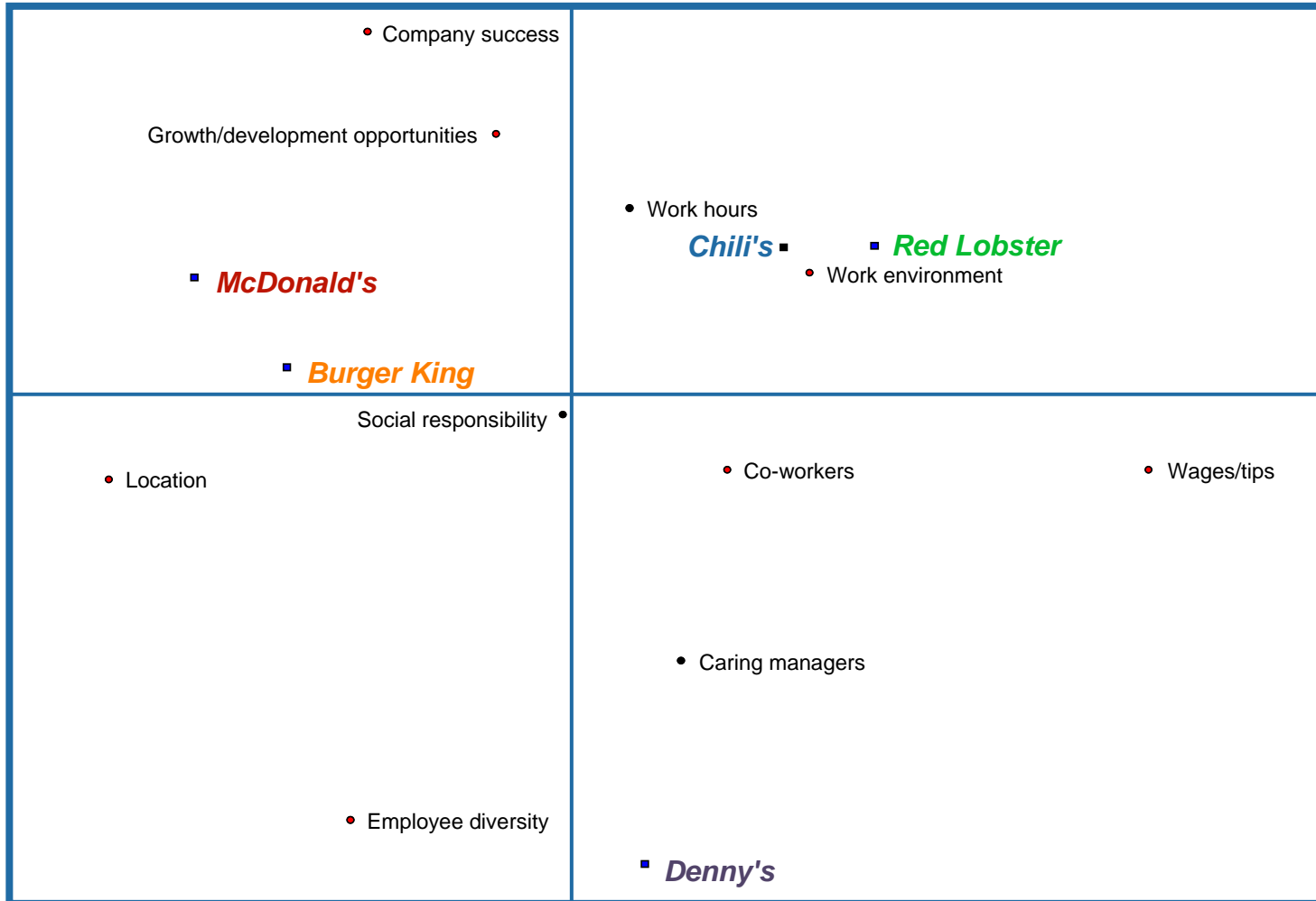
Company Brand

- Denny's- Not perceived as well, even in areas of 'relative strength'
 - Perceived as a successful restaurant chain
 - Employee diversity
 - Convenient work locations
- Denny's doesn't have a distinguishing company brand attribute as a prospective employer.

Company Brand

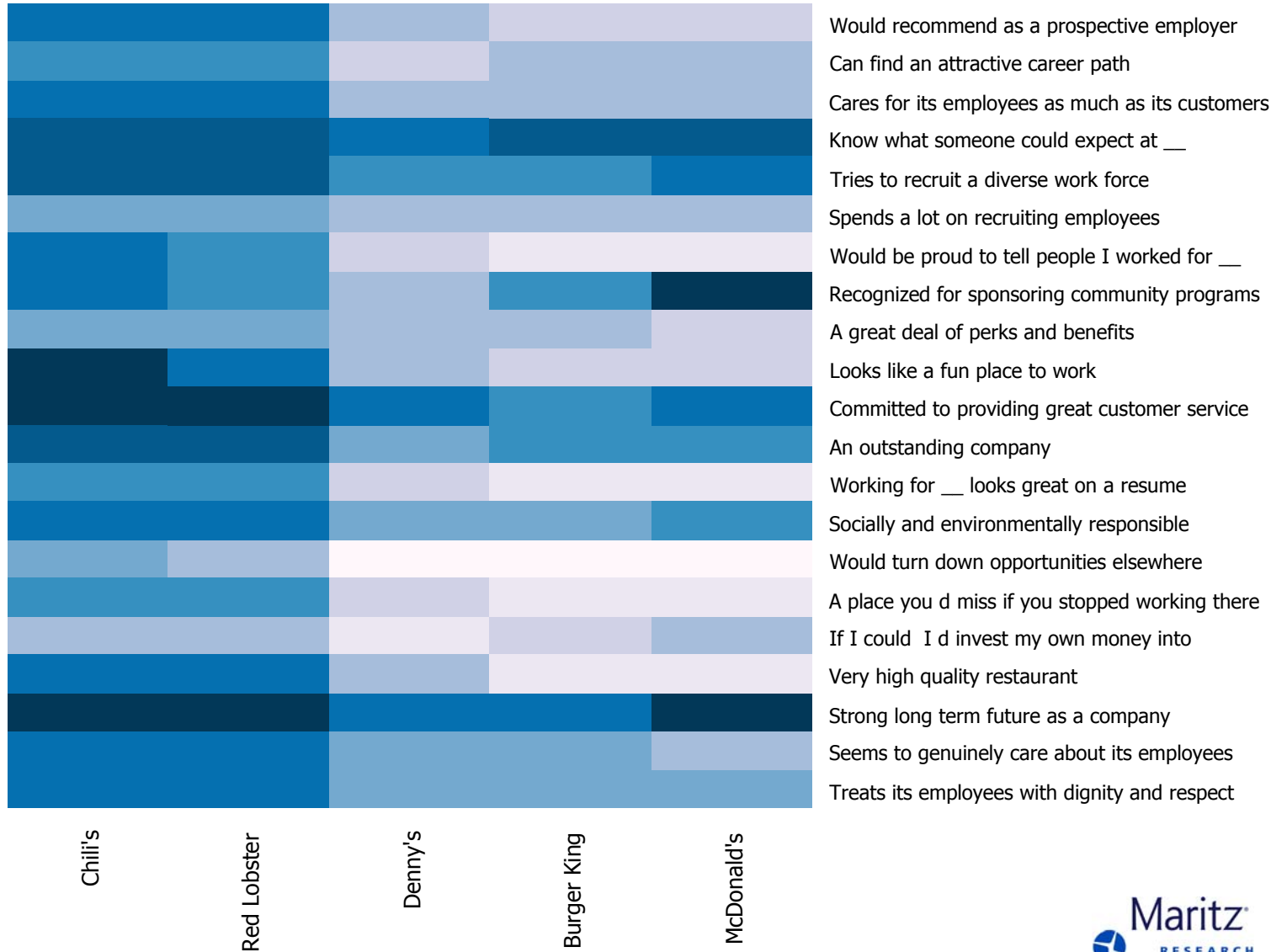
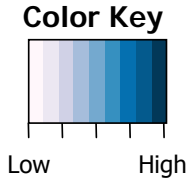
- McDonalds- Among the strongest overall on
 - Being a successful company
 - Convenient work locations
 - Employee diversity
- Burger King relatively strong on company success and convenient work locations, but not as good as McDonalds.
 - Also weaker than McDonalds on employee diversity, being a socially responsible company and providing growth/development opportunities.

Brand Image- Company

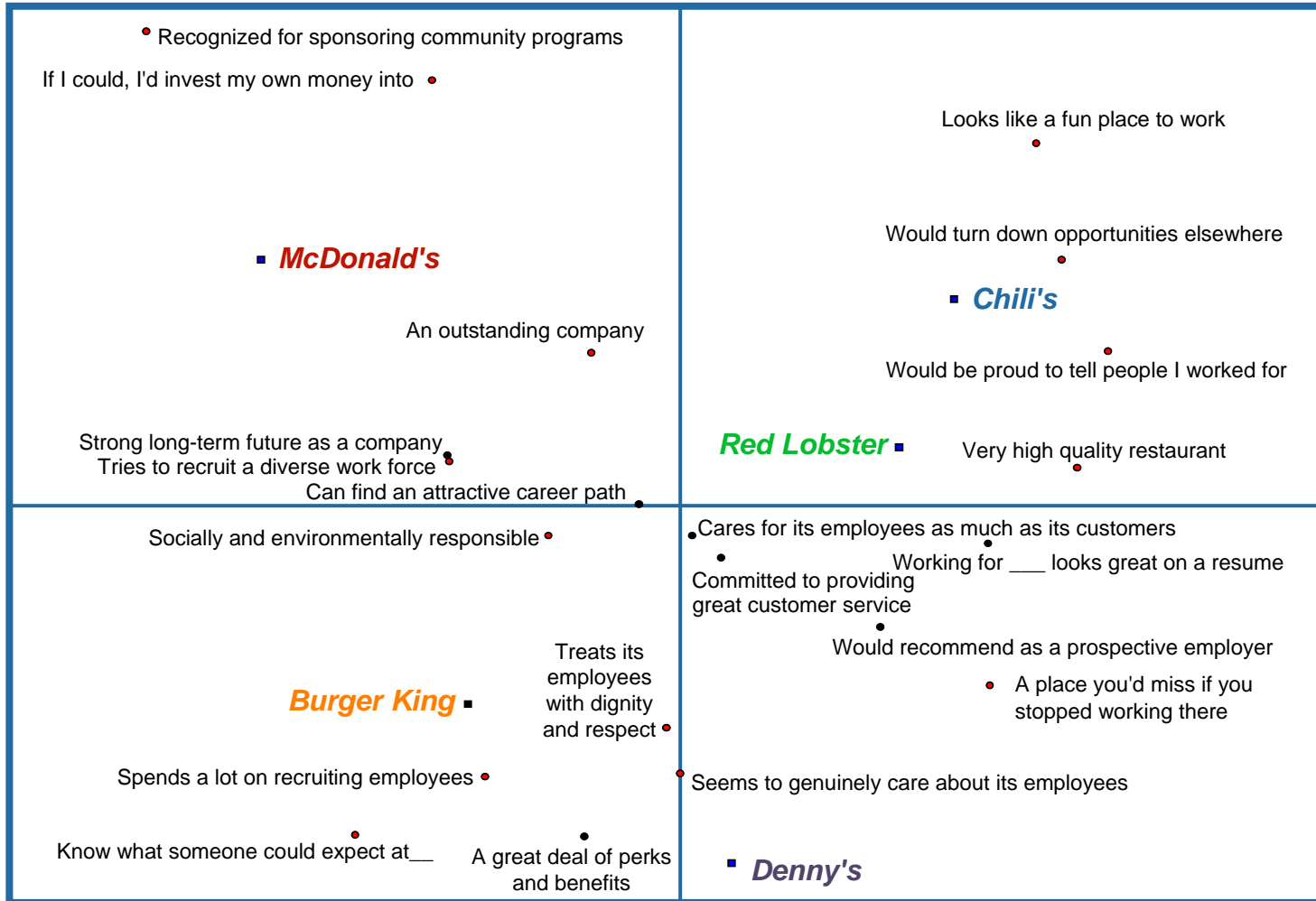


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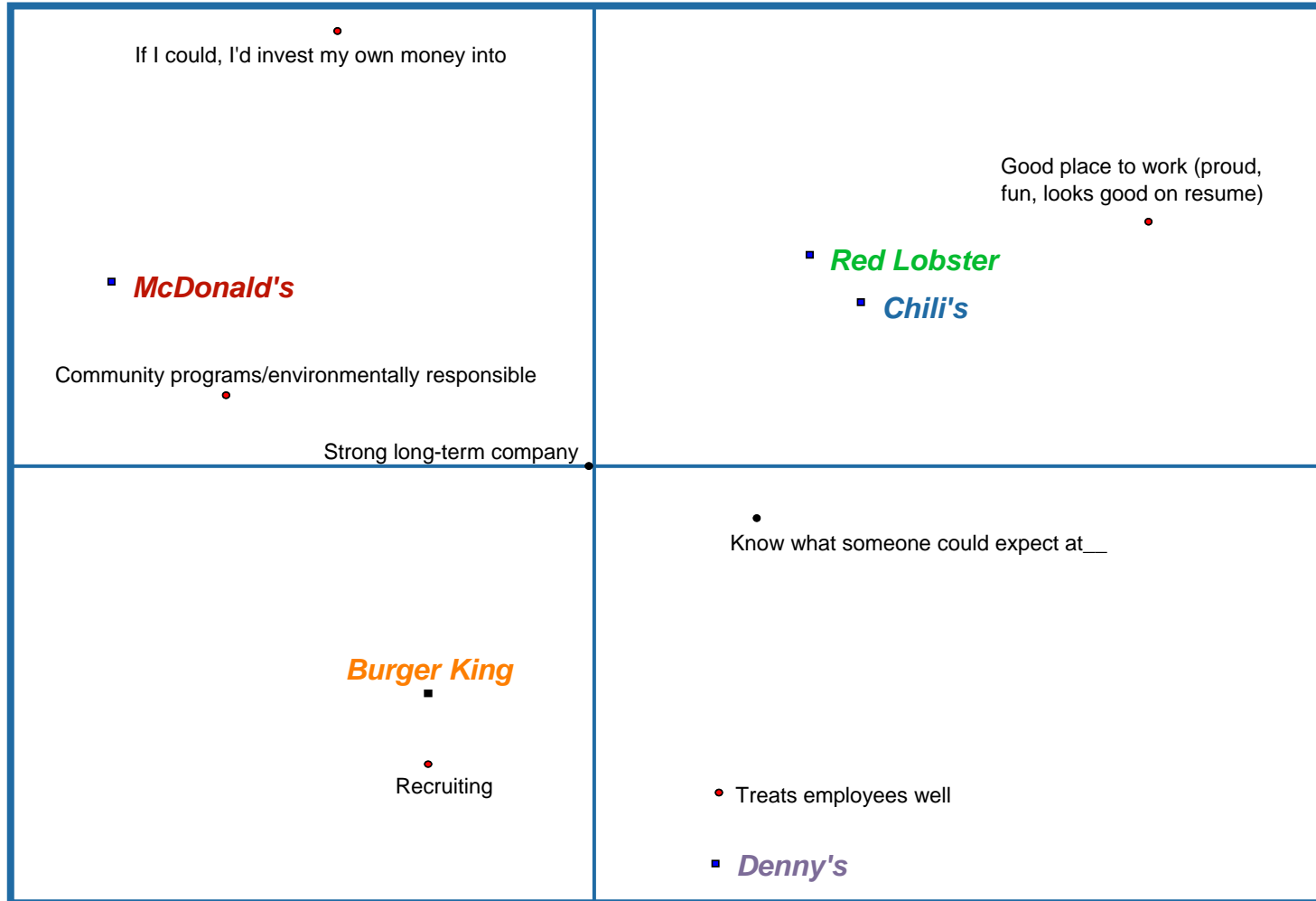
Brand Image as a Place to Work



Brand Image as a Place to Work



Brand Image as a Place to Work



▪ •

Brand Image

- Chili's
 - Very strong on 'being a fun place to work'
 - Also 'committed to great customer service' and 'having a strong long term future.'
- Red Lobster
 - Similar perceptions as Chili's, but not as strong on...
 - Being fun
 - Sponsoring community programs
 - Facilitating employee pride

Brand Image

- Denny's
 - Once again, relative strengths are less than others
 - Closer to Burger King than to Red Lobster or Chili's
 - Least likely of the five brands to be perceived as...
 - Providing an attractive career path
 - Being an 'outstanding' company
 - Being a company you'd invest in

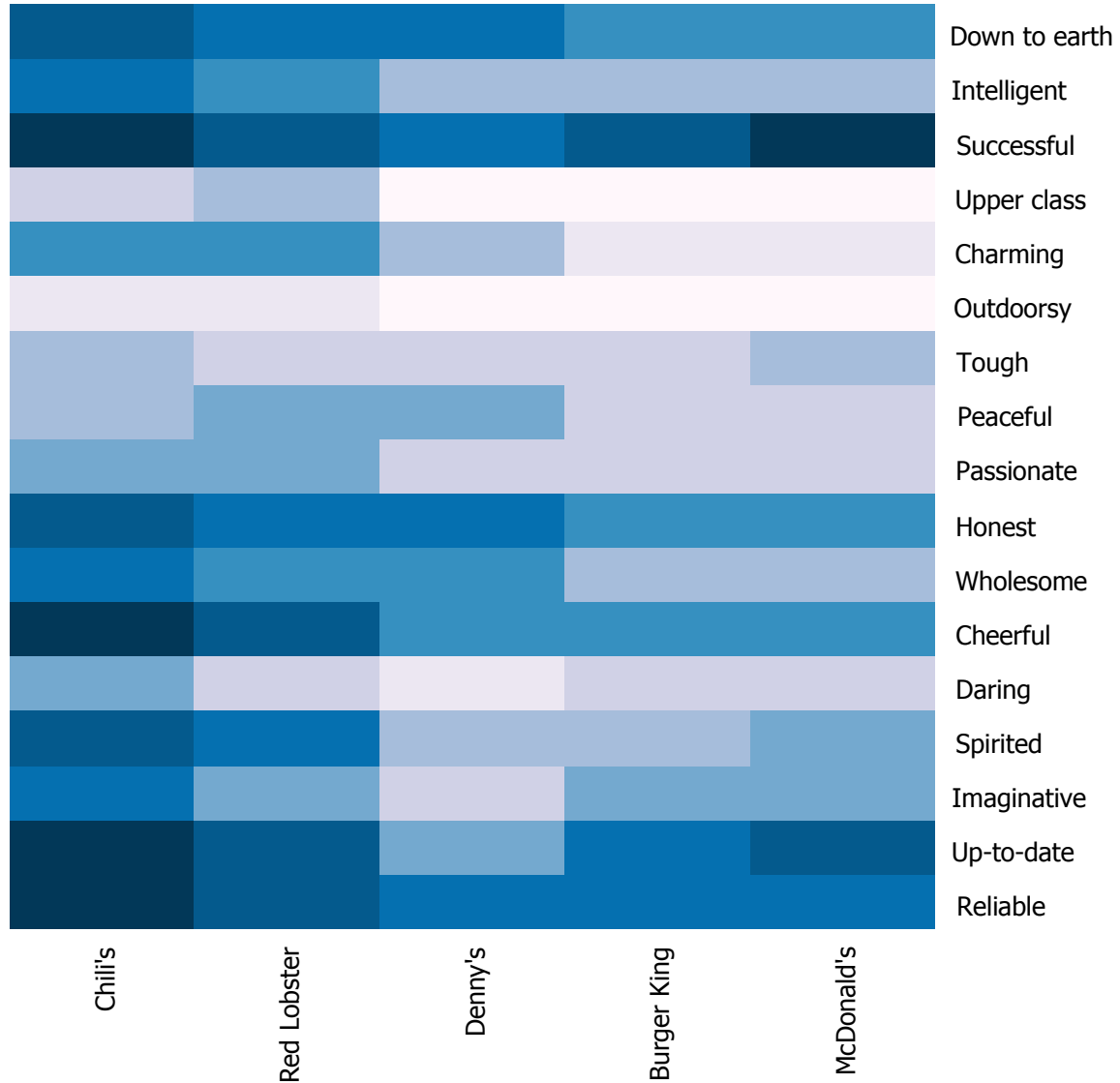
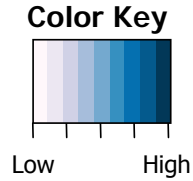
Brand Image

- McDonalds
 - Very strong on 'sponsoring community programs'
 - Also seen as having a very strong long-term future
 - Worse than anyone on...
 - Providing perks and benefits
 - Genuinely caring about employees
- Burger King
 - Not as strong as McDonalds on...
 - Recruiting a diverse workforce
 - Sponsoring community programs
 - Being socially and environmentally responsible
 - Being a company you'd invest in
 - Having a strong long-term future

Brand personality

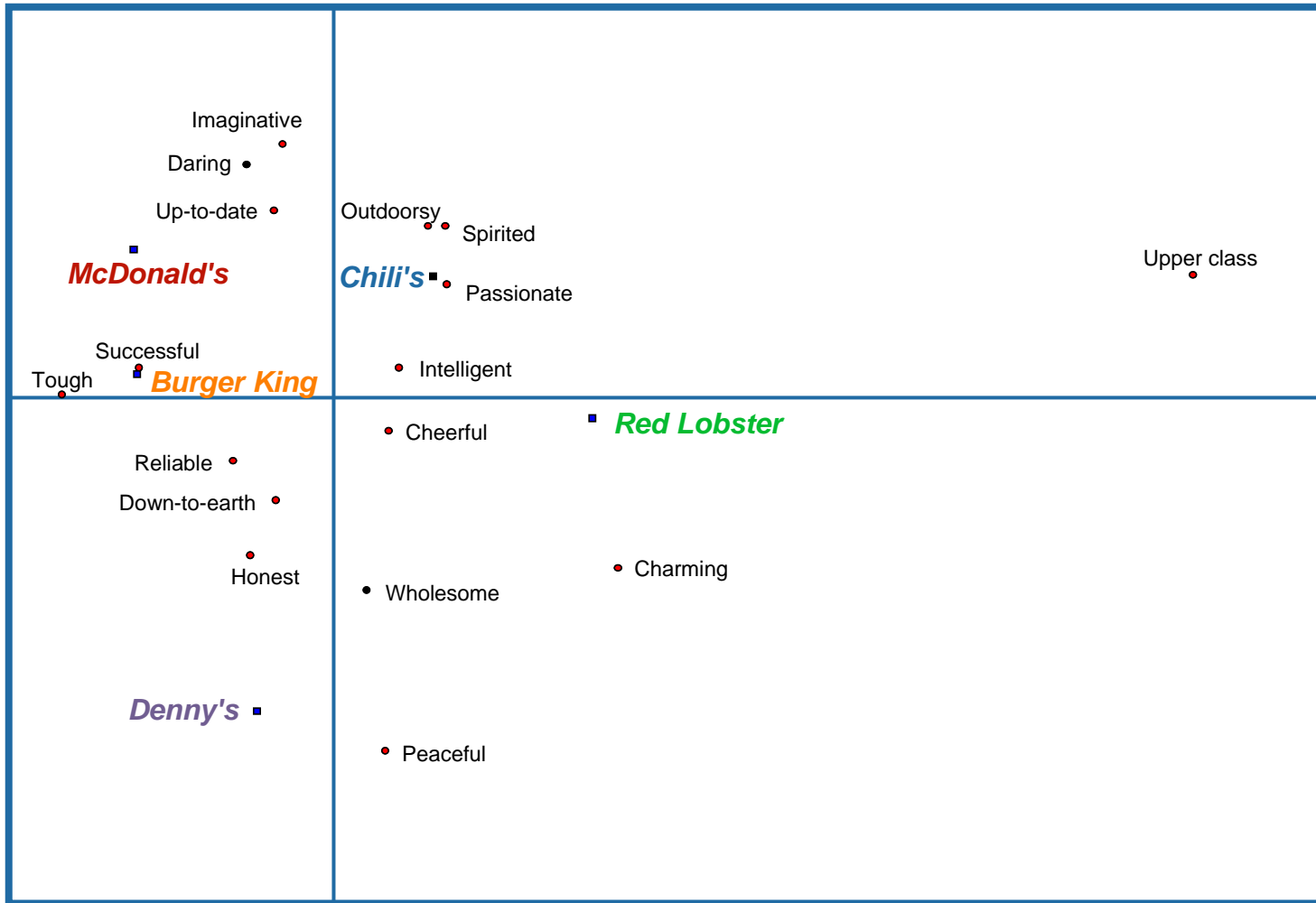
- Work by Jennifer Aaker (1997)
 - Brands as having traits of persons
 - Monumental scale development effort
 - Final instrument has 42 items measuring 15 “facets”
- Led to a variety of follow-up work in multiple categories, countries
- Some of this follow-up suggested two additional dimensions
 - Peacefulness (Asia)
 - Passionate (Latin America)

Brand Personalities Total



Brand Personalities

Total



▪ • = Correlation < 0.50 Axis 2 34% Action vs. Peaceful

Axis 1
56.4%
Lower class
to Upper Class

Brand Personalities

- Chili's
 - Strongest of the five brands on being 'reliable', 'up-to-date', 'cheerful.'
 - Comparable to McDonalds on being 'successful.'
 - Stronger than Red Lobster on...
 - Down-to-earth
 - Intelligent
 - Tough
 - Honest
 - Wholesome
 - Daring
 - Imaginative
 - Clearly, the most defined personality of any of the brands.

Brand Personalities

- Red Lobster
 - Strongest personality attributes are...
 - Reliable
 - Up-to-date
 - Spirited
 - Honest
 - Successful
 - Down-to-earth
 - As noted, Red Lobster's most prominent 'personality' attributes are not as defined as Chili's
 - Red Lobster is, however, seen as more 'upper-class' and 'peaceful' than Chili's.

Brand Personalities

- Denny's
 - Not a particularly defined brand personality
 - Strongest traits are
 - Reliable
 - Successful
 - Down-to-earth
 - Honest
- McDonalds and Burger King
 - Similar traits but McDonalds is seen as more
 - Successful
 - Tough
 - Spirited
 - Up-to-date

Emotion

- Emotions may influence brand choice
- Brain scans of people looking at brands show activity in areas where emotions occur, in addition to areas more associated with cognition – so brands produce rational and emotional reactions
- As non-rational entities, emotions may be difficult to measure in self-stated survey research, but
 - We don't use brain scan machines in our research
 - Location of brain activity for specific emotions is unknown, and likely varies from person to person
- There seems to be no generally accepted
 - Psychological theory about what emotions are
 - List of emotions
 - Validated, survey-based way to measure them

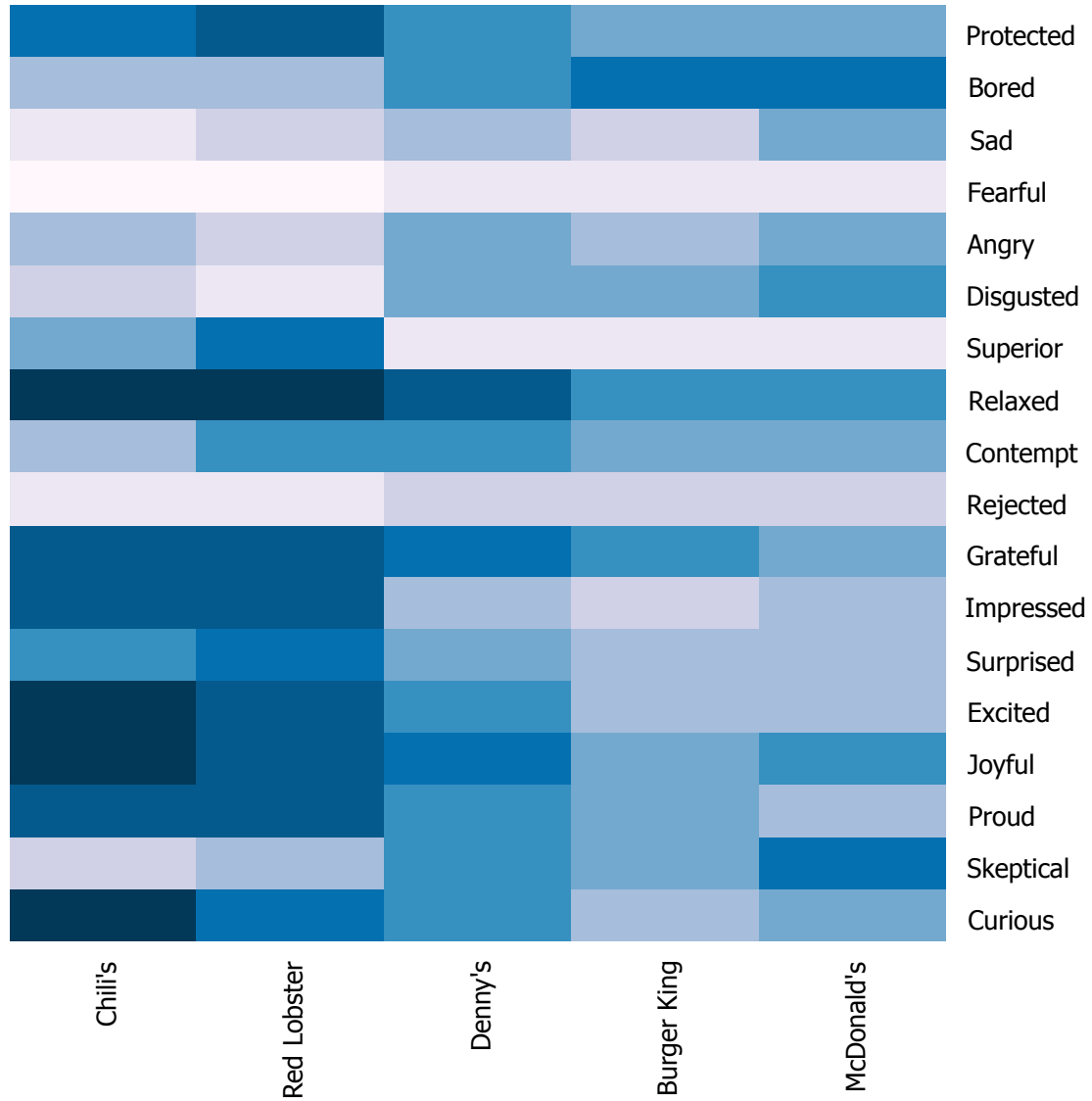
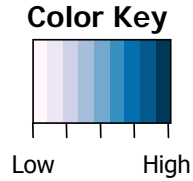
Theories of emotion

- Eckman's work is starting to be used by marketing researchers
- Update of work Darwin did on emotions, based on universality of 6 emotions that show in the facial muscles of humans and apes
 - Anger
 - Disgust
 - Fear
 - Joy
 - Sadness
 - Surprise
- But 6 basic emotions is too few, and it's not clear why we should restrict ourselves to facial emotions

Theories of emotion

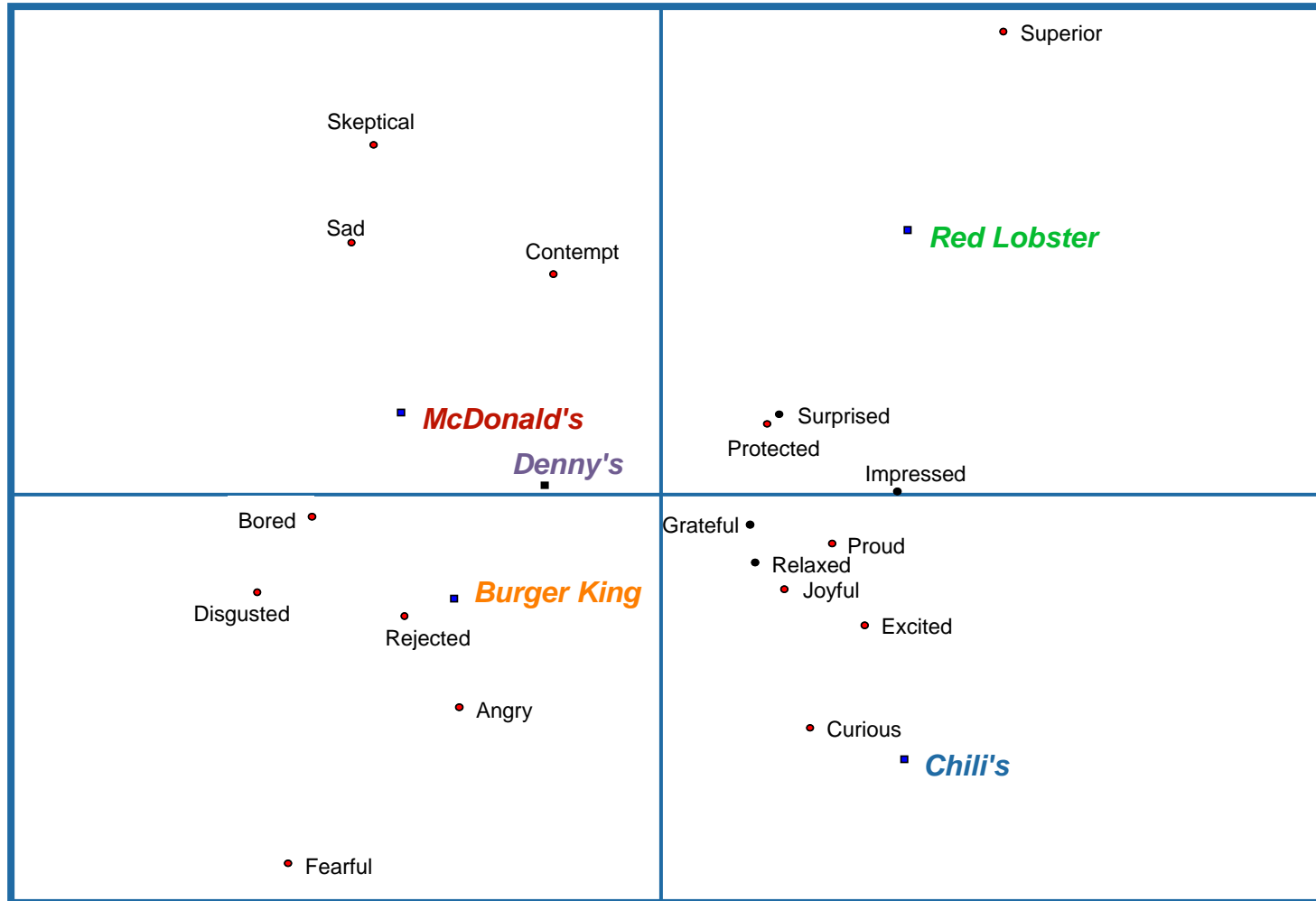
- Mehrabian and Russell found that all emotions could be explained as combinations of 3 dimensions (PAD)
 - Pleasure
 - Arousal
 - Dominance
- They show how 151 emotions score on these 3 factors
- As part of our development work, we cluster analyzed these factor scores to come up with a list of 18 emotions
 - Cover the emotional “space”
 - Relevant to brands and marketing

Emotions Employees Are Likely to Feel Working for Brand



Emotions Likely to Experience Working for Brand

Total



Axis 1
91.9%
Very one-dimensional
Negative to Positive

▪ • = Correlation < 0.50

Axis 2 5%

Emotions

- Chili's
 - Working at Chili's is associated with some very defined emotions
 - Joyful
 - Excited
 - Curious
 - Relaxed
 - Secondary emotions are
 - Protected
 - Grateful
 - Impressed
 - Proud

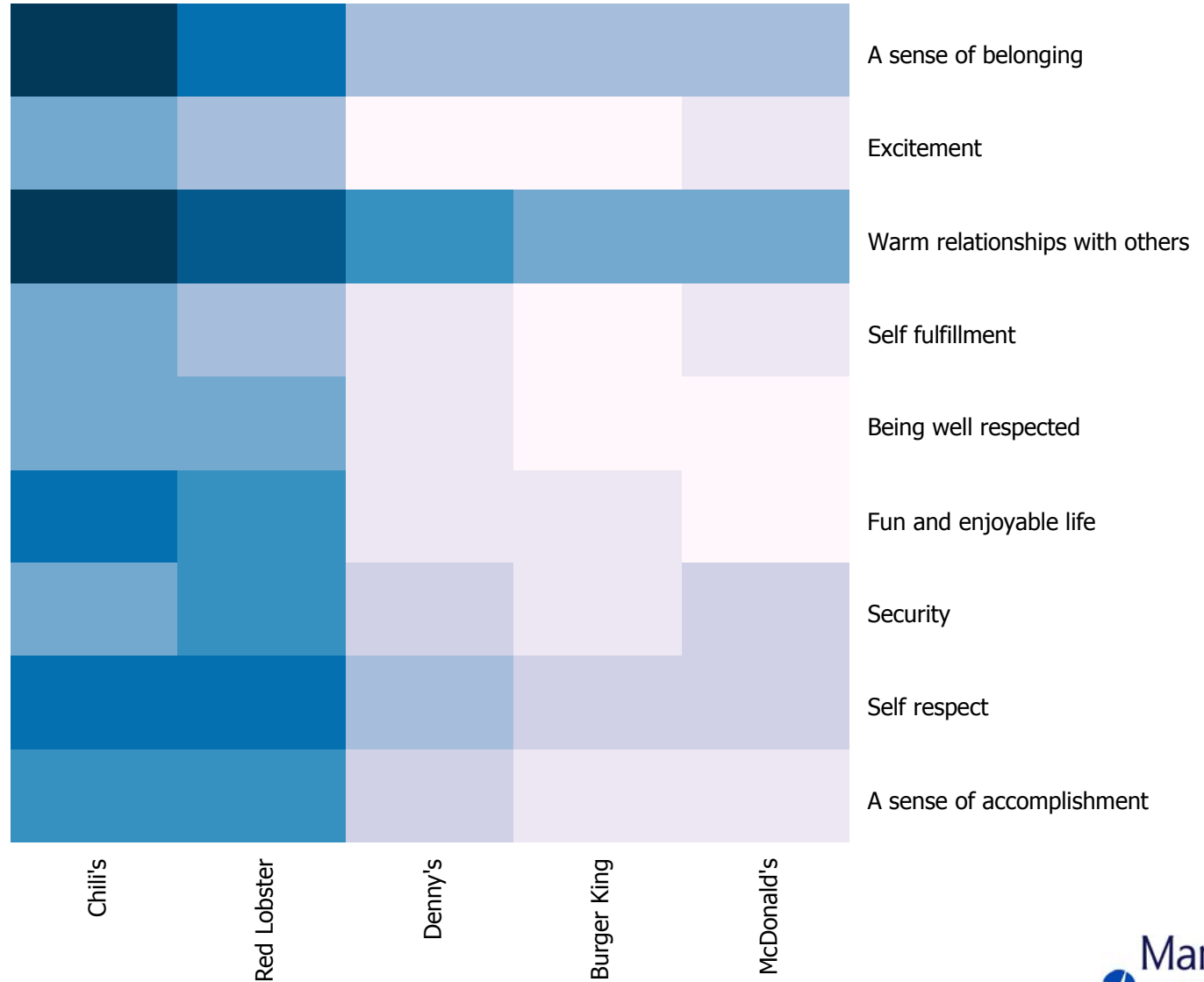
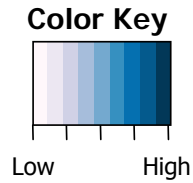
Emotions

- Red Lobster
 - Red Lobster employees are most likely to feel 'relaxed.'
 - 'Protected', 'Superior' are also prominent emotions.
- Dennys
 - 'Relaxed', 'Joyful', 'Grateful' most prominent emotions
- McDonalds and Burger King
 - 'Boredom' is the emotion most likely associated with both McDonalds and Burger King.
 - Most likely to feel 'skeptical' about McDonalds.
 - More likely to feel 'sad', 'angry', and 'disgusted' about McDonalds than Burger King and less likely to feel 'grateful' or 'proud'.

Values

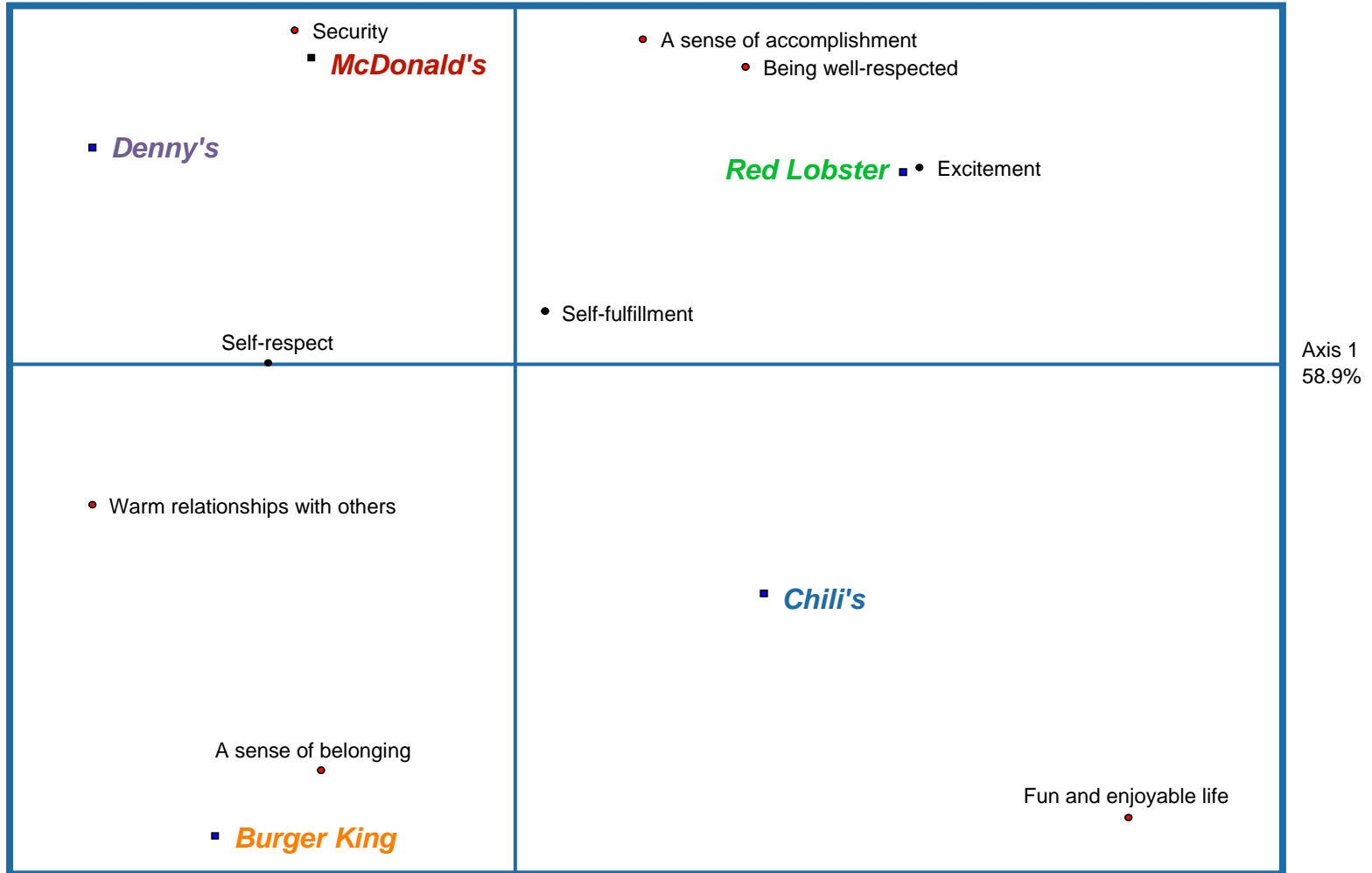
- Sometimes employees seek higher order values from a brand, over and above the functional value of a brand's product
- Qualitative researchers attack this via methods like "laddering"
- Kahle (1983) adopted Maslow's hierarchy of needs into the list of values (LOV) scale

Values Likely to Achieve Working for Brand in Total



Values Likely to Achieve at Brand

Total



▪ • = Correlation < 0.50

Axis 2 20.3%

Values

- Chili's is strongest on creating a 'sense of belonging' and 'warm relationships with others.'
- Red Lobster is also strong on these same two attributes, although less so than Chili's.
 - Red Lobster stronger than any brand on 'security.'
- Denny's, McDonalds, and Burger King significantly lower on value creation.

What to Do With This Information?

- Determine the extent that your employment brand is consistent with your external consumer brand.
 - If misaligned, determine how desired brand values can be created and communicated for employees.
- Train leaders and managers to act consistently with internal values.
- Actively market your employment brand through recruitment messages.
 - Should attract people whose values are consistent with yours.
- Recognize and reward employees for actively demonstrating important brand values.
- Remember, if you don't create an employment brand, others may do it for you!

Thanks for your time and participation today!

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To contact today's speaker:

rick.garlick@maritz.com

Or

michael.fisher@maritz.com

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