



TOWARDS EMPLOYER BRAND EQUITY

A Framework Proposition from Employee Perspective

D. GAVILAN, M. AVELLO & S. FERNANDEZ-LORES

Depto. de Comercialización e Investigación de Mercados
UNIVERSIDAD COMPLUTENSE DE MADRID



Objectives

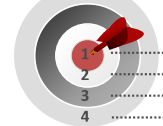
1. Introduce a framework which enables firms to study employer branding.
 - Employee-based brand value framework.
2. Develop the instruments to measure constructs
 - Exploratory study

The Concept

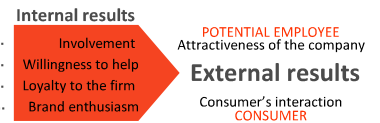
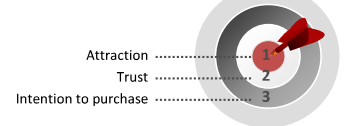
Approaching employer branding

- Brands are among the most valuable asset for a company (Madden et al., 2006).
- New focus of branding literature: employer and employees
 - Towards COMPANY: A firm's first customers are its own employees (Edwards, 2010).
 - Towards LABOR MARKET: A strong employer brand to become the employer of choice. (Backhaus and Tikoo 2004).
- Ambler and Barrow coined the concept of *employer brand* (1996).

Employer Brand

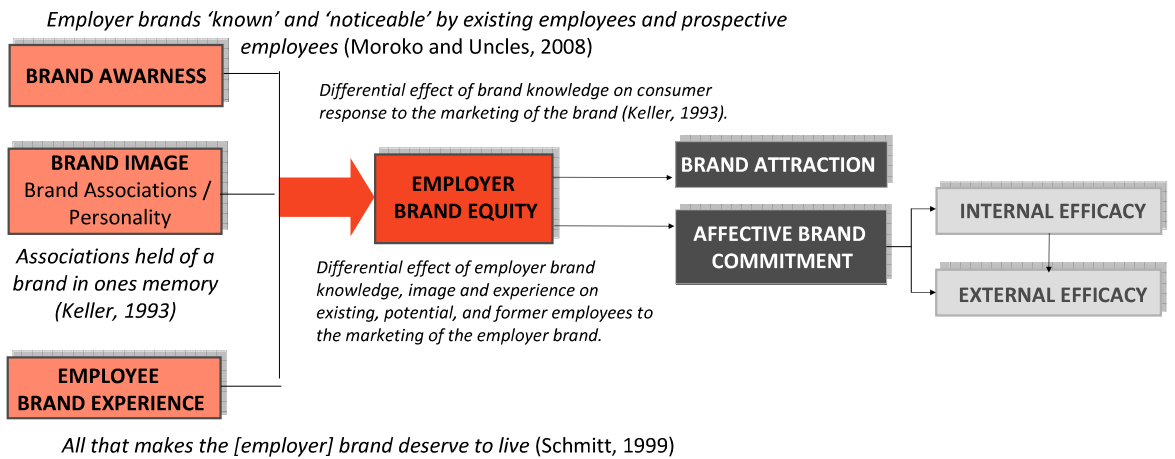


Consumer Brand



"bundle of functional, economic and psychological benefits provided by employment, and identified with the employing organization"

1. Framework Proposition



2. Developing measurement scales

Exploratory Study

Sample

- 383 undergraduate students. Self-administer questionnaire, 5 points likert scale.
- 10 items to measure Brand Awareness
 - 22 items adapted from Knox and Freeman (2006) and Davies (2007) to measure Brand Image
 - 16 items adapted from Bakus et al. (2009) to measure Brand Experience
 - Sociodemographic data

Factorial Structure of Brand Image

BRAND IMAGE	Items	Factor load
Professional power	Good working opportunity	,770
	Demanding	,679
	CEO's credibility	,678
	Proudness	,674
	Professional development	,655
Goodness/kindness	Values	,643
	Employer reputation	,637
	Professional progress	,616
	Worried about employees	,759
Modern	Allow to combine working	,741
	Honest	,720
	Fair retribution	,675
	Sincere with consumers	,647
	Modern	,791
Goodness/kindness	Young and dynamic	,743
	Open-minded	,670
	Freedom	,695

KMO= ,932 Sig. Bartlett's sphericity test= ,000
* % of variance explanation (67,725%)

Factorial Structure of Brand Experience

BRAND EXPERIENCE	Items	Factor load
Behavioral	Entertaining	,759
	Enjoyable	,724
	Varied	,657
	Attractive Social	,651
Intellectual	Travel	,641
	Respectful	,700
	Fluid communication	,694
	Leadership	,692
Affective	Challenging job	,688
	Fair promotion	,675
	Easy going	,726
	Relaxed ambience	,715
Affective	Team-spirit	,679

KMO= ,916 Sig. Bartlett's sphericity test= ,000
* % of variance explanation (69,69%)

Conclusions

- **Brand Awareness:** Higher importance of external knowledge vs. internal dimension
- **Brand Image:** Higher importance of goodness/kindness over modernity. Paradoxically items referring SCR were dropped.
- **Brand Experience:** Behavior is the main provider of brand experience. Experience meaning job enjoyment.
- **Further empirical research** is needed to: Complete and improve the quality of the scale developed, to test validity and reliability of constructs and to test the suggested causal relationships.