

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





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

Consumer Brance

Exploratory study



The Concept

Approaching employer branding

Brands are among the most valuable asset for a company (Madden et al., 2006).

Employer brands 'known' and 'noticeable' by existing employees and prospective employees (Moroko and Uncles, 2008)

New focus of branding literature: employer and emplovees

- 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).

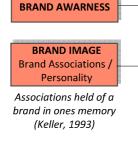
External results oyalty to the firm Consumer's interaction Brand enthusiasi

Internal results

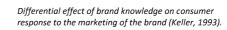
"bundle of functional, economic and psychological benefits provided by employment, and identified with the employing organization'

Employer Brano

Framework **Proposition**



EMPLOYEE BRAND EXPERIENCE



Differential effect of employer brand knowledge, image and experience on existing, potential, and former employees to the marketing of the employer brand.

EMPLOYER

BRAND EQUITY

INTERNAL EFFICACY AFFECTIVE BRAND COMMITMENT **EXTERNAL EFFICACY**

BRAND ATTRACTION



All that makes the [employer] brand deserve to live (Schmitt, 1999)

Developing measurement scales

Exploratory Study

BRAND AWARNESS

External Knowledge

 $\alpha = .78$ F1= 32,481

Internal Knowledge

 $\alpha = .79$

F2=29,617

Sample

Factorial Structure of Brand Awarness

Competitors

Sells and profits

Vacations Policy

Work schedule

Salary

KMO=,813 Sig. Bartlett's sphericity test=,000

Items

Markets operations

Consumer Brands

383 undergraduate students. Self-administer questionaire, 5 points likert scale.

- 10 items to measure Brand Awarness
- 22 items adapted from Knox and Freeman (2006) and Davies (2007) to measure Brand Image
- 16 items adapted from Bakus et al. (2009) to mesure Brand Experience
- Sociodemographic data

Factor load

,836

.781

.773

.677

.857

.842

,766

Factorial Structure of Brand Image

BRAND IMAGE	Items	Factor load
	Good working opportunity	,770
B	Demanding	,679,
Professional power	CEO's credibility	,678,
$\alpha = .89$	Proudness	,674
u =.85	Professional development	,655
F1=28.189	Values	,643
	Employer reputation	,637
	Profesional progress	,616,
Goodness/kindness	Worried about employees	,759
doodness/killulless	Allow to combine working	,741
$\alpha = .82$	Honest	,720
	Fair retribution	,675,
F2=22,202	Sincere with consumers	,647
Modern	Modern	,791
Widdeili	Young and dynamic	,743
$\alpha = .79$	Open-minded	,670
F2 47 224	Freedom	,695
F3=17,334		,055

KMO=,932 Sig. Bartlett's sphericity test=,000

% of variance explanation (67,725%)

Factorial Structure of Brand Experience

BRAND EXPERIENCE	Items	Factor load
Behavioral $\alpha = .798$ F1=30,135	Entertaining Enjoyable Varied Atractive Social Travel	,759 ,724 ,657 ,651 ,641
Intellectual α =.786 F1=20,802	Respectful Fluid comunication Leadership Challenging job Fair promotion	,700 ,694 ,692 ,688 ,675
Affective α = .836 F1=18,753	Easy going Relaxed ambience Team-spirit	,726 ,715 ,679

KMO= ,916 Sig. Bartlett's sphericity test= ,000 * % of variance explanation (69.69%)



- Brand Awarenes: Higher importance of external knowledge vs. internal dimension
- Brand Image: Higher importance of goodness/kindness over modernity. Paradoxically items refering 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 developped, to test validity and reliability of constructs and to test the suggested causal relationships.