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# The Study on Employer Brand Strategy in Private Enterprises from the Perspective of Human Resource Management

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## Abstract

In order to gain advantage in the competition for talent, private enterprises have to create an enabling strategy to attract and retain talent, which is employer brand strategy. The paper defines the meaning of employer brand, and then from the actual situation of private enterprises, it explores methods for private companies to build employer brand in order to establish a good image of employer brand, attract and retain talent, and can give some guidance for companies' sustainable development.

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*Key words:* Human resource management; Private enterprises; Employer brand

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## 1. Definitions of key concepts

### 1.1. Employer brand

Employer brand as a new concept is a new branch of enterprises brands. From conceptual understanding, like product brand, it is an image given by the company to potential employees in the human resource market. Positive, energetic or mature, sound? Different images will attract different kinds of job seekers. The company of Hewitt thinks that employer brand is a kind of employer's promise, which is on work culture, environment, and opportunities and so on experienced by employees after joining the company. It is mainly explained from inside soft environment such as career development prospects, freedom/ autonomy, social responsibility, leadership, teamwork, changes, focus on results, etc. The

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definition of Watson Wyatt about employer brand includes internal and external aspects. They think employer brand is employer's position in human resource market, which is set brand image for future, current and leaving employees. It includes both parts: external and internal brands. External brand is set for potential employees in order to make them willing to enter company and establish the image of the best work place for company. Internal brand is set among current employees, which is some promise made by company to employees, not only a kind of relation between company and employees, but also reflects company can provide unique work experiences for existing and potential employees.

Employer brand and product brand not only have connections but also differences. Whether employer brand or product brand, both service for company big brand, with consistency. They also have differences manifesting in the following: (1) Different objects. The object of employer brand is young intellectuals with mainly 20 to 40 years of age; while the object of product brand is different depending on product difference. For example, a company producing baby products, whose object of product is mainly baby, so its object of product has obvious differences from employer brand'. (2) Different advertisement content. In advertisement, employer brand emphasizes on telling potential employees about company's history, background, culture, pay and welfare, training, development opportunities and so on; while product brand pays attention to product's efficacy, feelings given to consumers and so on. (3) Different promotion channels. Employer brand advertises more in the site of professional recruitment media and meetings; while the channels of are very wide, including print media, television advertisement, radio advertisement and so on. (4) Different inside and outside emphasis. Employer brand not only includes establishing a good outside image, more important is inside construction of soft environment; while product brand is mainly for outside to establish image among consumers.

### *1.2. Strategic significance of employer brand*

Senior Fellow Business School, University of Glasgow, UK, believes that enterprises establish employer brand to attract talents also can reduce conflicts, improve employees' relationship greatly and improve their degree of loyalty, extend employees' service life and reduce the rate of job-hopping. The strategic significance for private enterprises to create employer brand lies in:

(1) It is a good tool for attracting talents to join. Professor Charles Handy Business School London said: people will not "look for work," but "look for an employer", looking for a good place which is the most suitable for their development. Employers provide unique work experiences for existing and potential employees by recruitment, and then establish set value position of employer brand in the talent market; while image of employer brand as obvious signal always attracts some talents who agree and support enterprise culture and concept of value. Employer brand can ensure company has visibility among potential excellent employees, and make the company become the first choice of excellent talents; it is a good means to introduce company to excellent talents. The survey statistics, done by Hewitt Consulting Ltd participating in Asia Best Employers, shows that enterprises with good images of employer brand own higher ratio of letters looking for jobs than average enterprises in each advertisement for positions. Those enterprises with better employer brand not only attract more applicants, but also reduce potential seekers' effort taken to analyze and choose employers. Set employer brand can be become future recruitment model, which makes enterprises have advantages in obtaining excellent talents, have opportunities to get core and key talents and then gain advantages in competition.

(2) It is catalyst to improve productivity. Successful employer brand will not only attract and retain talented people, also encourage, motivate employees to improve productivity and quality of product and service. Employer brand, in nature, is kind of commitment made by employers to employees, which is company's reputation in the heart of employees. As long as you are talents and work hard, you will have more development opportunities. The good image and respected reputation in the talent market and social

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